Function:	Operations
Position:	Head of Operations, FFC and Retail
Job holder:	N/A
Date (in job since):	
Immediate manager (N+1 Job title and name):	Venue Director – Angelika Viehhauser
Additional reporting line to:	Head of Events and Health and Safety Manager (dotted lines)
Position location:	Fulham Pier and FFC Stadium

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

- Lead the operational delivery of matchdays and larger events, including the Boat Race and events exceeding 200 guests, ensuring a smooth transition between everyday and matchday modes.
- Take primary ownership of FFC retail and hospitality operations, leading the Head of Retail and Logistics FFC to maximise revenue, control costs and deliver an excellent fan experience.
- Support the Health and Safety Manager and oversee building and back-of-house readiness so that the venue remains safe, compliant and fit for operation.
- Build strong working relationships with FFC operational heads of department covering health and safety, building, maintenance and cleaning, while supporting all Sodexo Live! heads of department on matchdays.
- Provide a visible senior operational presence during peak trading periods and flexible support across the building during quieter periods.
- Deputise for the Venue Director as required, taking a leadership role in matchday operations and acting as the key stakeholder for matchday communications across all relevant teams and departments.

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.

- FFC retail revenue: £20m, subject to confirmation.
- EBIT margin: 10%, subject to confirmation.
- Direct report: Head of Retail and Logistics FFC.
- Operational scope: Fulham Pier, FFC Stadium, logistics compound, back-of-house areas, matchdays and events exceeding 200 guests.
- Working pattern: matchdays, evenings, weekends and other peak trading periods.

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.

Venue Director

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Head of Operations, FFC and Retail

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Head of Retail and Logistics FFC

Dotted-line support: Head of Events | Health and Safety Manager

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.

- Embedding Sodexo Food Safety and Health and Safety policies consistently across Fulham Pier, the stadium and the logistics compound.
- Balancing matchday, larger-event and everyday demands across shared spaces, teams, equipment and stock.
- Maintaining effective working relationships with FFC operational heads of department and internal stakeholders while keeping accountability clear between operational and hospitality client relationships.
- Delivering commercial retail performance and speed of service in a high-volume environment while maintaining safety, quality and guest experience.
- Coordinating building, maintenance, cleaning, logistics and back-of-house activity so operational issues are resolved promptly.
- Supporting a zero-harm culture across a complex, multi-area site with changing operating modes.

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

Health, safety and building

- Support the Health and Safety Manager with risk assessments, audits, weekly safety walks and near-miss reporting and ensure actions are completed in operational areas.
- Oversee building condition, back of house, maintenance and facilities issues, working with FFC and contractors to resolve them promptly.
- Ensure fire, emergency and evacuation procedures are in place, understood and tested.
- Ensure COSHH, food safety and licensing compliance across operational areas.

FFC retail

- Line manage the Head of Retail and Logistics FFC, setting objectives and reviewing performance.
- Drive retail revenue, spend per head, product range and speed of service on matchdays.
- Ensure logistics, stock flow and the logistics compound operate safely and efficiently.

Matchdays and larger events

- Lead operational planning for matchdays and events exceeding 200 guests and support the Head of Events with delivery.
- Coordinate heads of department so set-up, service and breakdown operate effectively.
- Lead operational briefings and debriefs and drive continuous improvement.

Everyday operational support

- Act as a floating operator supporting Constance, Riverside Market, the Orange Box, C&E and the wider building during quieter periods.
- Spot-check standards, provide cover during busy periods and support managers with operational problem solving.

Commercial and people leadership

- Manage costs and labour within areas of responsibility in line with budget.
- Support forecasting and P&L reviews with the Venue Director.
- Recruit, develop and motivate the team and share best practice across departments.

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.

- FFC retail revenue, spend per head, service and cost performance against budget.
- Successful operational delivery of matchdays and larger events.
- Building, logistics and back-of-house readiness for safe operation.
- Visible support for a zero-harm health and safety culture in operational areas.
- Effective working relationships and satisfaction across FFC and internal heads of department.
- Leadership, performance management and development of direct reports.

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

Essential

- Senior operations experience in a stadium, large venue or multi-outlet hospitality environment.
- Good working knowledge of health and safety, supported by IOSH Managing Safely or an equivalent qualification.
- Experience leading high-volume retail, hospitality or event operations.
- Strong leadership, communication and stakeholder management skills.
- Commercial awareness with experience controlling labour, costs and budgets.
- Ability to coordinate multiple departments and maintain operational standards during peak trading.
- Flexibility to work matchdays, evenings and weekends.

Desirable

- NEBOSH General Certificate.
- Personal Licence holder.
- Experience in football or another major sporting venue.
- Experience overseeing logistics, facilities or back-of-house operations.

8. Management Approval – To be completed by document owner

Version	1	Date	04/11/2026
Document Owner	Ashley Hewlett		

9. Employee Approval – To be completed by employee

Employee Name		Date	