

## **Scotsraig Golf Club**

Job Description for the role of General Manager

Reports into, Vice-Captain and Club's Executive Council

Direct Reports; Office support, Head Greenkeeper, House Manager

### **THE ROLE**

The role covers the full range of general management duties from delivering operational business plans in line with the club's overall strategy to managing a diverse team of club employees. Above all the General Manager will be expected to provide leadership excellence.

### **ROLE REQUIREMENTS**

- An influential leader, with previous management experience
- Excellent IT skills – MS Office packages, social media
- Act as a role model for the club and be quick to identify problems and solve any issues.
- An excellent communicator both verbal and written.
- Working knowledge of licensing law, employment law, health and safety legislation and risk management
- Able to work strategically, planning ahead and meeting dead lines; adapting to changing conditions
- Commercial acumen – a good overall understanding and interpretation of company finances
- Experience of business development and growing revenue streams
- Able to problem-solve, both operational and strategic issues through a pragmatic and consistently sound approach
- A willingness to work flexible hours to meet the demands of the position.
- CMAE MDP qualification

Duties:

The General Manager's duties are delegated to him by the Executive council from time to time. Key areas of emphasis include revenue generation, course and facilities management, expense management and day-to-day management.

At times the Manager will act subject to the direction of the council. Specific responsibilities may be varied from time to time, provided the Manager's overall status is not diminished. Without the specific authority of the council, the Manager has no authority to enter into new, or amended contracts on behalf of the Club, or to engage, dismiss, or change terms of employment, of staff.

The General Manager's duties can be amplified along the lines shown in the following pages. Items can be delegated when appropriate skills are in place.

#### **Administration**

- To maintain and update the Club's policies and procedures as appropriate.
- Manage the Club's administration in a structured and efficient manner including subscriptions, invoicing, member events, committee meeting minutes and communication
- Maintain the integrated computerised membership records, membership/security card system and electronic point of sales system.

- Control locker, trolley shed and battery charging usage, ensuring all rentals due are properly accounted for.
- Prepare prompt monthly accounts and investigate significant variance from budget.
- Control cash flow by ensuring the prompt settlement of members' subscriptions and the payment of suppliers in accordance with club policy. Review outstanding subscriptions and debts, chasing them as necessary and recommending to the council through the General Manager any additional action deemed necessary.
- Ensure that membership enquiries are dealt with in an efficient manner and manage the applications
- Ensure that adequate insurance policies are in force and reviewed annually and that sufficient information is available to substantiate any claim required. Control purchase of all day-to-day items, obtaining competitive quotations as necessary, and ensuring that costs are controlled.
- Plan and maintain the Club's computer systems to ensure adequate performance, particularly, with regard to the on-line systems, advising the council should upgrades be required.
- Issue notices to members for annual and general meetings within the statutory timescales.
- Ensure compliance with all legal and all statutory and local government regulations. Keep abreast of changes in legal requirements and bring to the council any matters requiring their attention.
- Liaise with and assist the club's auditors.
- Ensure correct interpretation of the club's articles, rules and bylaws.

#### Sales and Marketing

- In conjunction with the Marketing, Membership and Visitor sub-committees, initiate and deliver activities to attract new members and to increase the number of visitors in line with the Club Business Plan.
- 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.
- Develop corporate/society packages to maximise profitability and usage of facilities. Implement marketing strategies to attract the major corporate and society golf bookings.
- Manage the Club website and ensure that it provides up-to-date, relevant and interesting content for members and visitors.
- Increase revenue from sponsorship through developing relationships with new and existing partners, both locally and regionally.
- Promote the Club externally through skilful use of local media relationships and other available networking opportunities.

#### Finance

- Actively participate in the preparation of the Club's ongoing Business Plan and Annual Budget.
- In conjunction with the Finance Convenor, monitor actual performance and key variances with monthly reports to the Committee.
- To control all expenditure in accordance with approved monthly budget expenditure profiles or target limits and when appropriate liaise with the Committee.

- Oversee the golf booking system to ensure that course usage is optimised without impinging on members' times, and that the appropriate rates being charged for green fees. Monitor courtesy and concessionary golf usage and report on the same to the committee.
- Manage the Golf Club, monitoring budgetary revenues, nominal income and nominal expenses, highlighting out of line situations to the council. Implement sales strategies, ensuring price integrity and product suitability. Manage Golf, Food and Beverage reservations to maximise profitability whilst maintaining member and visitor satisfaction.
- Oversee the golf booking system to ensure that course usage is optimised without impinging on members' times, and that the appropriate rates being charged for green fees. Monitor courtesy and concessionary golf usage and report on the same to the committee.
- Monitor costs against budgets and implement cost saving strategies wherever possible.
- Ensure the reconciliation and control of all of the Club's income streams - Bar, Catering, Subscriptions, Green Fees, etc.

