

# THE EAST RENFREWSHIRE GOLF CLUB 1922

## CLUB MANAGER - JOB DESCRIPTION

### Introduction

East Renfrewshire is a stunning moorland golf course recognised for its outstanding layout, exceptional condition and expansive views. Officially and annually recognised as 1st in Renfrewshire by all major course rankings, East Renfrewshire is the highest ranked course for 20 miles in all directions.

The current Club Manager/Secretary retires at the end of 2016 and the Club is looking for an ambitious individual with the necessary leadership qualities, drive, hands-on approach and proven management capability across all disciplines of a golf club operation.

<b>Reports to:</b>	The Board of Management (BoM)
<b>Close liaison with:</b>	Club Captain and Council, Functional Convenors and Chairs of Committees and sub Committees
<b>Direct Reports:</b>	Club Mistress, Administration Assistant, Club Professional and Head Greenkeeper

### Main Purpose of Job

1. To have executive responsibility for all aspects of the administration of the Club and its premises within the framework of the Club's Business Plan, policies, procedures and approved budgets.
2. To action all directions from the BoM in a timely, professional and effective manner, and to provide appropriate support as well as monthly and other reporting to ensure key milestones in the business plan are achieved.
3. To achieve high standards of performance from all staff by adopting effective management and leadership techniques.
4. To bring industry best practice to all areas of the Club's activities, playing a pivotal role in delivering the Club's key operational, financial and strategic goals.
5. To be the first point of contact for members and visitors and to promote the Club internally and externally in a professional and friendly manner, such that the membership base increases, other sales and marketing initiatives are achieved and the standing and reputation of the Club is maintained at the highest level.
6. To efficiently manage and effectively administer all aspects of the running of the Club on a day to day basis.
7. To oversee all aspects of the Club's accounting and financial controls, contributing to the achievement of the Club's financial goals and in particular that of increasing year on year revenue and profitability.

## **Key Areas of Responsibility**

### **Marketing**

1. Contribute to the creation and maintenance of a marketing strategy to achieve the agreed optimum number of Club members and green fee paying visitors and take responsibility for executing this strategy.
2. Promote and organise Corporate Days, Society events etc. liaising with the Club Professional in order to utilise the Club's facilities and generate additional profitable revenue.
3. Own the Club's Marketing Plan to maximise all revenue streams.
4. Take responsibility for the Club's website by introducing innovative ideas concerning both design and content to ensure that it provides an up to date, engaging and motivational source of information for members and visitors.
5. Promote the Club externally through skilful use of local media relationships and other available networking opportunities.
6. Build and maintain mutually beneficial relationships with Scottish Golf Limited, local golf clubs and other appropriate entities as required.

### **People Management and Leadership**

1. Recruit, train and develop the Club's staff with commitment to CPD.
2. Utilise effective performance management techniques to ensure direct reports deliver high standards of achievement. This includes providing ongoing direction, clear goals, measurements and performance monitoring through professionally managed appraisals.
3. Liaise with the Club Mistress to ensure the bar and catering offers reflect members' and visitors' expectations whilst not compromising operational efficiency or profitability.
4. Manage and chair regular meeting with all direct reports to ensure that an effective, coordinated service is provided for members and visitors by a well-motivated team.
5. Work closely with the Club Professional to maximise the benefits which his services bring to Club members and visitors alike.
6. In conjunction with the Marketing Subcommittee, take a dynamic stance in initiating activities to attract new members.
7. In conjunction with the Club staff, provide a welcoming and informative approach to visitors.
8. Take necessary measures to ensure that acceptable standards of behaviour are adhered to on Club property.

### **Finance**

1. Actively participate in the preparation of the Club's Business Plan, Annual Budget and Forecasts, to include monitoring actual performance against these and the identification and explanation of key variances.
2. Support the delivery of the financial goals set by the BoM.
3. In conjunction with the Finance Director, prepare and present monthly/quarterly financial reports to the BoM.
4. Ensure that cash flow is maximised and credit control is fully operational; ensuring all monies are banked promptly.
5. Ensure that proper financial controls are maintained and all capital and project expenditure is closely monitored and controlled within agreed budgets.
6. Work closely with the Administration Assistant to enable the meeting of all period end target reporting deadlines.

