

Volunteer Position Description

Director - Commercial Operations

Position	Location	Position Re-elected
Director - Commercial Operations	Avoca Beach SLSC	Odd years (e.g. 2027, 2029 etc)
SLS Branch Authority		SLSNSW Authority
nil		nil

PURPOSE STATEMENT

The Director – Commercial Operations provides Board-level leadership and oversight of the Club’s commercial activities, including the restaurant, bar, functions and events, commercial workforce and three leased commercial premises.

The Director focuses on commercial and operational performance. The Director of Finance retains responsibility for accounting, formal financial reporting, financial controls and overall financial governance.

ROLE & RESPONSIBILITIES

- Oversee the restaurant, bar, functions and other commercial activities.
- Oversee commercial management structures and clear reporting lines across restaurant, kitchen, bar, functions and floor operations.
- Work with management on recruitment, staffing structures, workforce planning and performance of key commercial personnel.
- Monitor commercial performance including sales, labour, cost of goods, margins, stock, wastage and other key operating measures.
- Work with management to improve service, efficiency, profitability and commercial sustainability.
- Oversee purchasing, stock-control and key supplier arrangements.
- Review pricing and significant changes to menus, products, services or operating models from a commercial perspective.
- Identify and assess new commercial opportunities and make recommendations to the Board.
- Provide the operational assumptions and information required by the Director of Finance for budgets, forecasts and financial modelling.
- Review commercial financial reports and explain significant performance issues, variances and proposed actions to the Board.
- Oversee the Club’s three commercial tenancies, including tenant relationships, operational issues, lease reviews and renewals in conjunction with the Board and professional advisers.
- Work with the Director of Finance on rental income and financial aspects of leases, and with the VP – Clubhouse Operations on building and maintenance matters affecting commercial areas.
- Ensure relevant licensing, regulatory and operational risks are appropriately managed.
- Develop longer-term commercial plans and support succession planning for key commercial roles.
- Prepare an annual commercial operations report for inclusion in the Club’s Annual Report.

FINANCIAL RESPONSIBILITY

The Director – Commercial Operations is responsible for the operational drivers of commercial performance and for providing accurate commercial information and assumptions.

The Director of Finance retains responsibility for accounting, formal financial reporting, consolidated budgeting and forecasting, cash-flow reporting, financial controls, taxation, audit and overall financial governance.

ROLE ENTRY REQUIREMENTS

- Be a current financial member of Avoca Beach SLSC and satisfy the Club's constitutional eligibility requirements.
- Hold a Working with Children Check where required, or be willing to obtain one.
- Complete required SLS safeguarding and safer club awareness training.
- Have sufficient capacity to undertake the responsibilities of the role.

KEY CHALLENGES IN THE ROLE

- Balancing commercial performance with the needs of a volunteer community organisation.
- Managing staffing, hospitality costs and changing trading conditions.
- Maintaining clear accountability between the Board, commercial management and staff.
- Providing the Board with useful commercial information without becoming involved in routine day-to-day management.

SELECTION CRITERIA

ESSENTIAL SKILLS

- Commercial and business management.
- Leadership and people management.
- Ability to interpret operational and financial performance reports.
- Negotiation and stakeholder management.
- Strategic and operational planning.
- Recruitment, delegation and accountability.

ESSENTIAL KNOWLEDGE

- Hospitality and commercial operations.
- Revenue, labour, cost of goods and margin management.
- Stock and purchasing controls.
- Commercial leases and tenant relationships.
- Governance, risk and regulatory requirements.

PREFERRED QUALIFICATIONS OR EXPERIENCE

- Hospitality, restaurant or bar management.
- Commercial or senior business management.
- Workforce management or recruitment.
- Commercial property or lease management.
- Business planning or financial analysis.
- Board or committee experience.

PERSONAL CHARACTERISTICS

- Integrity and sound judgement.
- Organised, accountable and reliable.
- Collaborative and approachable.
- Able to delegate and work effectively with volunteers, staff and contractors.
- Resilient and able to manage competing priorities.

KEY STAKEHOLDER RELATIONSHIPS

President; Board of Directors; Director of Finance; Vice President – Clubhouse Operations; Director of Administration; commercial managers; restaurant, kitchen, bar and floor staff; tenants; suppliers; professional advisers; members and volunteers.