

SEASALTER GOLF CLUB Ltd

DIRECTOR - GREEN KEEPING SERVICES

Role and Responsibilities

Introduction – The core business of Seasalter Golf Club Ltd is the provision of golf for all playing members of Whitstable & Seasalter Golf club. It is essential for our business that a golf course of a high standard is available on as many days as possible, subject to adverse weather conditions. Greenkeeping services are key to providing a course that meets the standards required. It follows that effective/ efficient green keeping services are essential to the success of our business.

Role - The Director responsible for greenkeeping services will manage greenkeeping service resources and act as an “informed client”, advising the Director of Golf and the Board on matters relating to-

- Specification for green keeping services,
- Golf Course policy
- All plans/proposals for golf course development

Main Responsibilities

1. Day to day management of greenkeepers in accord with best workforce management practice
 - Agree monthly / weekly work plans with greenkeepers
 - Conduct monthly one to one reviews with greenkeepers
 - Conduct annual appraisals with greenkeepers
 - Monitor green keeper time/keeping and attendance
 - Manage greenkeepers’ annual leave entitlements
 - Review and amend work rotas in consultation with greenkeepers when necessary
2. Advise the Board on any changes required to greenkeeping hours
3. Manage greenkeeping equipment maintenance contracts
4. Plan greenkeeping equipment replacement when necessary
5. Ensure greenkeeping service costs are contained within budget limits set by the Director of Finance

SEASALTER GOLF CLUB Ltd

DIRECTOR – GOLF COURSE POLICY AND PLANNING

Role and Responsibilities

Introduction – The core business of Seasalter Golf Club Ltd is the provision of golf for all playing members. Ensuring that golf facilities provided are of the highest standard possible, is essential for the Club’s successful future. Historically there has been a mismatch for some members, between their expectations and aspirations for the golf course, compared with the reality of facilities provided. Addressing this mismatch, through a process of policy review and course improvement planning is an important step to ensure improved member satisfaction.

Role - The role of the Director for “Golf policy and Planning” is primarily associated with improving course standards and addressing the expectations and aspirations of playing members. In this regard the process of consultation with club members and other stake holders is key.

Future updated policies relating to course usage must strike the right balance between ensuring availability of the course (including access to tees and greens during adverse weather), whilst at the same time protecting the course from avoidable damage that subsequently results in non-availability of facilities and /or additional costs for repairs later down the line.

Course improvement plans for the medium and longer term, requiring significant investment, must be fully costed and presented to the Board in “business case” format, before any approval is given.

Main Responsibilities

1. Course Usage Policies
 - Agree specification for Greenkeeping services in consultation with Director of Greenkeeping services
 - Consultation with all sections of the membership and other relevant stake-holders, to determine course policy changes that members deem necessary
 - Explore the implications of proposed course policy changes, and where possible agree details of these changes with the Director for Greenkeeping services
 - In cases where agreement over policy change cannot be agreed with greenkeeping services, submit a “case for change” report to the Board for consideration and a final decision
 - Communicate details of policy change to members or provide explanation when policy change isn’t possible of good reasons
 -
2. Course Improvement Planning
 - Consult with all sections of the membership to identify the essential and desired course improvements that the majority of members believe necessary
 - Prepare short to medium term plans to deliver essential improvements, for Board approval
 - Prepare medium to long term course improvement plans that deliver desired course improvement projects that are considered feasible and affordable, for Board approval – plans requiring significant investment to be presented in the form of business cases.
 - Ensure the outcome of consultation concerning course policy and improvement is communicated to members and other stakeholders

SEASALTER GOLF CLUB Ltd

DIRECTOR – MEMBERS LIASON

Role and Responsibilities

Introduction – All successful businesses recognises the importance of customer satisfaction and actively encourage processes within their organisations to ensure customers concerns and suggestions are actively considered and addressed. Members of Whitstable Golf Club are de-facto customers and it's important that the Club recognises this and ensures mechanisms are in place to provide members with the opportunity to submit their concerns and suggestions for consideration, and to receive a measured polite positive response. In addition, regardless of concerns and suggestions made by individual members it is necessary to proactively canvas members views and engage with the membership, to ensure the quality and appropriateness of services provided meet customers' wider expectations.

Role - The Director responsible for Service User Representative serves as the primarily link between club members and the Board and acts to reinforce the need for all Board members to continually act in the best interest of club members.

Main Responsibilities

1. To manage responses for all formal complaints ensuring that complainants receive timely appropriate responses
2. To provide a routine summary report for the Board covering all new and all ongoing complaints
3. To serve as the main conduit for formal suggestions to the Board from members, ensuring that all constructive suggestions are properly considered and auctioned as appropriate
4. To arrange engagement events with members concerning any matters of significant interest or concern
5. Instigating club member satisfaction surveys as appropriate and reporting findings to the Board

SEASALTER GOLF CLUB Ltd

DIRECTOR – MEMBER RECRUITMENT AND RETENTION

Role and Responsibilities

Introduction – The club’s primary source of income is the annual membership fees it receives from existing and new members. One of the main financial risks facing the club year on year is a significant reduction in its income that would arise if existing members fail to renew their membership and new members cannot be recruited to take their place.

