



Malden Golf Club Members Ltd

Traps Lane

New Malden

Surrey KT3 4RS

Telephone: 020-8942 0654

Website: www.maldengolfclub.com

Email: chairman@maldengolfclub.com

Job Description - General Manager

The Opportunity

Malden Golf Club is a successful and profitable private club owned by its members founded in 1893. It has an annual turnover of £2.3 million and has invested over £1 million over the past 5 years on the course and clubhouse. The club continues to improve the quality of its assets every year and recent bar refurbishment and fairway drainage projects have been transformational for the club.

We are now seeking an experienced commercial professional for the role of General Manager, reporting directly to the Chairman. We are looking to appoint a dynamic individual to lead the day-to-day operations and to drive improvements at the club.

The successful candidate will have relevant experience and be able to demonstrate high levels of commercial management, prioritisation, interpersonal and communication skills and leadership within the role.

Applications are invited from ambitious candidates with a proven track-record in golf club, sports club or hospitality management. This is an exciting opportunity to work alongside the Board of Directors and existing staff to achieve growth and the long-term prosperity of the Club.

Candidate Profile

- A minimum of 5 years' experience in the golf course management industry or in a comparable or larger organisation with operations and budgetary responsibility;
- Qualification or professional accreditation with a recognised body, preferably in the areas of Business, Finance, Hospitality or Club Management is desirable but not essential. A qualification specifically related to golf club management would also be desirable;
- Up to date knowledge of employment law, licensing law, HSE and other regulations applicable to club management and small companies;
- Proven capability in terms of managing budgets, preparing accurate and precise financial information, and understanding management accounts and P&L reports;



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- Demonstrable commercial acumen is important ideally supported by evidence of significant contributions to promotional and sales and marketing campaigns in previous roles;
- Evidence of strong people-management and leadership skills;
- A working knowledge of Xero and Club Systems is desirable;
- Some greenkeeping knowledge and a sound knowledge of the Rules of Golf and the World Handicapping System that enables effective supervision of golf course operations would be desirable but not essential; and
- A commitment to ongoing professional development as required.

Personal Qualities

The successful candidate will be able to demonstrate the following characteristics:

- Proven leadership skills with a successful record in management;
- Strong communication skills with a pragmatic approach to decision making, capable of motivating and training staff and with the confidence to support, guide, challenge and advise Club Officers, Board members and volunteers effectively;
- Hospitality management skills;
- Excellent financial management skills, including reporting and governance;
- Good organisational and prioritisation skills, with the ability to manage projects efficiently on time and on budget;
- Demonstrable experience identifying improvement opportunities, building the argument and securing buy-in to make the change; and
- Flexible approach to working hours, including some evenings, weekends and Bank Holidays when required.

Description of the role



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Executive responsibility for the commercial management of the Club, in accordance with the plans and policies determined by the Board of Directors and enhancement of the community life of the club, to include:

- **Customer experience** to maximise the enjoyment and satisfaction of all users of the Club including members, visitors, guests and event attendees;
- **Revenue maximisation** from all revenue streams including membership, societies, visiting parties, bar and catering and functions;
- **Commercial control of the Club**, premises and facilities in line with the business plan and budget;
- **Resource planning** to deliver cost effective and efficient support services to members, societies, visitors, event attendees and users of the Club;
- **Staff management and motivation** (including office, greens, maintenance/cleaning staff) in accordance with all relevant HR Legislation, policies and personal development plans;
- **Facility management and technology optimisation** to ensure assets are maintained and enhanced and IT systems/digital channels are utilised for operational efficiency; and
- **Supplier and contractor management** to ensure all contracts have clear Service Levels and Supplies are effectively managed to deliver them so as to provide the desired value for money experience to members and guests of the club.

Primary responsibilities

Member Experience

- Oversee the delivery of a responsive administrative function that satisfies member and guest enquiries;
- Define and deliver high quality functions and events that achieve high levels of participation and member satisfaction;
- Effectively manage the outsource contract of the supply of the bar and catering services offered to members, guests and visitors in the bar, Clubhouse and Round House.



