



HERITAGE
PORTFOLIO



BY APPOINTMENT TO
HER MAJESTY THE QUEEN
SUPPLIER OF CATERING SERVICES
HERITAGE PORTFOLIO LTD
EDINBURGH

Function:	General Services manager
Position:	Deputy General Manager
Job holder:	
Date (in job since):	01/06/2024
Immediate manager (N+1 Job title and name):	Head of Operations, RBGE
Additional reporting line to:	Operations Director
Position location:	Royal Botanic Garden Edinburgh

Heritage Portfolio is looking to recruit a Deputy General Manager at the Royal Botanic Garden Edinburgh, which is a key venue within the Scotland portfolio, this role will drive commercial success and implement service excellence across all elements of the contract which includes retail catering and events.

We are looking for an inspirational and creative leader with experience with a high-volume catering operation. The role will deputise for the Head of Operations and will lead the retail catering services throughout the Royal Botanic Garden, Edinburgh.

Heritage portfolio was founded in Edinburgh in 2002 and since then has consistently produced outstanding catering and event services for private party, private dining, wedding and corporate clients throughout the UK. We have also offered exceptional 'in-house' cafe services in some of Britain's leading visitor attractions, where we have developed a loyal repeat customer base.

Many of our business clients and venue partners have worked with us, and only us, throughout the past decade and more, because they know they can put their faith in our unwavering commitment to the highest possible standards of cooking, service and imaginative event delivery.

Our mantra is 'building a business to be proud of', and as we grow and flourish in the world of bespoke events and weddings, we still remain true to our original ethos: to provide an amazing experience that goes beyond the remarkable food we serve.

In 2013 we were granted a Royal Warrant by Her Majesty The Queen for supplier of Catering Services, for which we are extremely proud.

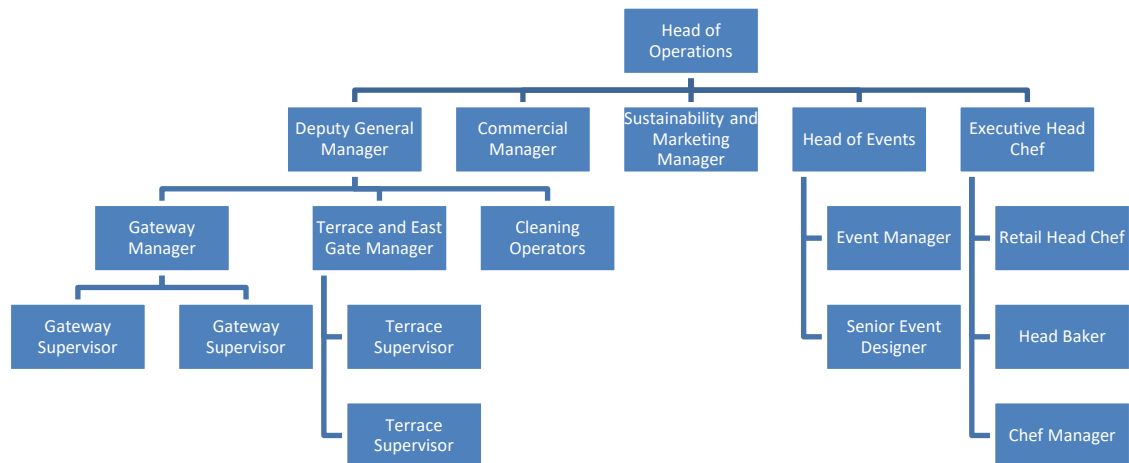
1. Purpose of the Job – State concisely the aim of the job.

- Maximise the profitability of the contract within area of responsibility and deliver the required results
- Lead, develop, manage and motivate a high performing team to the agreed standards ensuring that the client receives services of the highest quality
- Support the Head of Operations in the development of business strategy in line with current and emerging client needs including the roll out of the strategic project plan
- Lead and maintain account development plans, as well as supporting the change management process and associated Service Levels Agreements (SLAs) ensuring risks are mitigated
- Manage the services and teams to the agreed standards
- Ensure that business deadlines and targets are hit
- Lead the team and take responsibility when needed, act with initiative, demonstrate energy and enthusiasm
- Demonstrate a high level of thought leadership and act as change agent.
- Champion for retention for Investors in People

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.

