



GENERAL MANAGER – Penn Golf Club

Role Profile

Position Overview

The General Manager is the Club's senior manager, responsible for delivering the strategic vision of the Board through effective leadership, sound financial management and operational excellence.

Working closely with the Chairman, Directors and Committees, the General Manager will provide professional advice, implement Board decisions and lead the day-to-day management of Penn Golf Club. The role is accountable for ensuring the Club operates efficiently, remains financially sustainable and continues to provide an exceptional golfing and social experience for members, guests and visitors.

The General Manager will lead and develop a high-performing team, promote a positive organisational culture and identify opportunities to strengthen the Club's commercial performance whilst preserving the traditions and values of Penn Golf Club.

Role Purpose

The General Manager will:

- Lead the overall management and performance of Penn Golf Club in accordance with the strategic objectives agreed by the Board.
- Translate the Club's strategic plan into clear operational priorities and measurable outcomes.
- Deliver an exceptional member and visitor experience across all aspects of the Club.
- Drive sustainable commercial growth through effective management of membership, visitor golf, food and beverage, functions, sponsorship and other income streams.
- Provide professional leadership to all staff, fostering a culture of accountability, teamwork and continuous improvement.
- Ensure the Club maintains the highest standards of governance, compliance and financial stewardship.
- Act as the principal liaison between the Board, Committees, members, staff, external partners and key stakeholders.

Key Responsibilities

1. Strategic Leadership and Governance

- Implement the strategic direction established by the Board and contribute to the ongoing development of the Club's long-term business strategy.

- Provide professional advice and recommendations to the Board on operational, financial and commercial matters.
 - Prepare regular reports, business cases and performance updates to support informed decision-making.
 - Act as Company Secretary, ensuring compliance with Companies House requirements, the Articles of Association, Club Rules and all statutory obligations.
 - Organise and administer Board Meetings, Annual General Meetings, Extraordinary General Meetings and Committee meetings as required.
 - Maintain an effective governance framework, ensuring policies and procedures remain current and compliant with legislation.
 - Develop and maintain the Club's operational risk register and business continuity planning.
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2. Financial and Commercial Management

- Deliver the Club's agreed financial objectives through sound budgetary control and commercial leadership.
 - Work closely with the Honorary Treasurer and Finance Committee in preparing annual budgets, forecasts and long-term financial plans.
 - Monitor financial performance against agreed budgets and key performance indicators, taking corrective action where necessary.
 - Identify opportunities to improve profitability across all areas of the Club including:
 - Membership
 - Visitor Golf
 - Society Golf
 - Food and Beverage
 - Functions and Events
 - Sponsorship
 - Retail
 - Monitor pricing strategies to ensure competitiveness whilst maximising revenue.
 - Produce regular management reports covering financial performance, operational activity and membership trends.
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3. Leadership and People Management

- Provide effective leadership to all department heads and Club employees.
- Build a positive, inclusive and high-performing culture based on professionalism, accountability and excellent customer service.
- Recruit, develop and retain talented employees through effective performance management, coaching and succession planning.

- Conduct regular management meetings to review operational performance, budgets, health and safety and strategic priorities.
 - Ensure staffing structures and rotas are efficient and aligned with operational demand.
 - Promote staff wellbeing, engagement and continuous professional development.
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4. Member Experience

- Act as the visible and approachable ambassador for Penn Golf Club.
 - Foster a welcoming, inclusive and member-focused culture throughout the Club.
 - Ensure members receive consistently high standards of service across every department.
 - Develop effective communication channels including newsletters, digital communications and member updates.
 - Manage member enquiries and complaints promptly and professionally.
 - Oversee membership administration including recruitment, induction, renewals, waiting lists and category management.
 - Monitor member satisfaction through regular feedback and recommend service improvements.
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5. Visitor Golf and Commercial Operations

- Maximise visitor income whilst protecting member access and satisfaction.
 - Optimise tee sheet utilisation through effective management of visitor bookings, societies and competitions.
 - Work collaboratively with the Professional Shop, Catering Team and Greens Department to deliver an outstanding visitor experience.
 - Monitor visitor feedback and implement continuous improvements.
 - Develop relationships with local businesses, societies and corporate clients to increase visitor and event revenue.
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6. Marketing, Communications and Business Development

- Lead the Club's marketing and communications strategy.
 - Ensure the Club's website, social media platforms and digital communications accurately reflect the quality and reputation of Penn Golf Club.
 - Work with the Marketing and Business Development Committee to increase membership enquiries, visitor bookings and sponsorship opportunities.
 - Use data and performance metrics to evaluate marketing effectiveness and improve return on investment.
 - Promote the Club within the local community and wider golfing industry.
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7. Club Operations

- Ensure all Club facilities are maintained to the highest possible standards.
 - Work collaboratively with the Course Manager, Club Professional and Catering Team to deliver a seamless operation.
 - Oversee the annual Club diary balancing competitions, member golf, visitor golf and social events.
 - Support the delivery of Club competitions, Captain's events and major Club functions.
 - Monitor service standards throughout the Club and implement improvements where required.
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8. Compliance and Risk Management

- Ensure compliance with all relevant legislation including:
 - Health & Safety
 - Employment Law
 - GDPR
 - Licensing
 - Safeguarding
 - Equality legislation
 - Fire Safety
 - Maintain appropriate insurance arrangements and statutory records.
 - Ensure appropriate staff training and compliance programmes are implemented.
 - Promote environmental sustainability and responsible management of Club resources.
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9. Technology and Innovation

- Ensure effective use of Club management systems including ClubV1 and associated technologies.
 - Promote digital innovation to improve operational efficiency and member experience.
 - Support the effective use of CRM systems, online booking platforms and management reporting.
 - Encourage appropriate adoption of emerging technologies, including AI-enabled administrative tools where they add value and improve efficiency.
 - Maintain appropriate cyber security awareness and data protection standards.
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Key Performance Measures

Success in the role will be measured through:

- Member satisfaction and retention
- Membership growth
- Visitor golf revenue
- Food and beverage profitability
- Budget performance

- Achievement of strategic objectives
- Governance and compliance standards
- Service quality

Person Specification

Essential

- Proven senior management experience within hospitality, leisure, golf or a member-based organisation.
- Strong commercial and financial management skills.
- Demonstrable experience leading multidisciplinary teams.
- Excellent communication and interpersonal skills.
- Experience of governance and Board reporting.
- Strong organisational and project management skills.
- High level of IT and digital competence.
- Knowledge of employment legislation and health and safety requirements.

Desirable

- Experience within a private members' golf club.
- Company Secretary experience.
- Knowledge of ClubV1 or similar club management systems.
- Marketing and business development experience.
- Professional management qualification.
- Membership of the Club Management Association of Europe (CMAE) or equivalent professional body.

Personal Attributes

The successful candidate will demonstrate:

- Strategic thinking
- Commercial awareness
- Integrity and professionalism
- Emotional intelligence
- Strong leadership presence
- Sound judgement
- Resilience

- Diplomacy
- Excellent relationship-building skills
- Member-focused service ethos
- Adaptability and innovation
- Commitment to continuous improvement