



RECRUITMENT OF DIRECTOR OF GOLF



INFORMATION PACK FOR PROSPECTIVE APPLICANTS

UPDATED 14th SEPTEMBER 2017

NOTE: Closing date for applications Monday 25th September 2017

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BACKGROUND TO THE APPOINTMENT

Over the past 18 months the Council of Aboyne Golf Club has been working in collaboration with our governing body 'Scottish Golf' (SG) to review the existing structure, workflow, performance and revenue streams of the club. The objective being to determine future requirements and formulate a business plan for the club to ensure its long-term growth strategy is met. As part of this process, SG used their business planning tools to survey the Aboyne membership to determine what they want from their club across a range of service lines.

In conjunction with this strategic review, Council have also surveyed the members to get a clearer understanding of the membership composition, their playing habits and expectations from being a member of Aboyne GC.

The Council of Aboyne GC have identified areas for streamlining operations to ensure we can service our members and visitors needs whilst operating prudently within our tight financial parameters. Council have formulated a future operating model for the club which includes the appointment of a 'Director of Golf' to drive the growth of the club forward in 2018 and beyond.

This detailed briefing document for prospective candidates to the role of Director of Golf is the result of that strategic review.

LOCATION

Set in the heart of Royal Deeside, Aboyne Golf Club sits on the eastern edge of the historic Cairngorms National Park and is truly a captivating setting for golfers offering a memorable challenge.



Some 30 miles West of Aberdeen on the A93, the route is popular for tourists with the adjoining 'Queen Victoria' trail leading to the royal residence at Balmoral. The area also attracts visitors as part of the Grampian 'Castles and Whisky Trail'.

Aboyne is around one hour from Aberdeen International Airport with connecting flights to most UK airports and the European hubs of Amsterdam, Frankfurt and Paris. It is well served to various Scandinavian countries and the US Eastern seaboard with flights through Iceland.

The Central Belt of Scotland is around two-hours away with dual-carriageway along the A90 through Dundee or the more scenic route over Braemar on the A93. Inverness is also around two-hours north over the Cairngorm plateau. The nearest railhead is Stonehaven some 30 minutes away from Aboyne.

OVERVIEW OF ABOYNE VILLAGE

Aboyne village is located ½ mile from the course. It is a picturesque close knit Royal Deeside community centred around a large village green. It is served by a variety of shops as well as a large newly refurbished Co-Operative convenience store. The village has a small selection of hotels, pubs and B&B facilities catering for passing tourist trade.

The village has a primary and nursery school comprising some 370 pupils and an Academy with close ties to the golf club. Presently some 650 pupils come to Aboyne Academy from a variety of outlying feeder primary schools. The Academy is held in high regard and has formed a strategic partnership with the club supporting us on a range of marketing issues.

A video giving an overview of the village together with an indication of current property prices can be found at [Aboyne video from Aberdeen Solicitors Property Centre \(ASPC\)](#)

CLUB OVERVIEW

A private members Club, Aboyne is the oldest on Royal Deeside established in 1883. Originally founded on Aboyne village green, the course moved to Formaston Park in 1905 and was developed by renowned architect Archie Simpson. The layout remained virtually the same from 1913 until new holes on the back nine were added in 1990 by designer Martin Hawtree.

The Club has a membership of around 630 drawn from all walks of life and is considered to be very friendly and welcoming by visitors. It is very much an all-inclusive and family orientated club being part of the local community. The membership is long-serving and loyal with a sizeable number of members commuting out to Aboyne from Aberdeen to play their golf such is the high regard the course and club are held in.

The Men's section holds competitions Wednesday and at weekends which are well attended. The men's team has been successful in winning the Deeside League in the last few seasons.

The club also has a very active Men's Senior section which competes on a Tuesday and regularly plays matches against a host of other clubs in the region.

The ladies section holds competitions Wednesday and at weekends. This year our ladies won the Aberdeenshire County 'Watt Duffus' trophy.

We currently use the Club Systems International BRS tee booking system supported by Club V1 linked in to 'How Did I Do' to engage with our membership.

JUNIOR SECTION

The club is fortunate to have a very active junior section playing their medal competitions on a Tuesday night attracting upwards of 40 youngsters. Juniors progress from initial 3-hole, thru 5, 9 to become 18-hole players. This high attendance stems from the work done by the Primary Schools 'Active Schools Co-Ordinator' based at Aboyne Academy encouraging youngsters in to the game under the 'Club Golf' national initiative. In addition, golf camps are also provided by the existing PGA Professional in the Easter and Summer holidays to introduce youngsters to the game.



The club participates in the North East Junior Pennant league and reached the regional finals in 2016. We are fortunate to have several juniors – both male and female - who have progressed on to represent the club at regional and national level. A number have elected to make a career in the sport and have or are now studying in the USA on golfing scholarship.

MEMBERSHIP OF BODIES

Aboyne is an affiliated member of Scottish Golf (SG). The club has worked hard over the last couple of years to enhance its relationship with the governing body and has utilised the full range of business support services and planning tools provided by SG.

