



Job Description: Sodexo Live!

Function:	Operations
Position:	Head of Operations
Job holder:	
Date (in job since):	
Immediate manager (N+1 Job title and name):	Venue Services Director
Additional reporting line to:	
Position location:	Barclays Hampden – Glasgow

1. Purpose of the Job – State concisely the aim of the job.

To lead and oversee the operational delivery of all hospitality, retail, conference, and event services at Barclays Hampden, ensuring the highest levels of service, safety, and profitability in line with Sodexo Live! and client standards.

The Head of Operations is accountable for driving operational excellence across all service lines on both match and non-match days, developing a high-performing team, maximising revenue opportunities, and ensuring compliance with contractual obligations and legislative requirements. The role acts as deputy to the Venue Services Director and plays a key part in maintaining Barclays Hampden reputation as Scotland's National Stadium and one of the UK's premier live event venues.

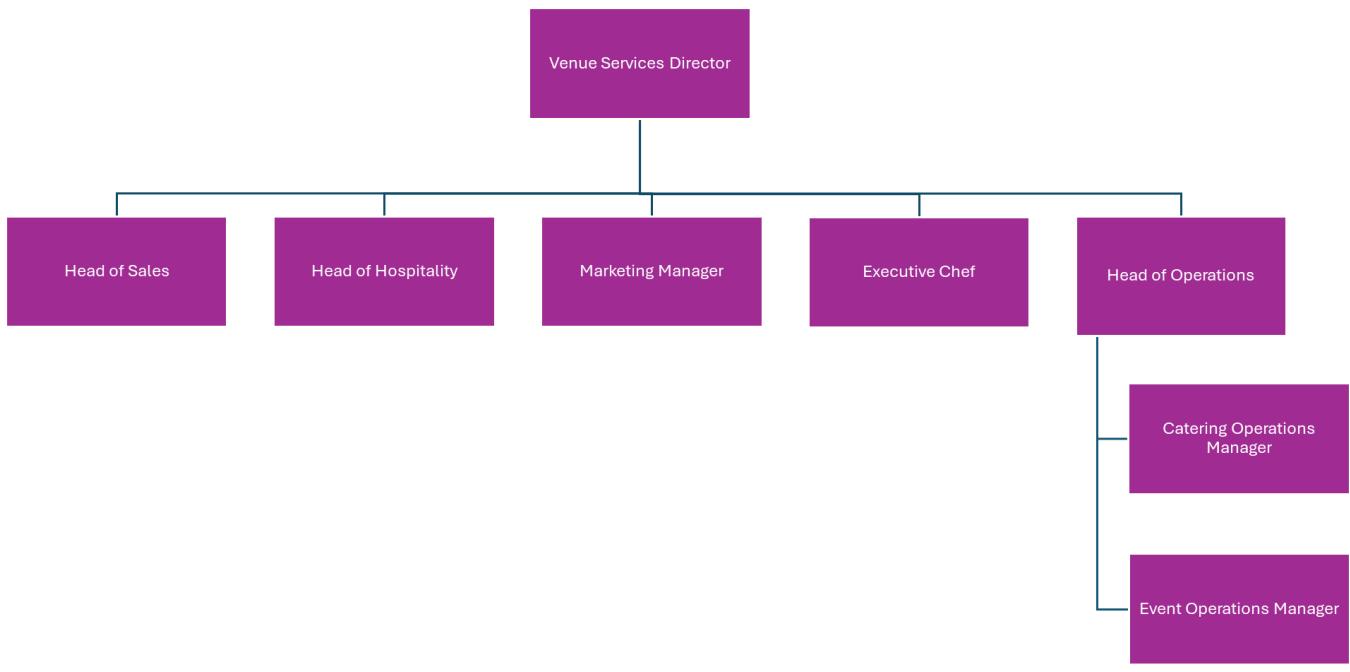
Purpose of the Job:

- Maximise the profitability of the contract within area of responsibility and deliver the required results
- Manage site specific conference & banqueting, match day hospitality services and retail teams in accordance with the Contract and SLA's in place
- Deputise for the Venue Services Director (VSD) in their absence
- Ensure business deadlines and targets are met in a timely manner and/or as directed by the VSD
- Manage the services and teams to the agreed standards
- Lead the team by example and take responsibility when needed, act with initiative, demonstrate energy and enthusiasm
- Take accountability and responsibility for delivering required results
- Maintain personal resilience in all situations
- Prioritise workloads effectively, plan activities to meet the needs of others. Show attention to detail, proactively plan activities and time, to minimise reactivity and maintain a sensible work-life balance
- Ensure company policies and security is adhered to at all times

2. Dimensions – Point out the main figures / indicators to give some insight on the “volumes” managed by the position and/or the activity of the Department.

- Operational oversight for all event types: football fixtures, concerts, conferences, exhibitions, and hospitality events
- Multi-million-pound annual turnover across all operational departments
- Line management responsibility for departmental managers (hospitality operations, retail operations, C&E operations)
- Large workforce comprising permanent, casual, and agency staff
- Responsibility for delivering services to agreed SLAs, KPIs, and budgeted financial performance

3. Organization chart – Indicate schematically the position of the job within the organization. It is sufficient to indicate one hierarchical level above (including possible functional boss) and, if applicable, one below the position. In the horizontal direction, the other jobs reporting to the same superior should be indicated.



4. Context and main issues – Describe the most difficult types of problems the jobholder has to face (internal or external to Sodexo) and/or the regulations, guidelines, practices that are to be adhered to.

