



Role Profile – Club Manager

The Club Manager Reports to The Board and will be expected to exercise initiative and responsibilities commensurate with the duties of the post.

Role summary

1. Plan resources and deliver cost effective, efficient support services to the members of the club, making optimum use of technology and financial control.
2. Have operational responsibility for the running of the administration of the Club and its premises within the boundaries of the business plan and approved budget.
3. Be responsible for all employed staff and contractors in the club including all administration, cleaning, green keeping, club professional, bar and catering staff.
4. Manage the Club's Professional in line with their terms and conditions of Agreement.
5. Promotion of the Club and development of initiatives aimed at increasing revenue, and managing membership numbers within the parameters set.
6. On behalf of The Board:
 - Run the Course & Clubhouse
 - Day to day operation of the club within the guidelines of The Board and Members.

Leadership and People Management

1. A strong, inspiring leader who is able to manage through the Club management team in a way that holds them to account while providing the environment for them to thrive and take ownership of their business area. Using clear leadership skills direct, manage and motivate employed staff, developing their commitment and loyalty to the Club, including the development of and maintenance of staff competencies and capabilities
2. To lead the Golf Club in a manner that is consistent with our Values - Progressive, Respectful, Inclusive
3. To create an open and inclusive environment where every staff member is able to realise their potential and contribute to the Club's success.
4. Working with the Board to deliver and manage a staff structure that is consistent with realising our agreed goals.
5. To be a figurehead for members and external organisations.
6. Maintain effective daily communications with all line managers
7. To be responsible, through appropriate line management, for all employed staff and contractors in the club including all administration, cleaning, green keeping, handymen, bar and catering staff.
8. Based on competencies develop, coach & mentor line managers & staff including holding regular formal minuted / noted meetings with staff etc providing on-going feedback.

9. Carry out bi-annual appraisals (and quarterly reviews) of each line manager and ensure the same is carried out by the line managers for all staff including managing line manager & staff performance.

Strategy / Business Management

1. Input to the development of and deliver, on behalf of the Board, the business plan as approved by the Board.
2. Provide quarterly reports to the Board on the delivery of the plan.
3. Identify actions to deliver best practise including initiatives to support membership retention and recruitment, improve the golf course, clubhouse and member services including the bar & catering services.
4. Identify, evaluate and lead growth opportunities that deliver incremental income to the Club to be reinvested back in the course and club
5. Provide to the Board a proactive view of the long-term future of the Club and work constructively to achieve that vision.
6. Present a Monthly Operational Report to the Board.

Financial Management

1. Ensure the efficient performance and delivery of activities carried out by the Administration and Finance operatives
2. Analyse the Club management reports on a monthly basis and develop appropriate proactivity for the delivery of an effective financial performance.
3. Actively seek to maximise financial efficiency for all planned, unplanned club expenditure and accountancy processes and control all expenditure in accordance with approved monthly budget expenditure profiles or target limits and when appropriate liaise with the Committees / Board.
4. Monitor and report monthly to The Board on the Club's cashflow position, particularly with regard to the receipt of Subscriptions, Green Fees and Bar and Catering Income.
5. Manage the preparation of annual financial budgets in conjunction with the Financial Director.
6. Act as a joint signatory on the Club's bank accounts and to supervise the administration of any accounts required for social functions, major tournaments or other special events.
7. Optimise the number of external functions and ensure bookings are taken and follow up made for repeat visitor party bookings.
8. Liaise with the House Manager to maintain labour cost and bar prices, and gross profit margins are all at competitive rates and in accordance with the budget.
9. Organise monthly bar stocktaking and immediately implement any corrective actions needed to minimise losses.

Management & Administration

1. Organise Annual General/Extraordinary Meetings, monthly Board meetings – produce & circulate agenda 5 working days in advance of the meeting and minutes within 5 working days after the meeting. Ensure all relevant actions and decisions are implemented in good time.
2. Manage the provision of the office services and keep all office systems under review in the light of technology and the Club's requirements and to make appropriate recommendations to the Board.
3. Ensure that the Club is fully compliant with all legislative practices related to employment, health and safety, environmental, fire, liquor license, equal opportunities, safeguarding and risk assessment.

