



Chief Executive Walton Heath Golf Club



Confidential

August 2025

Introduction and Club Overview.



Description:

Walton Heath Golf Club, nestled in the scenic heathland of Surrey in Walton-on-the-Hill, is one of England's most prestigious golf clubs. Established in 1903, the club features two 18-hole courses—the Old and the New—both designed by the renowned architect Herbert Fowler. The terrain is characterised by its natural heather, which not only adds to the visual charm but also presents a strategic challenge for golfers. The Old Course, opened in 1904, is particularly celebrated for its championship pedigree and has consistently ranked among the top 100 courses globally.

The club's rich history is intertwined with British royalty and political figures. Edward, Prince of Wales, served as Walton Heath's first captain in 1935, later becoming King Edward VIII, making Walton Heath the only club to have a reigning monarch as captain. Winston Churchill, along with several other Prime Ministers including Lloyd George and Bonar Law, were regular players at the club. James Braid, a five-time Open Champion, was the club's first professional and served for an impressive 45 years, further cementing Walton Heath's legacy in the game.

The Club has hosted numerous prestigious tournaments, including the 1981 Ryder Cup, where the U.S. team dominated Europe 18½ to 9½. It has also been the venue for the European Open, the Senior Open Championship, and the AIG Women's Open. Since 2005, it has served as the site for the U.S. Open European qualifying rounds, with notable success stories such as Michael Campbell, who qualified at Walton Heath and went on to win the U.S. Open.

Walton Heath is not just a place to play golf—it's a venue steeped in tradition, excellence, and a timeless connection to the game's greatest moments.

Club Vision:

Walton Heath will enhance its position as one of the great Members' golf clubs in the World, by delivering an unrivalled playing experience, making every visit an occasion.

Club Mission:

- The Club will be Member centric and family-friendly, encouraging participation from both playing and non-playing members.
- The heritage of the Club will be protected and promoted, with traditions innovated to reflect the progressive nature of the Club.
- The Courses and practice facilities will be highly regarded, providing all year-round usage, and in demand to host leading amateur and professional events.
- Members and Guests will enjoy the time they spend at Walton Heath, both on and off the course.
- Members, Societies, and other Guests, will enjoy an unrivalled service from our staff, combined with culinary offerings that exceed expectation.
- Inclusive Governance will ensure that the Club is financially secure, balancing membership fees in line with the Club's ethos of attracting Members with a variety of backgrounds, whilst generating the funds necessary to improve the Club's standing in the golfing world.
- The Club will attract, retain, and develop all its staff to support and deliver the Club's Vision, and by doing so, will be recognised as a leading employer.

Club Values:

- Striving for perfection - *Every aspect of the Club should be the absolute best it can be.*
- Respect - *Internally amongst all Membership; Externally with the Community; Spirit of Golf.*
- Pride - *Club's Heritage.*
- Continual Development - *Always aiming to improve.*

Number of Club Members:

993 (718 total full members – 601m/117fm; 41 restricted; 889 total voting); Healthy Pipeline.

Number of Club Employees:

70

Club Revenues:

In excess of £5.5m

Full Membership Fees:

Annual Subscription £3,200 excluding food & beverage levy / Joining Fee is multiple of subscription dependent on age ranging from x1 to x4.

Green Fee Rate:

April 1st – November 30th 2025; 18 holes Mon-Thurs £275 / 18 holes Fri-Sun £350

Annual Rounds:

Estimated rounds between 75,000 – 80,000 total annually

Videos:

<https://rb.gy/wcup3o> and <https://tinyurl.com/2wd9642v>



Position Overview.

The Chief Executive serves as Walton Heath's most senior executive, responsible for the day-to-day management of the Club, its facilities, staff and assets. The Chief Executive will drive the Club's strategy and, with and through the Board, its constant development. They will foster a team culture that upholds the values and standards of the Club and enhances its reputation as one of England's finest private member golf clubs.

Title: Chief Executive

Reports to: The Board through the Chair

Direct Reports: General Manager, Finance Manager, Head Professional, Course Manager, and Marketing & Communications Manager (vacant)

Governance: The Board is comprised of 8 directors (NOTE: the term of current Chair is coming to an end in January 2026). The General Committee is comprised of 10 members. The Greens Committee is comprised of 8 members.

Package: Competitive with a bonus and executive level benefits.

Responsibilities: The core responsibilities of the role will include but not be limited to:

1. Membership Responsibilities

In service of an exceptional membership environment, the Chief Executive will be responsible for meeting the following membership responsibilities;

- 1.1. Facilitate effective member communication, including periodic measurement of member attitudes and satisfaction, and responding to member suggestions and issues.
- 1.2. Informed by member communications, develop and implement an exceptional Walton Heath Membership Experience.
- 1.3. Oversee a suitable onboarding process for new members of the Club.