- FY22/23 Revenue - Retail -

3. Organisation chart – Indicate schematically the position of the job within the organisation. 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.

- Retail department is operating within budget
- Contract is performing to SLAs and budget and costs are being controlled by promoting cross-departmental efficiencies to assist in the control of labour costs
- Business, contract delivery and client risks managed in controlled and structured manner
- Continuous improvement plans in place for specific clients and specific services
- Measurably strong client perception and satisfaction with services delivered
- High levels of client engagement via demonstrably strong relationships built on mutual respect and trust
- P&L's managed to deliver and exceed budget, commitment registers kept up to date, purchase orders raised and authorised appropriately, and business is traded correctly and on time
- Organic growth (client and sector) opportunities identified and converted
- Client retention and contract extension opportunities identified and converted through positive working relationships with clients
- High levels of team engagement

- Successful mobilisation of new offers and sponsorship relationships
- All standards in the operational audits are effectively passed by the business units such as Safeguard, Unit Business Health Checks and Mystery Shops
- Formal client and industry recognition (awards) for services delivery, innovation, continuous improvement etc including 5* visitor attraction status
- Maintain high performing teams, demonstrated through the personal development plans, talent and succession planning processes and staff engagement surveys and IIP accreditation
- Maintain high standards of appearance and personal hygiene
- Drive sustainability strategy and deliver site-based offer in line with client long term goals and customer needs
- Grow new activations and sales opportunities at the venue working closely to develop the reputation as a visitor attraction

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

Growth, client and customer satisfaction

- Identify organic growth opportunities through innovation and new initiatives within existing events delivery
- Manage senior clients expectations around the future development of the event delivery at site
- Seeks new ways to drive revenue and grow accounts, selling new service lines and play key lead role in contract retenders when applicable
- Ensure contract is performing within the agreed SLAs at all times to meet Heritage Portfolio commitments
- Ensure that clients receive services delivered within contractual terms and these are delivered in a cost effective way
- Develop and retain existing client relationships through monthly meetings and quarterly reviews.
- Development of efficient planning processes including HPL supporting processes and departments, kitchen management, systems usage and health and safety.
- Develop the relationships with supporting business functions including premier crew, event design and supply chain to improve the impact at RBGE.
- Support the Head of Operations with the strategic growth of the RBGE contract.
- Management of the commercial performance and improvement in management of all P&L requirements working with the events team following all existing commercial processes.
- Development of the events team to deliver the peak calendar of events as well as providing consistent levels of service, focused on succession planning and highlighting needs for strategic development.
- Improvement of the training plans and the skill set of the regular casual staff.
- Growth of the retail department including the creation of a calendar of events outside of the core venue sales. E.g., Kitchen Garden talks and experiences, Afternoon tea offers etc.
- Review and produce investment plans for CCG, equipment or event space refurbishment plans, as deemed necessary.
- Produce and support with tender specific activity to evolve the events department and to drive the future events strategy.
- Line management of assistant retail managers. Providing consistent support focused on developing operational delivery standards and future expansion of the events department in line with the tender and the increased annual calendar of events.

Rigorous management of results

- Set and agree overall annual budgets with finance and develop unit business plans and local area plans which link to the overall Segment strategy and objectives
- Analyse and review all financial measures and tools to ensure positive financial performance through accurate forecasting and account management
- Seek new ways to drive revenue and maximise sales by implementing innovative ideas across all operational departments