- Deliver a seamless operational experience across multiple service lines for high-profile sporting and entertainment events
- Maintain operational performance against contractual KPIs, SLAs, and Sodexo Live! quality standards
- Manage P&L performance to deliver and exceed budget, budgets, and cost control while ensuring compliance with all company and statutory requirements
- Build and maintain a strong, trusted relationship with the Scottish FA and other stakeholders

- Lead and develop large, diverse teams, ensuring high levels of engagement, safety, and customer satisfaction
- Drive continuous improvement and innovation in guest experience, operational efficiency, and sustainability
- Maintain flexibility and resilience in a fast-paced, event-driven environment with shifting priorities
- Service standards in line with or above client expectations and reviewed on an ongoing basis for both match day and non-match day operations i.e. post-match and monthly
- Lead in controlling costs in unit; costs controlled to budget and cross-departmental efficiencies are identified and developed i.e. labour, expenses and all variable costs
- Maintain a positive team culture where all members work in collaboration and support each other as required
- Develop and maintain a positive attitude to continuous improvement with regular meetings to review service styles using mystery shop data and other feedback mechanics.
- Have open two-way communication between all departments
- Processes are developed and followed to ensure all departments have the necessary information pre-and post-event
- All standards in the operational audits are effectively passed by the business units
- Maintain high performing teams, ensuring talent and succession planning processes and feedback through staff engagement surveys
- Maintain high standards of appearance and personal hygiene

• **5. Main assignments** – Indicate the main activities / duties to be conducted in the job.

- Lead all operational planning and execution for match days, concerts, and non-match day events
- Ensure full compliance with licensing laws, food safety, health & safety, environmental, and statutory regulations (i.e. licencing laws, Trading Standards and EHO)
- Deliver operational and financial performance to meet and exceed targets, including cost control, labour efficiency, and margin management
- Act as deputy to the Venue Services Director in their absence, representing Sodexo Live! with professionalism and authority
- Manage and monitor performance across all business areas including hospitality, public retail, and C&E operations
- Drive public retail sales and profit performance through management and monitoring of retail KPI's: sales, labour, margin and expenses
- Seek new ways to drive revenues and maximise sales across all operational departments
- Lead post-event reviews and ensure continuous improvement based on guest feedback, audits, and business reviews
- Develop and implement departmental business plans aligned to Sodexo Live! strategy and client objectives
- Ensure accurate and timely completion of payroll, forecasting, and reporting in collaboration with the commercial and finance teams
- Build strong working relationships with the client, partners, and suppliers to support operational excellence and commercial growth
- Promote a culture of safety, compliance, and sustainability across all operations
- Manage the H&S operational requirements for the site. Liaise with the Sodexo Live! and client H&S representatives to comply with local regulations examining safe working practices, RA's, hygiene, accidents, fire and COSHH requirements including awareness of any specific hazards in the workplace. Ensure there is two-way communication and that any H&S incidents are managed appropriately and effectively
- Develop and motivate team members through regular 1-2-1s, performance appraisals, and training initiatives.
- Ensure effective communication between all departments and promote a positive and progressive "One Team" culture
- Continually seek ways to enhance quality through innovation and cost efficiencies by monitoring performance against existing standards and ensure that standards across the site are in accordance with the SLA' in place
- Undertake duty management and operational shifts as required

- Positive, productive long term client relationships are developed to generate win-win situations. Manage complaints in a proactive manner and implement action plans to rectify as necessary.



6. Accountabilities – Give the 3 to 5 key outputs of the position vis-à-vis the organization; they should focus on end results, not duties or activities.

- Delivery of exceptional operational standards and customer satisfaction across site - either in line with or above our client's expectations and reviewed on an ongoing basis.
- Achievement of financial targets and operational KPIs.
- High levels of team engagement, retention, and performance.
- Compliance with Sodexo Live! and client policies, procedures, H&S and statutory obligations.
- Continuous improvement, benchmarking and innovation in operational service delivery.
- Strong and proactive client and stakeholder relationships.
- Develop and grow match day sales throughout all areas of responsibility

7. Person Specification – Indicate the skills, knowledge and experience that the job holder should require to conduct the role effectively

Essential

- Proven experience in leading large-scale hospitality, stadium, event or multi-site operations
- Strong commercial and financial acumen with a track record of achieving P&L targets
- Excellent leadership, people management and communication skills with experience managing diverse teams
- Excellent interpersonal skills and ability to communicate effectively with customers, clients and employees at all levels
- In-depth knowledge and experience of delivering food & beverage, retail, and event operations
- Strong understanding of health & safety, food safety, and licensing compliance
- Expertly manage day to day client, customer and supplier relationships
- Deliver excellence in operational service standards and customer satisfaction
- Excellent interpersonal, communication, and organisational skills
- Resilience and ability to perform under pressure in a live event environment
- Ability to manage multiple workloads and shifting priorities
- Self-motivated and able to work on own initiative when deputising for the VSD

Desirable

- IOSH Managing Safely or equivalent qualification
- Experience within Sodexo Live! or a comparable premium venue operator
- Experience with digital systems including EPOS, workforce management, and ordering platforms
- Knowledge of sustainability and environmental best practices within event operations
- CIEH Level 3 qualification
- Personal Licence holder (or ability to obtain/refresh)

Contextual or other information

- Travel and overnight stays may be required to undertake training and business requirements

- To relieve and assist in other establishments in exceptional circumstances.
- To attend meetings and training courses as requested.
- This job description is intended to give the post holder an appreciation of the role envisaged and the range of duties and responsibilities to be undertaken. It does not attempt to detail every activity. Specific tasks and objectives will be agreed with the post holder at regular intervals. The post holder will be required at all times to perform any other reasonable task, as requested by the Line Manager in order to meet the operational needs of the business.

**8. Management Approval** – To be completed by document owner

Version	1	Date	28.10.25
Document Owner			

9. Employee Approval – To be completed by employee

Employee Name		Date	
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