2. Personnel Responsibilities

In service of an exceptional work environment, and working with the Senior Leadership Team, the Chief Executive will be responsible for meeting the following personnel responsibilities;

- 2.1. Lead the employee team in a manner that inspires a culture of service excellence, collaboration, authority and accountability, and performance recognition.
- 2.2. Develop, implement and constantly review a HR strategy for the Club which;
 - 2.2.1. Defines its commitment to its employees.
 - 2.2.2. Details the organisational model and role descriptions for each role.
 - 2.2.3. Determines the appropriate skills required and a plan to deploy those skills to meet the service standards.
 - 2.2.4. Records all policies in relation to recruitment and retention, onboarding, development and training, compensation, appraisal, and health and safety.
 - 2.2.5. Addresses future succession planning.

- 2.3. In accordance with the HR strategy for the Club;
 - 2.3.1. Review job descriptions, compensation levels and performance appraisals of staff throughout the Club.
 - 2.3.2. Appraise and assess all direct reports annually.
 - 2.3.3. Ensure that training needs are adequately identified and development plans for staff kept updated.
 - 2.3.4. Enhance and further develop a training and development programme in a systematic and professional way to meet the needs of the Club.
 - 2.3.5. Ensure that all new starters are effectively inducted.

3. Club Operations Responsibilities

In pursuit of operational excellence and efficiency, the Chief Executive will be responsible for meeting the following operational responsibilities;

- 3.1. Determine, measure, monitor and maintain a standard of club operations that meets the expectations of the membership and visitors to the Club, and aligns with the mission statement set by the Club's Board.
- 3.2. Report periodically to the Board on operational plans and performance.
- 3.3. Advise the Board on governance best practices.
- 3.4. Drive the Club's vision, mission and values in all operational matters and interactions.
- 3.5. Liaise with departmental managers, to understand all necessary aspects and needs of operational development, and to ensure they are fully informed of operational objectives, purposes and achievements.
- 3.6. Ensure highly effective communication between the Board, Committees, Membership and Senior Leadership Team.
- 3.7. Plan the annual visitor programme, including oversight of the booking progress and liaison with tour operators.
- 3.8. Develop and Maintain an information technology infrastructure that facilitates a high quality service environment, efficient operation, effective communications and accurate reporting.

4. Golf Course Responsibilities

Working with the Course Manager and Greens Committee, the Chief Executive is responsible for the following:

- 4.1. Ensure the standards of presentation of both golf courses are clearly defined and consistently achieved, and reviewed on an ongoing basis.
- 4.2. Communicate with the Board, Committees, Members and Executive Team on all major maintenance issues and provide a framework strategy for the implementation of any course work.
- 4.3. Ensure that major capital projects are delivered on time and within budget.
- 4.4. Ensure that the practice facilities are maintained to the highest levels.
- 4.5. Ensure that suitable professional advice is engaged to guide or confirm actions.

5. Golf Operations Responsibilities

Working with the Head Professional and Senior Leadership Team, the Chief Executive is responsible for the following;

- 5.1. A golf operation which is highly effective and efficient in achieving the Club's mission and consistently delivering the Walton Heath Experience.
- 5.2. The commercial success of the Professional Shop.
- 5.3. A golf instruction and practice environment which meets the expectations and needs of all playing abilities.

6. Clubhouse Operations Responsibilities

Working with the Senior Leadership Team, the Chief Executive is responsible for the following;

- 6.1. Ensure the clubhouse is pro-actively maintained to appropriately high standards.
- 6.2. Provide a member and visitor experience which reflects standards set by the Club.
- 6.3. Cultivate the atmosphere and ambience of the Club.
- 6.4. Regularly review the service offering and develop a strategy for clubhouse / facilities improvements.

7. Financial & Administrative Responsibilities

Working with the Finance Manager, the Chief Executive is responsible for the following;

- 7.1. Compile the Club's operating budgets and forecasts.
- 7.2. Manage and control the Club's expenditure within agreed budgets.
- 7.3. Maintain an on-going financial plan and 5-year strategic plan.
- 7.4. Maintain a capital reserve study and capital plan.
- 7.5. Ensure financial reporting is accurate and presented on a regular basis.
- 7.6. Ensure that Board and Committee Packs are assembled and distributed in good time.
- 7.7. Manage the member register.
- 7.8. Ensure the Club is compliant with Club policies, statutory, regulatory and legal requirements (including equality, fire, health and safety, food hygiene, licensing, employment and golfing facilities on Common Land) and a compliance statement is presented periodically to the Board.
- 7.9. Maintain the necessary business intelligence tools to analyse and understand club trends and their impact, on the historic and likely future financial and operational performance of the Club.
- 7.10. To liaise (or source) external professional advisers as required.