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- Oversee the Club professional and course manager and help to define and deliver a premier golfing experience to members, visitors, societies and competitors to maximise participation, satisfaction and retention;
- Understand the needs and priorities of members and define the member and guest experience to meet those needs within the agreed budget, recommending changes to policy where appropriate;
- Define and deliver an informative and engaging communication plan for all key stakeholders; and
- Report and monitor key performance indicators of customer use, experience, retention and satisfaction.

Revenue Maximisation

In conjunction with the outsource caterer:

- Deliver bar and catering revenues and contribution against agreed budgets;
- Maximise function and event revenues; and
- Deliver membership, green fee, society, corporate and commercial revenues against agreed budgets.

Commercial & Cost Management

Oversee the Finance and Administration Manager whose role includes the following:

- Prepare annual budgets and cashflow forecasts;
- Ensure all accounting, invoicing, cash control and banking procedures are accurate, efficient and timely;
- Ensure payroll systems are operated accurately and appropriate records are maintained;
- Ensure that the monthly management accounts are prepared, accurate and that any significant variances from budget/target are investigated;
- Review aged debt and chase outstanding payments;



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- Monitor and report key performance indicators (including green fees, Bar and catering revenue and margin, subscription receipts, supplier payments, bank balances etc);
- Identify and implement opportunities to improve financial performance, securing Board buy-in and approval as necessary to implement;
- Ensure the timely submission of PAYE, NI, VAT & Corporation Tax and Companies House returns;
- Operate a purchase order system and check goods/service received against purchase orders/invoices;
- Negotiate and contract services and supply contacts, so as to ensure quality, value for money and efficiency;
- Collect membership subscriptions by direct debit and annual payment and resolve defaulters/lapses;
- Ensure timely preparation and publication of statutory accounts;
- Periodically review insurance policies and maintain adequate, appropriate and cost effective levels of cover; and
- Where required, prepare for, attend and minute Board meetings and sub-committee meetings.

Resource Planning and Management

- Act as line manager of the departmental heads;
- Maintain and prepare new contracts of employment where required for all staff;
- Ensure all members of staff are appraised and performance managed;
- Meet regularly with line managed staff and third-party operators to define responsibilities, agree work plans, review performance and address any issues;
- Maintain service contracts (to include Service Level Agreements) with third-party operators including the Golf Professional and the Caterers;



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- Manage suppliers and contractors – including accountants and bookkeepers;
- Ensure staff resources and rotas are appropriate to the business plan;
- Efficiently and effectively meet the requirements of any Schedule of Work created in respect of refurbishment or improvement to the Club's facilities;
- Review, update and implement Health and Safety, Safeguarding, Diversity & Inclusion, Environmental and Food Hygiene policies in line with current legislation and club policy; and
- Act as the lead person for Health and Safety, Safeguarding, Fire Safety, Environmental and Food Hygiene Management.

Facility management and technology optimisation

In conjunction with the House committee, approved suppliers, legislation, budgets and strategy plan:

- Ensure all club premises and facilities are secure, maintained and improved;
- Ensure Club IT systems and software platforms (including ClubV1, the telephone system, website and network) are fully utilised to maximise efficiency; engagement and compliance; and
- Ensure the Club's computer hardware/software is maintained in good working order.

Golf and Membership

The General Manager has overall responsibility for Golf and Membership matters which include but are not limited to:

Golf

- Plan, publish and administer an annual fixture list, including open events;
- Ensure that the Booking System for tee times, buggies and societies is operational;
- The effective organising and hosting of visiting parties, societies and guests;
- Oversight of the golf studio use and procedures;



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- Responsibility for optimising revenue from visitors, guests and equipment rental; and
- Ensure that processes and controls are in place to ensure green fees, buggy hire and society revenues are collected correctly and that vouchers to play and transactions between the pro shop and club are managed appropriately.

Membership

- Oversee the preparation of annual subscription invoices and management of the remittance process;
- Oversee maintenance of membership and customer databases in line with GDPR regulations;
- Oversee the administration of membership applications;
- Attract more social members to increase footfall in the bar and dining room, and
- Ensure delivery of routine admin services related to club cards, handicap certificates, card top ups, member questions and queries.

Benefits

- Attractive salary and pension package;
- 25 days holiday a year;
- Free lunches and non-alcoholic drinks while at work;
- Dedicated on-site parking; and
- Courtesy of the course.