7. Ensure the reconciliation and control of all of the Club's income streams - Bar, Catering, Subscriptions, Green Fees, etc.
8. Provide the payroll data to the payroll bureau check the output and ensure that HMRC deadlines on reporting and payment are adhered to.
9. Closely monitor all assets and working capital ensuring that regular physical stock takes are conducted.
10. Ensure that VAT, Gaming Tax, PAYE and National Insurance due to HMRC are submitted by the due dates.
11. Obtain an active knowledge of HMRC rules relating to VAT partial exemption as they apply to golf clubs; ensuring these are applied as required and that quarterly and annual reporting and settlement deadlines are met.
12. Arrange for quotations as required and place orders in line with authorised limits.

### **Course**

1. In conjunction with the Head Greenkeeper, ensure that the course is maintained and developed in a manner consistent with the directions laid down by the BoM.
2. Obtain and interpret regular feedback from members and visitors concerning their views of the course and report these back to the BoM.

### **Administration**

1. Manage all aspects of the Club's administration in a professional manner, e.g. procurement, invoicing, events and fixtures programme, subscriptions, committee meeting minutes and communications.
2. Project manage members' meetings and other evening events held outside the working day and over-see the execution of these.
3. Seek and implement cost savings and efficiencies as well as the means to increase revenue.
4. Recommend appropriate improvements and innovations to the BoM for consideration and play an active part in BoM meetings.
5. Act as the reliable and informative point of reference to members on all Club and golf matters.
6. Stay continually up to date and abreast of changes and developments in the wider world of golf and initiate necessary changes.
7. Liaise with the relevant Director/Convenor to provide status reports on strategic development projects to the BoM.
8. Ensure effective purchasing, delivery and recording systems are developed and maintained.
9. Control all security measures and insurance requirements ensuring that all risks are adequately covered.
10. Coordinate the fixtures and events programme, seek advertising funding and compile the annual diary.
11. Ensure compliance with all statutory and local government legislative requirements (including Licensing, Health and Safety at Work, COSSH, and Employment etc.). Ensure regular fire evacuation tests are undertaken.

### **Communication**

1. Manage all aspects of internal and external communications with a high degree of professionalism. Communicate effectively and efficiently with Club members on all appropriate matters, utilise e mail, social media and keep notice boards / signage up to date. Continually seek fresh ways to improve communications and in particular between the Club's BoM and the members.

2. Ensure that the BoM and Club Captain are kept comprehensively abreast and up to date with all matters of importance affecting the well-being of the Club and its members.
3. Provide advice to the Board/Council of any new developments, legislative or otherwise which may require policy change or changes in working practices.

### **Infrastructure Management**

1. In conjunction with the Course & Property Director, regularly inspect the Club's property assets in order to identify maintenance issues and to ensure that high standards of house-keeping and general maintenance in respect of the Clubhouse and related areas are achieved.

### **Essential Skills**

- Experience of marketing, business development and growing revenue streams.
- Leadership, good interpersonal and people management skills with a 'hands on' & 'can do' attitude.
- Thrive on delivering a great customer experience.
- High level of IT literacy and communication skills, including all social media. The Club uses Sage Accounts and Payroll, and Club Systems V1.
- Sound financial and commercial acumen.
- Working knowledge of employment law, licensing law, health & safety legislation and risk management.
- An appreciation of golf and the traditions/expectations of a members' club.
- Willingness to work flexible hours to meet the demands of the position.
- Good communicator – verbal and written.

### **Desirable Skills:**

- A University/College/PGA recognised qualification.
- CMAE Management Development Programme qualification.
- Sound knowledge of the Rules of Golf and the CONGU Unified Handicapping System.
- Clean driving licence.
- Knowledge of website content management.
- Relevant hospitality "front of house" experience.

### **Next Steps:**

Written applications, including a full CV and personal statement with details of current remuneration, will be treated in strictest confidence, and should be sent or emailed to:

**Gordon Young**  
**Chairman,**  
**The East Renfrewshire Golf Club,**  
**Pilmuir**  
**Newton Mearns**  
**Glasgow**  
**G77 6RT**

e-mail - [gordon.young@cybg.com](mailto:gordon.young@cybg.com)

**Closing Date for applications is Friday 26th August 2016**