#### Communications

- To prepare for and attend all Committee meetings as directed, preparing agendas, ensuring that minutes are prepared and circulated and to ensure that decisions and requirements are implemented.
- To organise, with appropriate notices, the Club's AGM, and any EGM ensuring circulation of agendas and papers in accordance with the Rules and recording of minutes.
- Manage all aspects of internal and external communications with a high degree of professionalism.
- Build and maintain beneficial relationships with Scottish Golf Limited, local golf clubs and other industry organisations and as appropriate
- Obtain and interpret regular feedback from members and visitors concerning all aspects of the Club's operation.
- Manage clubs communications (members & visitors) including e-newsletters, e-mail updates and social media. Notices within the clubhouse, including keeping notice boards up-to-date and relevant, ensuring competitions, social events and other club activities are promoted.
- Manage communication with the Captain and council, ensuring regular and timely updates of all matters of importance affecting the well-being of the Club and its members.

#### Golf

- Work with the Chairman of Competitions and the Ladies Competition Secretary to organise competitions and events, including the control of entry/starting sheets, checking of cards and publication of results.
- Together with the Chairman of Competitions, Captains and Junior Organiser prepare an annual fixture list and diary.
- Ensure that handicap records are kept, amended as required and notify members accordingly.
- Allocate new handicaps, using previous club handicaps as a guide if necessary.
- Notify members of all changes to the rules of golf, including permanent and temporary local rules.
- In conjunction with the Captain and Lady Captain organise club matches, both friendly and scratch teams.
- Promote and make all arrangements with visiting Societies and Corporate visitors.

- Ensure that visiting parties are welcomed on arrival and that they are aware of all facilities at their disposal during the day. Contact should be made with the organiser and support offered where appropriate.
- Maintain the (computerised) course booking system. Ensure that the Club properly receives all green fees and competition entry payments.
- Ensure that the Club Professional, in conjunction with the Head Greenkeeper, maintain the information boards to current requirements. Work with the Club Professional to provide an acceptable level of service to members and visitors.
- Provide assistance, as necessary, with the annual prize giving, including the updating of the honours boards, return and engraving (where appropriate) of trophies, invitations to prize winners etc.
- Maintain accurate records of all trophies and other artefacts, their whereabouts and insurance values.
- Organise, promote and ensure smooth running of club Open Days.

#### Course

- 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.
- Obtain and interpret regular feedback from members and visitors concerning their views of the course and report these back to the council.
- Regular liaison with the Head Greenkeeper to discuss the programme of work and the staffing arrangements.
- Ensuring a medium to long-term replacement plan is in place for all major items of machinery or equipment and appropriate annual sums are submitted at the budget review stage.
- Ensure that the Health & Safety guidelines are being implemented and that regular H&S inspections are conducted.

#### Management & Leadership

- Manage the recruitment, training and development of the Club's staff.
- Assist the relevant Sub-Committee Chairman with the recruitment, management, motivation, training and discipline of all staff working through the following:

Head Greenkeeper  
House Manager  
Administrative Assistants

- Ensure that the proper job descriptions and contracts of employment exist for all staff.
- Ensure that the Employee Handbook is kept up to date and available to all employees.
- Implement the Club's policies on Health & Safety and similar legislation and ensure through the above the staff are trained in the proper use of machinery and equipment relevant to their jobs.
- Management of annual staff appraisals in liaison with other key staff to ensure that all appropriate appraisals are carried out on time and effectively.
- Work closely with the Club Professional to maximise the benefits which his services bring to Club members and visitors alike.

- 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.
- The post holder will maintain effective daily communications and direction with key staff (Head Greenkeeper, Assistant Secretary, House Manager, and Handyman) and any Franchise Operators or Contractors on the premises
- Ensure the Club Professional has a valid service contract and monitor performance against these contracts, reporting any problem areas to the council.

#### F&B

- Monitor bar purchases, stock levels, the storage of stock, and gross profit margin on sales, Through the House Manager arrange for monthly stocktaking checks.
- Ensure that the bar, catering and washroom equipment are working properly and being regularly maintained in accordance with manufacturers recommendations. Where appropriate arrange for service/maintenance contracts to be in place for equipment.
- Ensure that an inventory of all bar property, catering equipment and furnishing is maintained.
- Ensure that Health & Safety guidelines are being implemented and that regular H&S inspections are being conducted.
- Make applications for the appropriate licences etc. as required by law.
- Ensure that the Club's premises are maintained in good condition, both internally and externally.