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| Function: | Department manager | |
| Position: | Head of Operations | |
| Job holder: |  | |
| Date (in job since): |  | |
| Immediate manager  (N+1 Job title and name): | Catering Service Director – Karen Cmela | |
| Additional reporting line to: |  | |
| Position location: | Ascot Racecourse | |
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| **1. Purpose of the Job** – State concisely the aim of the job**.** | | |
| * Lead, develop, manage, and motivate a high performing team to the agreed standards ensuring that the client receives services of the highest quality. * Identify growth and development opportunities within the contract that delivers commercial success and strengthens the venue partnership * Support the Catering Service Director in the development of business strategy in line with current and emerging client & customer needs. * 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 venue through Logistics and Beverage teams, to ensure minimum damage or issues. * To ensure a safe environment for our employees and customers, compliant to food safety and H&S standards. * Maximise the profitability of the contract within the area of responsibility, achieving financial and service level targets * Maintain a customer focused approach to offer development that is defined by the quality of food and service experience. * Drive innovation and continuous improvement of people, systems, processes. * Be responsible for developing the long-term relationships with the client, developing the offer and customer experience across the 1711 by Ascot catering operations * Ensure that business deadlines and targets are hit. * Lead the team and take responsibility when needed, act with initiative, demonstrate energy and enthusiasm. | | |

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| **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. | | | | | | | | | | |
| Revenue: | £ 32M | | EBIT growth: | Tbc | Growth type: | n/a | Outsourcing rate: | n/a | Region Workforce | tbc |
| EBIT margin: | 7.9% |
| Net income growth: | Tbc | Outsourcing growth rate: | n/a | HR in Region | tbc |
| Cash conversion: | Tbc |
| Characteristics | | * n/a | | | | | | | | |

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| **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. |
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| **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. |
| Ascot racecourse is the flagship site for Sodexo Live! and as such needs to be industry leading in both quality of operation, service delivery and innovation.   * Attracting and retaining talent in a competitive labour market * Consistency in service delivery with a creative, innovative F&B proposition, * Exceed client expectations while achieving internal objectives * Balance service excellence with achievement of financial targets * Drive social impact initiatives in partnership with Ascot and Sodexo Live! |

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| * **5. Main assignments –** Indicate the main activities / duties to be conducted in the job. |
| * Identify organic growth opportunities through innovation and new initiatives to drive revenue and grow accounts. * Manage with the Catering Service Director senior client’s expectations around the future development of the account. * Develop a full understanding of the contract in the business area. * Ensure that clients receive services delivered within contractual terms and these are delivered in a cost-effective way. * Strong commercial management to maximise the profitability of the contract and manage costs within area of responsibility, ensuring that costs and expenditure are controlled in line with budget, maximise labour productivity. * Ensure forecasts are completed on time and track performance against budget taking appropriate actions to manage the P&L * Ensure that Sodexo accountancy practices and controls are always adhered to and carry out audits in all areas of business to ensure that your business managers are following the correct processes and procedures such as accurate and timely client billing. * Liaise with ARL sales team to ensure offers are sold correctly and there is seamless service delivery to both internal and external clients. * Ensure each department has a yearly business plan that reflects the 1711 by Ascot Business Plan. Ensuring they are reviewed regularly, measuring key objectives and goals. Ensure key members of the team are briefed on their role in the delivery. * Drive all aspects of service excellence across the business area including brand integrity, quality, compliance, Sodexo’s corporate social responsibility and service standards. * Ensure stock is managed by carrying out stock counts in line with the procedures set out in the unit business health check. * Carry out in-depth reviews with each HOD at the end of each period to discuss their financial and departmental performance. Ensure any variances are acted on in an appropriate way. * Understand and apply Sodexo resource management principles, tools, and processes to manage labour effectively. * Effective management of suppliers, sponsors and contractors * Undertake operational duties as required to support the business. * Ensure that health and safety is given the number one priority and ensure all policies and in place and adhered to * Ensure that the appropriate training and development plans are in place for direct reports within the business to ensure that statutory requirements are met, and development training activities are carried out and recorded. * Apply Sodexo people management processes, policies, and procedures to project a high support, high challenge performance management culture that motivates an engaged workforce. * Ensure business objectives are met, and standards of excellence are delivered through competently developed employees. * Coach HODs to develop and grow strong relationship with clients and customers to ensure a profitable long-term partnership. * Provide support to HODs to develop their teams and encouraging them to develop innovations for the business. * Lead remote teams effectively using appropriate communication and developing an engagement strategy. * Build personal effectiveness in all situations. * Continuous professional development in industry/specialism * Continuously seek ways to enhance quality through innovation and cost efficiency by monitoring performance against existing standards. * Promote the health and well-being of employees. * Live the Sodexo values and promote brand standards as an ambassador. * Plan and prioritise workload and tasks effectively for self and others to minimise reactivity, maintain a work life balance and ensure the right number and calibre of personnel are allocated to logistics tasks. |

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| **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. |
| Budgets and processes   * Ensure all accounts operating within budget. * Unit costs are controlled, and cross department efficiencies are developed in terms of labour and variables. * All departments are managed appropriately, commitment registers are kept up to date, purchase orders are raised and authorised appropriately, and business is traded in the correct period. * Information regarding accounts is readily available, with ongoing actions plans in place that are constantly under review. * Processes are developed and followed to ensure all departments have the necessary information both pre and post event. * All operational audits are passed by the unit – Safeguard audit and Unit Business Health Check   Service and innovations   * Service standards across sites are in line with SOPs or above client expectations and reviewed on an ongoing basis. * Innovative ideas are being implemented to improve service delivery, retain clients and increase sales in all areas. * A proactive attitude to continuous improvement is visible with regular meetings to review service delivery, including service styles and menu offers as well as positive customer feedback, ensuring that the whole team is engaged in this process.   People   * Maintaining and developing the client relationship * A positive working relationship with the client is evident with ‘win-win’ scenarios Retaining, developing and motivating a high performing management team * Positive team culture and high levels of productivity and employee engagement are demonstrated with all team members working together to support the business area as required. * The fixed term and casual labour pool is managed in line with any labour productivity projects and through liaising with other departments and is flexed dependant on the needs of the business on a weekly basis. * Open, two-way communications between all departments are evident. * Projects are clearly defined and delivered on time and in budget |

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| **7. Person Specification** –Indicate the skills, knowledge and experience that the job holder should require to conduct the role effectively |
| Essential   * Strong commercial background with responsibility for managing a complex venue P&L * A passionate interest in the catering industry – knowledge of current trends and interest in the hospitality * Demonstrable experience in a high-volume hospitality and retail catering environment * A competent communicator and ability to present to colleagues, peers and clients * Evidence of being organised and possess excellent planning skills * Ability to motivate a team of mixed abilities and personalities * Multiple stakeholder management * Experience of managing multiple events at any one time   Desirable   * Project management experience / knowledge |
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| 8. Management Approval – To be completed by document owner |
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| 9. Employee Approval – To be completed by employee |
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