- Continually seek ways to maximise profitability and enhance service quality by driving excellence and innovations in service delivery and pushing for more efficient service delivery and cost efficiencies
- Ensure that health and safety is given the number one priority by delivering all Safeguard administration in advance of and during logistical operations. Lead where appropriate, and take part in management and employee briefings to deliver safety information to include Food Safety, Health and Safety, Fire Safety, First Aid and any statutory, client or venue specific safety requirements
- Ensure the business complies with all Company and client policies and procedures/site rules and statutory regulations and that licences and qualifications are met and retained, and consequences managed appropriately.
- Ensure that all audits such as Unit Business Health Checks are complied with and Mystery Shops etc.
- Ensure that the appropriate training and development plans are in place for all employees within the events team to ensure that statutory requirements are met, and development training activities are carried out and recorded to assist with career development and succession planning
- Ensure stock is managed by carrying out stock counts and fixed asset and cash handling audits in line with the procedures set out in the unit business health check
- Effective management of agents, suppliers, and contractors
- Ensure direct reports are delivering contract to the right quality standards by reviewing and challenging reports on achievements against SLAs and ensuring action plans are put in place to ensure the SLAs are met.
- Undertake operational duties as required to support the business

Leadership and people management

- Recruit, induct, motivate, manage, train and develop all employees
- Lead excellence in performance through coaching and drive a greater understanding of technical competence versus behavioural capability
- Manage the team and provide them with guidance on operational issues to ensure the business objectives are met
- Manage contracted employees, fixed term and casual labour in line with the labour productivity tools, policies and processes
- Take responsibility for the management of all direct reports including recruitment, induction, training and performance
- Coach and mentor direct report
- Grow strong relationships with clients to ensure a profitable long-term partnership
- Hold regular team meetings with the team to ensure the cascade of information down to unit level employees.

Innovation and Change

- Continuous professional development in industry/specialism
- Continuously seek ways to enhance quality through innovation and cost efficiency by monitoring performance against existing standards
- Evolve site strategies around sustainability developing the culinary performance on site by progressing the relationship with existing key commercial partners and the horticultural team

Brand Notoriety

- Promote Heritage Portfolio as the preferred employer, internally and externally, adhering to the HPL recruitment policies and raise the profile of HPL in local communities, building relationships with key stakeholders
- Promote the health and well-being of employees
- Drive all aspects of service excellence across the business area including brand integrity, quality, compliance, corporate social responsibility, and service standards.

Planning and Organising

- Plan and prioritise workload and tasks effectively for self and others to minimise relativity, maintain a work life balance and ensure the right number and calibre of personnel are allocated to logistics tasks

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.

- There is a positive team culture where all team members work together and support each business area as required.
- Develop long-term client relationships in line with the 'clients for life philosophy' to enhance the retention of current clients and customers, gain referrals for new business and attract new customers.
- Service Standards across site are either in line with or above our client's expectations and reviewed on an ongoing basis.

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

Essential

- High standard of literacy and numeracy
- Expertly manage senior and often challenging client relationships
- Highly developed verbal and non-verbal communication skills
- Extensive experience in delivering high-quality hospitality operations
- Proven experience in managing P&L accounts and driving profitability
- Proven operational knowledge, skills and experience in managing multi-site/multi service operations
- Manage multiple workloads and shifting priorities
- Deliver excellence in operational service standards and customer satisfaction
- Demonstrate resilience when faced with multiple business challenges
- Ability to interpret and utilise complex and varied financial and commercial information
- Excellent interpersonal skills and ability to communicate effectively with customers, clients and employees at all levels
- Achieve set, standards and operate to performance criteria, for example health and safety, hygiene
- Self-motivated and able to work on own initiative within a team environment

Contextual or other information

- Travel and overnight stays will be required to undertake training and business requirements
- To relieve and assist in other establishments in certain 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. Competencies – Indicate which of the Sodexo core competencies and any professional competencies that the role requires

Growth, Client & Customer Satisfaction / Quality of Services provided	Leadership & People Management
Rigorous management of results	Innovation and Change
Brand Notoriety	Analysis and Decision Making
Commercial Awareness	Industry Acumen
Employee Engagement	
Learning & Development	

9. Management Approval – To be completed by document owner

Version	V2	Date	29/05/2024
Document Owner			

10. Employee Approval – To be completed by employee

Employee Name		Date	
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