4. Ensure the Club's Health and Safety Policy is implemented and to maintain the documentation and records in accordance with the current legislation.
5. Maintain & update, subject to Board approval, TGC Bye Laws and ensure these are communicated to the Members.
6. Maintain a system for the processing of applications for membership in accordance with the member category limitations agreed by the Board.
7. Be available during "office hours" to address member questions and concerns – be the face of the Club for Members.
8. Actively develop & maintain relationships with external golf bodies e.g. Norfolk Golf Union, England Golf, GCMA etc.
9. Proactively lead Member Engagement & Communication.
10. Ensure membership is maintained within target bands by retention of existing members and attracting additional members as required.
11. Organise in conjunction with the Club Professional, the arrangements, including marketing of the Club, for all visiting societies, green / entry fees, ensuring the enforcement of day to day standards of conduct and behaviour on the course and in the clubhouse.
12. Monitor the Club's license to sell intoxicating liquors and ensure this is maintained and conditions are complied with; seek where necessary bar extensions.
13. Identify the Club's Information System (hardware and software) requirements and make recommendations to the Board.
14. Ensure the Club facilities are maintained, via the appropriate line managers, to the highest standards subject to budget available. This shall include cleaning, security and Office equipment and fittings.
15. Manage routine maintenance tasks against requirements using pre-authorised contractors.
16. Periodically review and enter into contracts with Utility suppliers ensuring best value to the Club.
17. Assist the Club Officers with their functions and in carrying out their duties.

Course & Land Management

1. Work with the Board, the Course Liaison Officer and the Course Manager to programme and deliver the Course Development Plan within the agreed budget.
2. Manage the Course Manager to ensure that the golf course is maintained to a high standard throughout the year.
3. Through the Course Manager ensure that all safe working practices are in place, used, regularly reviewed and where required that Risk Assessments are carried out and actioned.
4. Working with the Course Manager develop a long-term replacement plan for all major items of machinery and equipment.
5. Working with the Course manager, manage our relationship and responsibilities with Natural England as part of our SSSI status.

Marketing

1. Promote the Club's membership, social membership and Open competition events.
2. Develop a proactive marketing plan with linked budget to optimise Club income through member and non-member activities such as corporate, golf tourism and sponsorship, subject to balancing this with member access to the course.
3. Take the initiative to driving marketing activity to fruition and be proactive in the promotion of the Club to as wide an audience as possible to expand the reach and messages of the club.

4. Use management reporting systems to identify and monitor improvements to income through new marketing sources.
5. Lead the Club's social media activities to ensure we have a regular, visible and relevant presence consistent with our agreed goals
6. Manage the club's website - both external and internal environment - to deliver the best impression of TGC, while meeting the online needs of members

Member engagement

1. Create and deliver proactive, regular communication with members through a range of appropriate media
2. Manage the Club diary of competitions, events and matches
3. Conduct an annual member survey to obtain feedback on the key factors that impact member satisfaction with the Club
4. Promote and advertise Club functions and events in a manner that supports event success.

Personal Requirements

1. Good understanding of golf, golf club operations and management of golfing events in a private members club.
2. Strong business and financial management skills, including being able to manage Food & Beverage (F&B) operations.
3. Ability to lead, manage and motivate a cohesive team to deliver outstanding member satisfaction supported by an appropriate balance of 3rd party golfing and hospitality profits
4. Excellent interpersonal and communication skills
5. Ability to communicate effectively with and provide appropriate advice to The Board
6. Good IT skills including Word, Excel, Powerpoint, Social Media. Also knowledge of business management systems - Thetford GC uses the Intelligent Golf platform.

General

1. The post will be located at the Club offices.
2. The post holder is required to hold a valid driving licence and have reliable transport available for occasional business use.