

Job Description:

Function:	Operations and HR
Position:	Academy Learning & Development Manager
Job holder:	
Date (in job since):	
Immediate manager (N+1 Job title and name):	Head of HR
Additional reporting line to:	Head of Operations
Position location:	Ascot Racecourse

1. Purpose of the Job

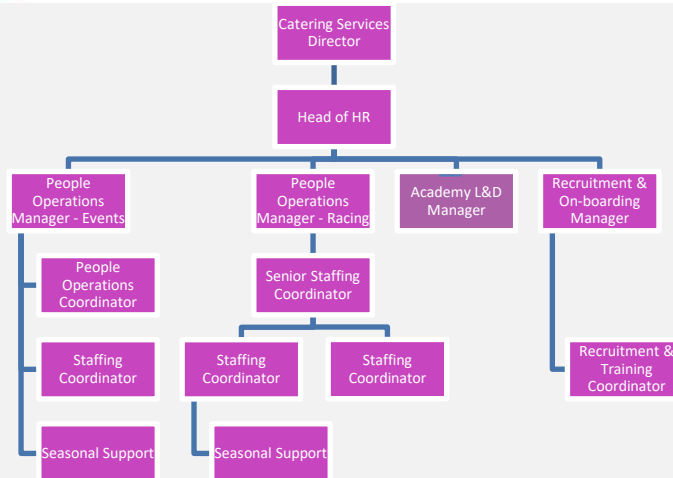
- To lead the design, development, implementation and continuous evolution of the Ascot Academy, creating a structured, scalable and commercially impactful learning system that enhances workforce capability, drives guest experience excellence and supports business performance.
- The role is accountable for building a market-leading training academy that supports both a large casual workforce and permanent teams, ensuring consistent service delivery, strong talent pipelines, and measurable improvements in operational and financial outcomes.

2. Dimensions

3. Context and Focus

- Evolve the Ascot Academy to ensure consistent and innovative material is developed and delivered across all functions
- Maintain Consistent service across a diverse portfolio of Food and Beverage offers and styles of service
- Balance operational demands with exceptional guest experience
- Adapt to changes in guest expectations and market trends

4. Organization Chart



5. Main Assignments

Learning & Development:

- Define the annual training plan and manage the budget accordingly to ensure effective delivery of this plan
- Conduct regular Training Needs Analysis and define L&D objectives based on analysis results
- Establish the framework and core content of the Academy programme, addressing needs of the permanent team and a large casual workforce
- Use the framework of the Ascot Academy to embed service standards and consistent operational delivery across all roles
- Develop content that addresses hard and soft skills
- Work closely with the operational and staffing teams to design and deliver impactful training that addresses guest satisfaction and upselling techniques
- Review suitability of current content and develop effective new e-learning content, using Mapal
- Drive e-learning completion ratios
- Develop a clear development pathway for our casual workers, across multiple departments, driving an increase in organic talent growth
- Deliver training material as required and develop a team of facilitators to support delivery to the large casual workforce
- Attend Racedays and off-site events to ensure consistency of delivery of training material, daily briefings and event end of day debriefs
- Utilise feedback from these mechanisms to inform and improve year on year

Lead Guest Experience Standards:

- Embed service excellence standards through all academy content and delivery
- Ensure consistency in Standard Operating Procedures (SOPs) across all departments
- Conduct regular service audits and observations to maintain standards
- Monitor and analyse guest feedback through surveys, reviews, and direct communications and use data to inform future training focus

Process Improvement & Reporting:

- In collaboration with the operations team, develop and implement standard operating procedures and best practices that enhance guest experiences and operational efficiency



- Keep abreast of contemporary approaches to staff training and utilise technology advancement where appropriate
- Provide regular reports on guest experience metrics, trends and improvement initiatives to senior management

Stakeholder Collaboration and governance:

- Partner with HR, Operations, Culinary, H&S and Finance teams to ensure alignment with business objectives
- Act as the guardian of the Ascot Academy brand, ensuring consistency, quality and compliance
- Establish governance processes to ensure standardisation and continuous quality improvement
- Engage key stakeholders to drive adoption and embed a culture of learning

6. Accountabilities

- Successful delivery of the Ascot Academy strategy and annual training plan within budget
- Measurable improvement in guest experience, service standards and operational performance
- Increased training engagement, completion rates and workforce capability
- Development of a robust internal talent pipeline
- Demonstrable ROI from learning initiatives through improved commercial outcomes
- Consistent compliance with brand standards and operational procedures

7. Person Specification

Essential

- Proven experience in designing and delivering large-scale learning or academy programmes
- Background in hospitality, events, retail or similar high-volume service environments
- Strong experience in learning design, facilitation and digital learning platforms
- Ability to translate business needs into structured training solutions and capability frameworks
- Strong leadership and stakeholder management skills
- Excellent analytical skills with the ability to measure and demonstrate training impact
- Hands-on, adaptable and comfortable operating in fast-paced environments

Desirable

- Experience in building or leading an academy or structured training function
- Knowledge of guest experience strategy in premium hospitality environments
- Experience managing large casual or seasonal workforces
- Familiarity with blended and modern learning methodologies

8. Management Approval – To be completed by document owner

Version: 1.0

Date: May 2026

Document Owner

9. Employee Approval – To be completed by employee

Employee Name:

Date: