

## **JOB DESCRIPTION**

**Job Title:** General Manager

**Place of Work:** Peterborough

**Reports to:** Chairman

**Salary Package:** Competitive salary and bonus linked to achievement of agreed key KPI's.

### **Overall Responsibilities**

- Day-to-day operational matters including line management of staff and delivering agreed financial targets and key performance indicators.
- Professional provision of office and administration services to Members, Directors and Employees.
- Simple and effective financial controls.
- Support the Course Committee and Course Manager in developing a long-term sustainable plan to maintain and enhance the condition of the course and practice facilities.
- Creation of a long-term plan to maintain and enhance the condition of the Clubhouse, locker room and general facilities.
- Development of the 5 Year Strategic Business Plan for the Club in conjunction with the Board.
- Regularly review all activities of the club and make recommendations as appropriate. Advise the Board of all matters requiring their attention.
- Compliance with relevant laws and industry regulations and returns (e.g. Companies House and FCA).
- Upholding the PMGC values built on the Clubs traditions and a commitment to modern values (honesty, openness inclusiveness, sustainability, good golf and good friendships).

### **Key Tasks**

- The General Manager will be responsible for all HR and staff line management matters including reward, recognition, retention, training and development.
- Build a senior leadership team (General Manager, Course Manager, House Manager, Senior Club Professional and Finance Administrator) that takes ownership for the success of the club and satisfaction of Members.
- Ensuring the Club is never reliant on any individual Employee or Director.
- Working with Captains (men's, ladies, seniors and juniors) and Committee Chair's to understand and agree key priorities.
- Work closely with the Club Professional to maintain delivery of agreed service levels and together with the Board jointly explore opportunities that benefit all members.
- Work with Milton Estates Land Agent to understand their long-term objectives and how the golf club can work with the Estate to co-exist long into the future.

- The General Manager will have a reporting dotted line to the Finance Director and Finance Committee to ensure separation of duties and oversight of financial controls.

## **Key Activities**

### **Staff**

- Establish a weekly senior management meeting, agree terms of reference and priorities
- Ensure all staff have up to date contracts of employment, staff handbooks, job descriptions and personal objectives for the year ahead.
- Review rewards and recognition for all employees at least annually including an annual performance review with their line manager.
- Keep all staff up to date with the Club's plans and actively seek their ideas and suggestions (inform, involve and improve).
- Maintain detailed and accurate HR records for all permanent and temporary employees.

### **Administration**

- Provide efficient and effective systems for accounts receivable and payable, ordering, payroll and the like.
- Manage all the members services required for the effective administration of the club.
- Keep membership records up to date ensuring all members' names, addresses, telephone numbers, direct debit mandates and where appropriate email addresses are available and comply with Data Protection/GDPR requirements.
- Maintaining the system for processing applications for members in liaison with the Membership Committee including the waiting list and ensuring that the club rules on the subject are adhered to.
- Ensure all historical records are complete and properly filed in a timely fashion.
- Issue members appropriate subscription demands, taking all possible steps to ensure the same are paid by the due date. Arrange standing orders and monitor receipts thereafter.
- Maintain accurate personnel records ensuring that contracts of employment, job descriptions and employee details are kept up to date.
- Ensure that the Board, Committees, members and visitors comply with the Club's rules and bylaws.
- Ensure that the Club's notice boards are kept up to date and regularly cleared.
- Promote Club social events and functions for the benefit of members.
- Liaise with and provide support as required for both the Club and Ladies Captains.

- Organise and publish the Club's annual diary and regularly update the Club's website and social media to reflect the Clubs on-going activities.
- In liaison with the Chair of Competitions, compile the annual fixture list and be responsible for its timely publication.
- Ensure IT systems are appropriate and affordable with backup procedures in place.
- Oversee the maintenance, development and repair of all the club's property and assets.
- Take appropriate measures to comply with GDPR requirements and prevent cyber security breaches.

## **Finance**

- Work with the Finance Administrator and Finance Director in implementing new controls that simplify and document the reporting of management accounts and statutory filing requirements.
- Ensure the club capitalise on visitor green fees, society and corporate golf opportunities with appropriate marketing, pricing and targeting strategies.
- Maintain a healthy pipeline of both existing and potential new clients for all targeted groups.
- Become an active member of the Finance Committee alongside the Finance Assistant and Finance Director.

