



HEALTH.  
GOLF.  
LIFESTYLE.

CHIEF EXECUTIVE OFFICER  
SANDHURST CLUB

SPORTSPEOPLE  
RECRUITMENT

- Senior leadership and operations role
- Premier private members club - engaged and growing membership
- Magnificent golf courses, sport and clubhouse facilities
- Beautiful residential complex and community lifestyle

## ABOUT SANDHURST CLUB

### Vision - to be the premier golfing and residential community in Australia

Sandhurst Club is home to two of Victoria's great championship golf courses, rated in Australia's top 100 courses. They offer a challenge to all levels of golfing skill and are complemented by excellent practice facilities. It is also one of Melbourne's premier event and wedding locations. The home of the Australian PGA, Sandhurst is much more than just a golfer's dream. A residential plot of 1,319 homes complement the Sandhurst community, making it one of the most desirable living locations in Melbourne.

A fully equipped Sports Centre and a Clubhouse that radiates a sense of community and belonging with a warm and inviting atmosphere provides a wonderful setting for the residential and golf members and their guests, together with large external private functions. Combined, the joint membership base is now in excess of 2,500 members and growing.

## CHIEF EXECUTIVE OFFICER

Reporting to the Board via the Chair, the principal role of the CEO is to maximise the satisfaction and enjoyment of all members (Golfers and Residents). This will be achieved by leading the management of all aspects of Sandhurst's business in an efficient and effective manner, under the guidance of policies determined by the Board and its' various sub committees.

The CEO will lead the organisation and manage the senior management team, vendors and key stakeholders whilst delivering operating outcomes that underpin the Club's long-term strategic objectives, including high levels of staff satisfaction, and financial stability.

Supporting the Chief Executive Officer are approximately 88 full time staff and a team of casual staff in the food & beverage area. Staff are responsible for key areas including the Club's restaurants and bars, the golf course facilities, golf operations, functions management, sports facilities, residential management, member services and administration.

To be considered for this role you will have a track record of successfully managing a like-sized business, possibly within a golf community or related service industry, using your strategic, financial and commercial acumen to best position Sandhurst and serve its members. Your experiences will enable you to develop and deliver meaningful and well patronised activities, services and programs maximising the use of Sandhurst facilities all year round.

## KEY RESPONSIBILITIES

The CEO is responsible for fulfilling the following key areas:

### Operations:

- Full oversight of all the activities of the Sandhurst Club. This includes golfing activities, residential and estate management, administrative activities, entertainment activities and the day to day running of Sandhurst.
- Management of 3 direct reports, key stakeholder management including large vendors and the PGA. Portfolios span across Hospitality, Marketing & Sales, Golf Operations, Residential Operations, Finance & Administration, and Membership Services. Further to this, the portfolio includes management of the course superintendent and the relationship with the course maintenance contractor along with various outsourced contracted services.
- Maintain full compliance with all relevant statutory legislation, including employment, health and safety and licencing.
- Ensure that there is a risk management framework in place so that risk is assessed, reviewed and mitigated and sufficiently insured.
- Produce regular reports for the Board on financial performance, asset and stock control, marketing activity and human resources.
- Oversee the care and maintenance of all Sandhurst resources.
- Lead through the senior managers to meet the requirements for all Sandhurst activities, ensuring that defined KPI's are met.
- Maintain up to date professional knowledge and awareness of the golfing community industry by using publications, personal and professional networks and benchmarking against industry best practice.
- Oversee and assist in Architect Review Committee (ARC) compliance administration.

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## CHIEF EXECUTIVE OFFICER - SANDHURST CLUB



### KEY RESPONSIBILITIES (Continued...)

#### Leadership:

- Communicate effectively with directors, members, managers and teams within Sandhurst.
- Provide effective leadership, support and motivation to all managers and, through them, to all staff.
- Provide staffing succession plans for all senior staff positions.
- Recruit, induct and monitor team managers as required.
- Perform regular performance reviews for all managers.
- Ensure that all managers have appropriate opportunities to develop skills, knowledge, and experience to enhance their individual skills.
- Oversee the provision of ongoing education and training for all staff members.
- Address large gatherings of members e.g. at Annual General meetings.