The club also supports the recently rebranded regional Destination Management Organisation (DMO) 'VisitAberdeenshire'. In this capacity, the club has representation on the 'Golf Industry Board' which is tasked with setting the future strategy and subsequent promotion of golf in the region. In addition, the club is a corporate member of the Aberdeen & Grampian Chamber of Commerce (AGCC) promoting the club to visiting societies and parties from the Oil & Gas sector and other industries from the region.

THE COURSE

Aboyne offers golfers of all abilities a unique and memorable challenge. The long- established course has won many plaudits as one of the best maintained, varied and challenging inland courses in North East Scotland. Such is Aboyne's growing reputation, in 2016 it was selected by the

governing body to host the "Scottish Golf Women's County Finals". In 2017, the club was asked by Scottish Golf to host the Scottish Golf Junior Open regional qualifier.



Visitors are delighted with the contrast found between the front and back nine. The course presents a rich variety of memorable holes making the most of the natural variations in the terrain which is a mix of rolling parkland with inviting fairways and elevated links-like heathland with tighter targets. Mature trees and water are in play on many holes.

Aboyne Loch is a notable feature lending character and scenic beauty to the course as well as providing a hazard to be avoided on the last hole of the relatively flat outward tree-lined parkland nine. Thereafter, the course changes character to rugged

heathland and climbs gently providing magnificent panoramic views over the Aberdeenshire countryside. Golfers are tested by the course's distinctive feature which see several holes with undulating fairways formed around the historic 'rigg and furrows' of medieval farming which add a unique terrain challenge requiring more brains than brawn to play. Lying on free-draining soil, the course enjoys a surprisingly dry micro-climate.

The club has a limited practice ground area together with a short-game and putting green.

Mens White Tees: 6,003 yards. Par 68. SS 69. Ladies Red Tees: 5,362 yards. Par 72. SS72.

THE CLUBHOUSE

The original clubhouse was replaced in the 1970's and offers panoramic views around the course and along the Royal Deeside valley towards Lochnagar mountain range.



The club offers a full range of bar and catering services currently provided by staff and contractors but this operating model may change as part of our operational review.

An internal refurbishment of the soft furnishings has recently been completed by the membership.

Within the downstairs area of the clubhouse there is a dedicated shop for the Professional which was upgraded last season with new lighting and shelving to allow an extensive range of stock to be carried as well as a back-office repair facility.

The club offers electric buggy hire administered by the Professional.

THE CHALLENGE AND OPPORTUNITY

With a renowned reputation as one of the best maintained, varied and challenging inland courses in the region, we have a growing reputation and standing as a destination for international golfers in addition to servicing our existing membership and visiting parties.

As we prepare for the 2018 season, we seek to appoint a PGA Professional to the role of Director of Golf with the vision, values, zeal and drive to make our club a preferred golfing destination of choice.

The role offers an exceptional opportunity to be your own boss and establish your own reputation and standing within the industry as you will be the focal point for all golfing activities at the club. The role would suit an established PGA Professional looking for a new challenge or for an Assistant Professional looking to progress their career in their first stand-alone appointment.

If you can offer us dynamism and entrepreneurial flair, with exceptional sales, marketing, business development and customer experience skills, alongside other important attributes outlined in this candidate brief and person specification, then we would be keen to meet you.

The overall objective of the role is to deliver a cost-effective, efficient golf operations service to members and guests making optimum use of appropriate modern management methods, systems and technology. As this is a significant customer-oriented role, it is essential to have a strong business aptitude and passion for golf, providing a level of service in which attention to details is paramount.

Whilst not exhaustive, we would envisage the following key responsibilities commensurate with this appointment: -

- Executive responsibility for the day to day management and administration of all golf operations within the parameters of the Club's business plan and approved budget.
- Provide a first-class golfing service to members, societies and visitors consistent with the standards, policies, procedures and ethos of the Club.
- Establish and maintain robust management tools, metrics and reporting structures to ensure the effective running and reporting to Council of all areas of golf operations. Manage the BRS tee times booking system to its full potential generating and analysing playing trends and providing appropriate regular reports to Council to maximise course usage.
- Using competitor and consumer data, maintain insights into relevant market trends to provide understanding, direction and guidance to Council around planned new sales and membership initiatives. Determine areas in which the recruitment of new members could be achieved, and where green fees, society use and general business regarding functions/events might be enhanced.
- Devise and implement pro-active communication tools, both internally and externally, aimed at retaining members, driving member recruitment, and pursuing visitor revenue streams through the development of a detailed sales & marketing strategy. Ensure all promotional activity is properly structured, communicated and delivered to the highest order.
- Maintain and manage quality CRM practices to boost membership, increase green fee income and continually improve visitors' experience.
- Execute successful sales and marketing campaigns in line with the strategic objectives of the Club. Develop strategic partnerships and commercial relationships with the local business community, golf societies, tour operators, event organisers and other relevant bodies and agencies so that Aboyne is clearly identified as a leading golfing destination in the region.
- Continue to raise the club's profile in the local area supporting and strengthening our community involvement. Build personal relationships with the general public, local stakeholders and prospective new members (both playing and social) with particular emphasis on the attraction and long-term development of juniors to the club.
- Establish and operate an appropriately stocked shop and repair facility providing expert advice and a quality service within the operating hours agreed with Council.
- Recruit and employ a shop support team ensuring they maintain a professional and welcoming approach. Train and enforce consistent customer service standards.
- Organise the arrangements for all visiting Societies, green fees etc., ensuring the enforcement of day to day standards of conduct and course behaviour. Operate as a Course Starter and Marshall to ensure speed of play and compliance to local regulations.