8. Sales And Marketing Responsibilities

Working with the Marketing & Communications Manager, the Chief Executive is responsible for the following;

- 8.1. Develop and effectively manage the Club's brand strategy, including an effective online and social media strategy.
- 8.2. Constantly review the membership strategy and manage membership recruitment.
- 8.3. Review, revise and enhance the sales plan aimed at delivering revenue streams both on and off course.

9. General Responsibilities

Working with the Senior Leadership Team, the Chief Executive is responsible for the following;

- 9.1. Manage and liaise with governing bodies, such as the R&A and USGA, and ensure the Club meets its obligations and commitments in full.
- 9.2. Manage and liaise with local community bodies and where necessary with planning authorities.
- 9.3. Develop, manage and monitor an environmental and sustainability strategy for the Club, in line with industry best practice.
- 9.4. Monitor and apply where appropriate, market trends relevant to the Club.

Priorities for the Chief Executive.

GGA consulted with the leadership at Walton Heath (board and staff) to identify the priorities they believe will demand the attention of the Chief Executive over the short to medium term. Their collective insights on these priorities are as follows (not in order);

Communication and Member Engagement

Enhancing both internal and external communication to ensure members and staff feel informed, appreciated, heard and actively involved in club affairs.

Team Building and Staff Motivation

Build a high-performing, member-orientated but commercially minded team by restructuring roles, aligning responsibilities and planning for succession.

Financial Management and Commercial Strategy

Balancing financial sustainability with member satisfaction, including managing costs and increasing revenue from non-member sources.

Strategic Planning and Governance

Crafting a forward-looking strategy and governance model to guide the club's evolution, including succession planning and modernisation.

Capital Projects and Infrastructure

Delivering key facility upgrades—such as professional shop expansion, practice facility and course enhancements, and clubhouse improvements—on time and within budget.

Managing Member Relations

Foster unity and constructive progress within the Club by managing disruptive influences, balancing tradition with commercial needs, and building trust through clear communication.

Technology and Operational Efficiency

Using technology to improve club operations, drive efficiency, and support strategic initiatives through automation and digital platforms.

Understanding Golf Industry and Course Standards

Ensuring the club maintains excellent course conditions and aligns with professional golf standards to preserve and further enhance its reputation.

The Person.

Through their previous experience of managing a club or hospitality business of comparable quality to Walton Heath, the ideal candidate will be able to demonstrate the required skills and competencies to deliver the key responsibilities and accountabilities described.

Leadership Skills

A visible and approachable servant leader who exhibits emotional intelligence in their approach to team building, employee motivation and direction, and service training and is respectful and professional in all interpersonal dealings. Ability to recruit and retain a highly capable team who can work together and with other departments across the Club. Demonstrates resilience in the face of challenges and deals effectively with them while exercising tact and diplomacy. Acts as a mentor to Direct Reports and incorporate succession planning by preparing staff for key leadership roles.

Communication and Interpersonal Skills

Provides quality, consistent, and timely communication to the Club's Chairman, Board, Membership and Executive Team. Provides clear and concise communication in daily interactions with all Club stakeholders. Possesses excellent listening, diplomacy and interpersonal skills. Offers a warm and welcoming environment to both members and employees. Confident, professional, and sensitive in all interactions including conflict resolution and mediation.

Strategic Planning Skills

A strategic thinker with the ability to monitor industry trends, gather feedback from management and members, and use data to present critical information to the Board. Previous experience implementing a Strategic Plan at a private club or other similar top-tier facility, with a passion and understanding of what it means to have a premium private club experience and an ability to lead the strategic process with input from all stakeholders. Further strategic capabilities include brand strategy and management, capital and master planning, HR strategy, and membership strategy.

Business Skills

An experienced leader with a strong financial knowledge and understanding of business fundamentals. An entrepreneurial style combined with a background in all aspects of business management, including business development, finance, information technology, human resources, risk management, and performance management. Experience managing complex, financial-intensive capital projects.

Operational and Organisational Skills

A thorough understanding of high quality club, hospitality food & beverage, and golf operations with a demonstrably strong service ethos. A results-orientated leader with a track record of operational enhancement.

The candidate must have a further or higher education diploma, degree or other award, and preferably a club management or hospitality industry qualification. They must also have the right to work within the UK and provide evidence if requested.

Schedule.

Preliminary Interviews with Search Consultants	- 14 th to 22 nd August
Board Interview with Shortlist	- 29 th August
Final Interview and Familiarisation	- 8 th to 14 th September
Offer and Contracts Complete	- 30 th September

Enquiries.

IMPORTANT: Interested candidates should submit a resume along with a detailed cover letter which addresses the position qualifications and describes your alignment/experience with the prescribed position by **August 20th at 5:00pm GMT**.

Documents are required to be submitted in Word or PDF format (save as “Last Name, First Name, Walton Heath Cover Letter” and “Last Name, First Name, Walton Heath Resume”) respectively to:

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Lead Advisor:

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For more information on Walton Heath Golf Club, visit <https://www.waltonheath.com>