The need to have measures in place to monitor membership numbers and forecast any reduction in numbers, are important aspects of the recruitment planning process. Failure to adequately plan effectively to achieve recruitment targets will almost certainly have a negative impact on the Club’s future financial well being.

Role - The role of the Director for “Member Recruitment and Retention” is primarily concerned with managing the risk of lost income arising from any future reduction in membership numbers. To do this it will be necessary to focus on measures aimed at encouraging existing to renew their membership each year, whilst preparing advertising campaigns and deals that will encourage new members to join.

Main Responsibilities

1. Maintain an accurate record of current members by category
2. Review membership categories annually and recommend category changes for the Board to consider where appropriate
3. Establish Target numbers for each membership category
4. Survey members before the annual renewal date to determine whether existing members are planning to renew their membership and for members not planning to renew, establish their reasons for not doing so
5. Routinely monitor actual membership numbers as well as the numbers forecast prior to the membership renewal date, to identify the target markets for recruitment
6. Agree details of advertising campaigns with the Director Communications and Marketing for Board Approval

SEASALTER GOLF CLUB Ltd

DIRECTOR – BUSINESS PLANNING AND BUSINESS DEVELOPMENT

Role and Responsibilities

Introduction – Although the Club’s primary source of income is the annual membership fees it receives from existing and new members, other income streams make an important contribution to the Club’s income budget. These currently include income from green fees, bar services and property rental.

In the foreseeable future, it’s anticipated that additional income can be generated if existing income generating activities are approached from a more commercial perspective and if new business opportunities are exploited e.g. golf societies, catering services and club-house hire.

Role - The role of the Director for “Business planning and development” will be to consider existing income streams and the potential of new income streams with a view to producing business cases for each income stream activity that if implemented will maximise income for the Club.

It is not envisaged that all this work can be done immediately and an agreed prioritised list of income generation reviews for each activity will have to be agreed with the Board in advance.

Main Responsibilities

1. To understand the dynamics of existing club activities that generate income
2. To be aware of potential additional income likely to be achieved through a process of business development for both existing and new income generation
3. To prepare outline proposal options for income generation, which include details of any additional associated risks and how these would be managed
4. Submit outline proposals for business cases to the Board for approval prior to development of Full Business Cases
5. Participate in the preparation of full business cases
6. Participate in the implementation of business case income generation projects

SEASALTER GOLF CLUB Ltd

DIRECTOR – COMMUNICATIONS AND MARKETING

Role and Responsibilities

Introduction – All quality organisations understand the importance of communication with their stakeholders. Ensuring that Whitstable Golf Club has effective communication arrangements in place, is one of the key factors required for Club’s future success as an organisation. At the Company’s last AGM, shareholders stressed the importance of communications and expressed a view that there should be greater transparency and more consultation with members when major decision affecting the club, are being taken.

Role - The role of the Director for communications and marketing will be primarily concerned with identifying key stakeholders both internal and external and ensuring effective two way channels of communication are established to ensure “Transparency” of Board and Committee activities etc.

Main Responsibilities

1. To assist the Board with identification of all internal and external stake holders
2. To prepare a communications strategy for Board approval
3. To advise the board on all communications with stakeholders
4. To assist with design and maintenance of the Club’s website
5. To advise on all social media matters and lead on development of a social media policy
6. To lead on all marketing and advertising for the Club as and when necessary
7. To produce a monthly News letter

SEASALTER GOLF CLUB Ltd

DIRECTOR – FACILITIES MANAGEMENT (Soft FM)

Role and Responsibilities

Introduction – Soft FM, which include Bar, Catering and cleaning services, is essential for providing Club members with an overall quality experience when they enter the clubhouse during their visit to the golf club. Failure to deliver good quality Soft FM services will inevitably lead to complaints and ultimately result in the loss of members.

Role - All the main Soft FM services are effectively outsourced at present and the role of the Director responsible for Soft FM services is to ensure that the three current providers for Catering, Cleaning and Bar services provide efficient, effective services that meet customers' reasonable expectations, in a cost –effective way.

In addition the Soft FM Director serves as the “Golf Club Welfare Officer”, responsible for ensuring the club has all necessary safeguarding policies etc. in place.

Main Responsibilities

For outsourced services

- Advise on services specifications
- Advise on all procurement and contract matters
- Conduct all tendering procedures
- Prepare tender evaluation criteria and lead on contractor appointments
- Monitor contractor performance

Other Responsibilities

- To assist the club secretary
- To act as Club Welfare Office in accord with England Golf guidance
- To manage green-fee bookings
- To manage Club House hire bookings