- Deliver tailored coaching programmes to members and visitors to the Club at fees agreed with the Council.
- Work with respective sub-committees in the club in the administration of competitive golf. Assist in the organisation and running of tournaments, providing expert advice on rules, and helping to maintain handicap records of members.
- Secure, protect and maintain all Club assets, whether financial, stock, buildings or equipment.
- Ensure compliance with all applicable legislation. Manage and keep under constant review all health and safety issues including those bearing on shop staff and working practices, as well as on the course. In conjunction with the Head Greenkeeper, ensure that risk assessments for the grounds and course are carried out on a regular basis in compliance with best practice. Ensure that the course is monitored for dangerous playing condition (e.g. underfoot conditions or electrical storm) and that appropriate action is taken as needed.

These lists of responsibilities, duties and tasks are not exhaustive, and may be revised or extended by the Council as may reasonably be required from time to time.

THE LIKELY CANDIDATE

The successful candidate should be able to influence, motivate, coach and mentor with a 'can-do' flexible approach and mentality. We are open-minded as to the level of experience candidates should have: the appointment is more to do with the cultural and strategic fit rather than previous background and length of prior service. Amongst the attributes the successful candidate will likely need to demonstrate are: -

- An impressive quantity of energy with a clear passion to grow the game. A candidate who possesses the necessary vision to develop the club, its ethos, standards and reputational standing over the foreseeable future based on a continuous improvement ethic.
- Good operational experience in a golf environment demonstrating a strong track record of providing service excellence to members and visitors.
- Evidence of improving the profitability and value of an equivalent scale golfing entity based on sound business acumen and financial literacy.
- The ability to produce, manage and present monthly operations and financial reports against agreed budgets and KPIs.
- Competent IT skills with a detailed appreciation of golf-specific membership, handicaps and diary management systems. Proficient with email, internet and Microsoft Office applications and the day to day management of websites.
- A good working knowledge of marketing and media channels with an aptitude to develop social media visibility in all aspects of our business.
- Possess an entrepreneurial spirit with personal initiative and time management skills.
- A visible, proactive and personally involved management style with a 'hands-on' and flexible approach. An enthusiasm for providing customer and/or member satisfaction at all levels and ages is paramount.
- Excellent command of oral and written English. First class communication, leadership, motivation and diplomacy skills coupled with an understanding of confidentiality and ability to practice it.
- A flexible outlook and approach to working hours with a supportive sense of humour.



To be considered for this exceptional opportunity candidates will preferably hold the following: -

- Be a PGA Member ideally qualified or working towards AA status. Current PGA Assistants looking to further their career are encouraged to apply as this role offers a logical step up in responsibility and accountability.
- We would be interested to hear from candidates holding the Applied Golf Management Studies (AGMS) degree.
- We would favour those candidates who can show clear evidence of progression on the PGA Member Education Programme with demonstrable CPD above the 100-point threshold. We also look forward to hearing from candidates who may possess the PGA 'Director of Golf' qualification and who are looking for a new challenge.
- Hold full PVG / 'Disclosure Scotland' clearance and will have recently completed an appropriate Child Protection course. You may be asked to undertake a Criminal Records Bureau (CRB) check or equivalent.
- Preferably hold full and current HSE and First Aid at Work Certificates.

The terms for this self-employed position are negotiable. The remuneration package will be designed to enable the successful candidate to deliver the required level of service to the club and members with the opportunity to also benefit personally from the success of his or her appointment through retail sales and coaching provision.

TO APPLY

The closing date for applications is 5PM on Monday 25th September.

First round interviews will be conducted near Aboyne Golf Club on Monday 2nd October. Shortlisted candidates will be invited to present to Club Council on Monday 9th October.

We would hope to conclude a formal offer to our preferred candidate by 1st November 2017. The appointment will be subject to, and dependent upon, the receipt of references and the carrying out of relevant 'Disclosure Scotland' checks for child protection requirements.

The successful candidate should be able to commence by no later than 1st February 2018, or earlier if possible, before which date there may be a need to organise familiarisation visits.

Unsuccessful candidates will normally be notified by email as soon as possible after the successful candidate has indicated his/her acceptance of the position. The Club reserves the right to shortlist only those who in the opinion of the Club best fulfil the requirements of the position and to raise the essential requirements to facilitate shortlisting if necessary.

If you would like to be considered for this excellent opportunity, please email a cover letter and CV, demonstrating your suitability, level of experience and competence together with an indication of your remuneration details to: aboynegcmarketing@gmail.com

For a confidential discussion prior to submitting your application then please email us at aboynegcmarketing@gmail.com and the head of the selection panel will contact you accordingly.

Aboyne Golf Club Council

14th September 2017