## **Course**

- Work with the Course Manager, Club Professional, Course Committee and Members to develop a clear picture of what they want our golf course to look like in 5 years' time.
- Agree priorities and costs to deliver that vision.
- Agree and monitor measures of success.

## **House**

- Ensure the club always delivers the highest standards of service to meet ever changing demands of members and visitors (within approved budgetary guidelines)
- Explore opportunities for increasing the profitability of PMGC Trading after considering all appropriate operating costs (wages, electricity, gas, cleaning, laundry, banking charges, depreciation, etc.).
- Develop a 5 Year Plan for improving the Clubhouse facilities considering health and safety, hygiene, employee welfare and customer satisfaction.

## **Service Level Agreements**

- Review and update Service Level Agreements (SLA's) with Pro Shop and Halfway House for mutual benefit.

## **Business Development**

- To externally promote the golfing and non-golfing activities of the club.
- Own and keep Club's website and Social Media channels current and ensure all communications to members are correct and engaging
- To attract additional visitor and guest income for House and Course activities in line with the annual business plan.
- To establish strong links with the local business community and relevant associations.
- To attract appropriate sponsorship arrangements which drive additional revenue and enhance the reputation of the Club.
- To meet the revenue targets as agreed with the Board of Directors and to report on progress as required.

## **Communications**

- Attend Board and Committee Meetings as and when required.
- Improve communications with all staff.
- In liaison with sub-committee chairs, ensure the Club's website and social media is kept up to date, reflecting the latest promotions and news items selling the Club effectively to potential members and visitors.
- Put in place a periodic membership survey and track progress against agreed actions.
- Communicate a monthly program of events to the Bar/Clubhouse Manager, Club Professional and Course Manager to ensure smooth running of all facilities and update as necessary.

## **Compliance**

- Keep abreast of relevant changes in laws and regulations.
- Review policies and procedures to ensure they are fit for purpose and legally compliant.
- Arrange Director and third part audits to ensure compliance.
- Ensure all complaints and compliments are dealt with appropriately.
- Ensure all necessary licenses and permits are in place, including those to sell intoxicating liquor are maintained and apply for any extensions as required and work closely with the Bar/Clubhouse Manager.
- Work with industry bodies to promote and protect PMGC.
- Record full details of any disciplinary action taken against any employee.
- Maintain records of overtime, holiday taken and of unauthorised absence from work.
- Insurance should be reviewed annually, and competitive quotations obtained in good time before renewals fall due.
- Ensure the maintenance of high standards throughout the Clubhouse and of service and professionalism by all staff.
- Ensure the Boards instructions regarding the Clubhouse surrounds and the car park are being met.

- Ensure compliance with the Clubhouse rules and dress codes are always maintained in all areas of the clubhouse and course.
- Liaise closely with the House Chairman and be aware of the events being organised and the implications for any of the Club's staffing in relation to such events.
- Be a principal key holder for the Club's premises and ensure arrangements are in place to open securely and close the Clubhouse and act as the main contact for alarm call outs and other emergencies.

## **Project Management**

- Assisting and directing as required all projects agreed by the Board.

## **General**

- In liaison with Directors and employees of the club act as spokesman, negotiator and agent for the Club in respect of purchases and/or contracts entered into by the Club.
- Arrange for the safe keeping of legal documents. Represent the Club with outside bodies as appropriate and continue the good relationship with local and other golf clubs.
- Liaise with National, County and local golf union's and maintain an active involvement golf related professional bodies in order to keep pace with developments in golf and club and course management.
- Lead on development projects, working with suppliers etc. to ensure delivery on time and within budget for these programmes.
- The above principal duties and responsibilities do not include or define all tasks which may be required to be undertaken. The post holder will carry out any other reasonable requests as General Manager and job description is subject to variation or review in line with Board direction.

## **Personal and Professional Experience**

- Ability to be a clear communicator at all levels.
- Be able to work without supervision, a self-starter, able to challenge but also hold the club line if necessary.
- A good leader, inspirational and motivator of employees.
- Be clear and concise in communication with others.
- Service driven with strong commercial ability.
- Able to build trust and engagement across the membership, suppliers, societies, corporate and other associations.
- Computer literate and up to date with technologies employed in running golf clubs of today and tomorrow.
- Work as necessary to discharge the responsibilities of the role which may involve working outside office hours.
- Travel may be required throughout the UK to attend meetings on behalf of the Club.
- Proven experience in a similar role.