#### Stakeholder Management:

- Conduct Quarterly Member's meetings, highlighting Sandhurst Club's progress against its Business Plan and introducing Members to key members of Sandhurst Club and the Employer's Management team.
- Develop and nurture a Club Living lifestyle at Sandhurst Club thereby creating a relaxed and enjoyable environment for Members.
- Maintain regular communications with Golf and Resident Committees, for and on behalf of the Club's Board and Management.
- Ensure that formal communications – through a wide range of channels – with Members is regular, thorough, and well-planned, so the Resident and Golfer Communities are informed of matters relating to Club Living at Sandhurst Club.
- Managing the disparate teams operating at Sandhurst Club to achieve a harmonious outcome, enhancing the lifestyle for Residents and Golfers.
- Engagement at local and state government levels to progress the residential estate and golf club objectives.

#### Finance:

- Ensure the financial stability of Sandhurst through the adoption of sound financial management principles across both Profit & Loss and balance sheet treatments.
- Ensure Sandhurst is run as efficiently as possible and to the standards set by the Board.
- Develop and enhance financial reporting capacity to ensure the Board and its relevant sub-committees are up to date with Sandhurst's financial position.

- Work with the Finance Committee and Chief Finance Officer (CFO) to set annual budgets.
- Monitor performance against operating budgets and take prompt and appropriate action to address variances to ensure that each operating area achieves agreed KPI's.
- Prepare capital expense budgets to support the achievement of strategic objectives.
- Responsible for the prompt reporting of any issues that may impact the financial position of Sandhurst.
- Oversee and assist in the smooth operation of the Annual General Meeting.

#### Strategy:

- Under the guidance of the Board, develop, execute and maintain the ongoing strategic plan for Sandhurst.
- Provide the operational direction to achieve agreed strategies by leadership of senior managers. This includes the development of operational plans by these managers to support the implementation of the overall strategic plan.
- In conjunction with the Marketing Manager, develop and implement a marketing strategy to promote all of Sandhurst's activities.
- Remain up to date with key trend changes and risks associated to the economic, environmental and sport industry landscape and identify new business opportunities and principles to overcome the challenges whilst maximising the opportunities.
- Manage the development of an organisational culture with the senior management and staff, in consultation with the Board.

#### Marketing and Customer Service:

- Engage and be visible with the membership to ensure that member satisfaction is understood and delivered.
- Monitor customer/member satisfaction to ensure that all teams across the operation deliver excellent service.
- Develop a coordinated marketing strategy through leadership of senior managers.
- Identify and develop innovative programs and value-added services for all activities at Sandhurst, including golf events and tournaments, social events and external functions.
- Ensure that all promotional events are properly structured and resourced.
- Communicate effectively with external organisations, individuals and agencies. For example, Frankston City Council, Golf Australia, and the Professional Golfers Association of Australia (PGA)

# CHIEF EXECUTIVE OFFICER - SANDHURST CLUB



## REPORTING RELATIONSHIPS

**Reports to:** The Sandhurst Club Board (via the Chair)

**Supervisory Responsibilities:**

- Golf Operations Manager
- Chief Finance Officer
- Marketing Manager
- Administration Manager
- Membership Manager
- Food & Beverage Manager
- Course Superintendent

(refer to organisation chart on the last page of this document)

## SELECTION CRITERIA

In addition to demonstrating **relevant experience across the core functional areas of responsibility identified in this Position Overview**, candidates applying for the CEO role will require a range of personal and professional skills, including:

**Qualifications and Experience:**

- Relevant tertiary qualifications and/or significant executive management experience as a club manager or manager of a similar business, preferably with some residential community management experience.
- A strong understanding of the hospitality industry and a proven track record of success in a customer centric environment.
- Previous senior experiences in a customer facing or membership services role.
- Project management experience, ideally including capital works.
- Demonstrated ability to foster and strengthen stakeholder relationships, including managing and negotiating contracts with large and complex vendors.
- Maintain a high level of appropriate professional and personal development, and membership of professional bodies as relevant. e.g., Graduate Member of AICD or equivalent.
- A demonstrated track record of applying new technologies to enhance the efficiency and operational success of an organisation.
- Experience of yield management, budgeting, revenue forecasting, capital expenditure, stock management and marketing plans.
- Experience in writing business and Board level reports.
- IT literate with experience of appropriate software.
- Understanding of how the various departments of a golf club and residential community interact.
- Current "Working with Children" compliance check.

