



## General Manager Job Description

### **Job Purpose**

The commercial management of the Club, in accordance with the Business plan and policies determined by the Management Committee, to include:

1. **Customer experience** to maximise the enjoyment and satisfaction of all users of the club including members, visitors, guests and event attendees.
2. **Revenue maximisation** from all revenue streams including membership, societies, visiting parties, bar and catering and functions.
3. **Commercial control** of the Club, premises and facilities in line with the business plan and budget.
4. **Resource planning** to deliver cost effective and efficient support services to members, societies, visitors, event attendees and users of the Club.
5. **Staff management and motivation** (including office, bar and catering, greens, cleaning staff) in accordance with the relevant HR legislation, policies and personal development plans.
6. **Facility management and technology optimisation** to ensure assets are maintained and enhanced and IT systems/digital channels are utilised for operational efficiency.

### **Primary responsibilities**

#### **Customer experience**

In conjunction with relevant committees and departments:

1. Define and deliver a premier golfing experience to members, visitors, societies and competitors to maximise participation, satisfaction and retention.
2. Define and deliver high quality functions and events that achieve high levels of participation, satisfaction and referral.
3. Report and monitor key performance indicators of customer use, experience, retention and satisfaction.

#### **Revenue maximisation**

In conjunction with relevant committees and departments:

1. Maximise bar and catering revenues and profitability.
2. Maximise function and event revenues and profitability.
3. Maximise membership, green fee, society, corporate and commercial revenues.
4. Maximise the revenue and profitability of Gorleston Golf Club.

#### **Commercial and cost management**

in conjunction with relevant committees, departments and professional advisors:

1. Prepare annual budgets and cashflow forecasts.
2. Ensure all accounting, invoicing, cash control and banking procedures are accurate, efficient and timely.

3. Ensure payroll systems are operated accurately and appropriate records are maintained.
4. Ensure the monthly management accounts are prepared accurately and that any significant variances from budget are investigated.
5. Review aged debt and chase outstanding payments.
6. Monitor and report key performance indicators (including green fees, bar and catering revenue and margin, subscription receipts, supplier payments, bank balances etc.).
7. Ensure the timely submission of PAYE, NI, VAT and Corporation tax returns.
8. Operate a purchase order system and check goods/services received against purchase orders/invoices.
9. Negotiate and contract services and supply contracts, so as to ensure quality, value for money and efficiency.
10. Collect membership subscriptions by direct debit and annual payment and resolve defaulters/lapses.
11. Ensure timely preparation and publication of statutory accounts.
12. Periodically review insurance policies and maintain adequate, appropriate and cost-effective levels of cover.
13. Where required, prepare for, attend and minute management committee meetings and sub committee meetings.
14. Plan AGM/SGM meetings and associated statutory notices.

## **Resource Planning and Management**

In conjunction with relevant committees and professional advisors:

1. Act as line manager of the departmental heads.
2. Prepare and maintain contracts of employment for all staff.
3. Ensure all members of staff are appraised and performance managed.
4. Meet regularly with line managed staff and third party operators to define responsibilities, agree work plans, review performance and address any issues.
5. Maintain service contracts (to include service level agreements) with third party operators including the Golf Professional.
6. Manage suppliers and contractors – including accountants.
7. Ensure staff resources and rotas are appropriate to the business plan.
8. Efficiently and effectively meet the requirements of the Golf and membership schedule of work (see appendices below).
9. Review, update and implement Health and Safety policies in line with current legislation and club policy.
10. Act as the lead person for Health and Safety Management.

## **Facility management and technology optimisation**

In conjunction with relevant committees, approved suppliers, legislation, budgets and strategy plan:

1. Ensure all golf facilities are maintained and improved.
2. Ensure all club premises and facilities are maintained and improved.
3. Ensure club IT systems and software platforms (including clubV1, and the website) are fully utilised and maximise efficiency, engagement and compliance.
4. Ensure the club's computer hardware and software is maintained in good working order.

## **Appendices: Golf and membership schedule of work**

In conjunction with the club's committees, departments and third party suppliers, the General Manager has overall responsibility for a golf and membership schedule of work which includes but is not limited to:

## **Golf Events**

1. Plan, publish and administer an annual fixture list including open events.
2. Administer and manage the tee booking system.
3. Organise and host visiting parties, societies and guests.

## **Golf Facilities**

1. Buggy hire
2. Practice facility and driving area and procedures.

## **Golf subscriptions**

1. Prepare annual subscription invoices and manage the remittance process.
2. Maintain membership and customer databases in line with GDPR regulations.
3. Administer membership applications.
4. Delivery of routine admin services related to club cards, handicap certificates, card top ups, members questions and queries.