## Personal Attributes:

- People focused - a leader, motivator, team builder and team player. Should be comfortable in coaching and mentoring roles. Should have a positive outlook with strong interpersonal skills.
- Resilient - able to deal comfortably with a range of issues, including member complaints and criticism. The CEO must be flexible, approachable, and diplomatic.
- Comfortable engaging with members and building sustainable, meaningful relationships.
- Strong business acumen. Able to think and act strategically. Able to plan and implement plans.
- An ability to articulate, build and implement consistent standards for services, activities, and programs. A drive and passion for excellence and quality service.
- Good time management skills and high attention to detail.
- Good initiative, energy, and enthusiasm.
- Excellent communication skills, good judgement and able to be discrete when and as required.
- Ability to work with a volunteer Board and sub-committees, and with members from a wide range of backgrounds.
- A strong collaborator with a keen sense of audience.
- Attention to detail.
- Able to deal with ambiguity.
- Able to work with competing interest groups.
- A team leader who values the success of the team.
- Able to facilitate and manage the relationship between senior managers and the Board and its sub-committees.
- Flexible approach to working hours.
- An appreciation of golf, and traditions of both golf and the Club.

## REMUNERATION GUIDE

An attractive remuneration package will be available to the successful candidate, negotiable depending upon skill level and experience. At the time of applying, candidates are invited to indicate their current salary and salary expectations.

The Board place a high level of importance on performance-based outcomes. Therefore, the remuneration package will consist of a fixed and variable component, with targets mutually agreed to at the beginning of each financial year.

Candidates are invited to discuss their salary expectations with Sportspeople Recruitment before applying.

## LOCATION

Sandhurst Club is located on Sandhurst Boulevard, Sandhurst (South East Melbourne) - in a quiet, secluded part of the Sandhurst Precinct.

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## HOURS OF WORK

This is a full-time position offered with a six-month probationary period. The CEO will be expected to work a standard working week and with the expectation to work on Saturdays on a rotational basis amongst the senior management team. To offset the weekend work, a day of in lieu of this will be afforded.

Where required, the CEO will be expected to attend some meetings outside of the standard office hours.

## WEBSITE AND SOCIAL MEDIA

For more information and news items on all facets of activities, services and programs, visit:

Sandhurst Club website\*: [sandhurst.com](http://sandhurst.com)

Facebook: [facebook.com/sandhurstclub](https://facebook.com/sandhurstclub)

Twitter: [twitter.com/SandhurstClub](https://twitter.com/SandhurstClub)

Instagram: [instagram.com/sandhurstclub](https://instagram.com/sandhurstclub)

\*The Sandhurst Club website is currently undergoing a comprehensive revamp, with delivery expected late 2020.

## RESIDENCY AND IMMIGRATION

Candidates must be an Australian Citizen / Permanent Resident or have unlimited working rights within Australia to be considered for this position.

## TIMELINES

Final interviews and the appointment of the Sandhurst Club CEO are scheduled for October, 2020.

The successful candidate would be expected to commence duties as soon as possible.

## PLEASE APPLY NOW TO AVOID MISSING OUT!

Please note Sportspeople Recruitment will commence screening and interviewing for this role immediately.

**If you are intending to apply, please do so now.**

**Applications Close:** 5pm Wednesday 30 September, 2020

Preferred Application Format: Candidates must complete and submit the **COMPULSORY Sportspeople Recruitment Application Form** at the time of applying.

The Application Form is available as a download at the Sportspeople Recruitment website listing for this role and contains questions against which we require your specific response prior to considering your application.

Sportspeople Recruitment prefers a 2 page cover letter and an accompanying CV of no more than 6 pages, merged into the Application Form as one MS Word file.

## APPLY TO

Your application should be sent electronically via the "apply now" link at the advertisement via [sportspeoplerecruitment.com/jobs](https://sportspeoplerecruitment.com/jobs)

## ENQUIRIES

The Chief Executive Officer, Sandhurst Club search and recruitment process is being managed exclusively by **Sportspeople Recruitment.**

In the first instance general enquiries should be directed to Scott Oakhill on 0408 258 337 or FREECALL AUSTRALIA 1800 634 388 or +61 2 9555 5000 or via [jobs@peoplerecruitmentgroup.com](mailto:jobs@peoplerecruitmentgroup.com).

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*\*organisation chart on next page*

