HOSPITALITY OPERATIONS MANAGER

December 2015
HQ THEATRES & HOSPITALITY LIMITED

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JOB DESCRIPTION

HQ THEATRES & HOSPITALITY is a division of Qdos Entertainment Ltd.

HQ Theatres & Hospitality (HQT&H) is a leading regional theatre, venue and hospitality/conference operator in the United Kingdom and is part of the Qdos Entertainment Group. Qdos Entertainment is wholly owned by husband and wife entrepreneurs, Nick & Sandra Thomas. Nick created Qdos in 1999, and remains Chairman of the company, which is now one of the largest, broad-based entertainment Groups in Europe.

HQT&H has a proven track record of successfully managing and operating theatres and other cultural venues with high-quality programmes, including multi-purpose venues with conference and events programmes, and currently operates 12 venues.

The current portfolio of 12 venues include: The Cliffs Pavilion, Southend; The Palace Theatre, Westcliff; G Live, Guildford; The Lyceum Theatre, Crewe; Wycombe Swan, High Wycombe; The Wyvern Theatre, Swindon; The Arts Centre, Swindon; The Beck Theatre, Hayes; The White Rock Theatre, Hastings; The Orchard Theatre, Dartford and The Colosseum, Watford and from April 2016 the Churchill Theatre, Bromley.

The Company also operates an extensive range of hospitality and accommodation environments, including restaurants, cafés, bars, coffee shops and boutique hotel rooms under the brand HQ Collection. The company’s freehold restaurants and accommodation businesses include the award-winning Copper Horse Restaurant and Cottages; The Mayfield Pub, Carvery and Rooms in Seamer and The Plough Pub, Restaurant & Rooms in Scalby, near Scarborough.

SENIOR MANAGEMENT STRUCTURE

Chairman  
Group Chief Executive Officer  
Chief Financial Officer  
Chief Executive Officer, HQT&H  
Group Marketing Director  
Operations Director, HQT&H  
Hospitality Director  

Nick Thomas  
Paul Parnaby  
Jim Parry  
Julian Russell  
Ian Wilson  
Alvin Hargreaves  
Vacant

REPORTING

The Hospitality Operations Manager reports to the HQ Theatres & Hospitality’s Hospitality Director.
PURPOSE OF THE POST

The new post of Operations Manager has been created to support the Hospitality Director in the delivery of a first-class Hospitality offer at all HQT&H’s venues, and the achievement of income, expenditure and profit targets. The purpose of the post is to ensure, via its delegated accountabilities, the achievement of HQT&H targets for business performance through its existing portfolio and any new venues and external catering opportunities as they arise. To provide support, both directly and indirectly, to the venue teams to ensure achievement in all key areas as detailed above.

To bring together responsibility for sustainable Hospitality operational effectiveness of the division’s venues, so as to achieve, and exceed, overall profit targets, in line with agreed budgets; and to contribute at a senior level to the development and implementation of business strategies for growth.

ACCOUNTABILITIES

Collaborative with the Senior Management Team:

- Development of annual business plans and budgets, which clearly set out expected profit targets and service targets;

- Monthly and quarterly monitoring of venues’ progress against business plans and budgets;

- Support the compilation of monthly reports to the Board of variances against budget, and other associated reports as required by the Chief Executive Officer;

- Contribute to the development of group-wide policies and strategies focused on sustainable business growth and development, both within the existing portfolio of venues, and also in respect of the acquisition of new contracts;

- Ensuring that the Hospitality objectives and targets, and standards of performance, are not only understood but owned by Theatre Directors and their teams, and by the head office team, developing new or modified systems of communication and participation by staff, as appropriate;

- Ensuring that the two pillars of the HQT&H business model, ‘theatres’ and ‘hospitality’, are given equal focus and prominence in all business development strategies, and that all innovative and creative ways of ‘sweating the assets’ are ingeniously adopted and exploited;

- Assist with the development of HQT&H’s cross-venue divisional policies and Hospitality practices in order to ensure that maximum value is derived from the Group (as opposed to individual) operation, in support of the realisation of HQT&H’s business targets and objectives; and

- Development and management of HQT&H’s Talent Management Systems, to ensure that staff are well-motivated, and that they are briefed and trained so as to make optimum individual contribution to the achievement of the company’s business objectives.
Specific to the post of Hospitality Operations Manager:

- In collaboration with the venue management team the supervision of Hospitality and Customer Service strategy and planning to ensure their comprehensiveness, effectiveness, and timeliness, as well as full participation by staff; the periodic review of these systems, and their modification and development as required, in order to ensure that business targets are met;

- Assist the venue management team with the investigation of shortfalls or overspends against target, and development with Theatre Directors and other colleagues as appropriate of agreed measures to rectify variations, in the interests of achievement of overall budgetary targets;

- Support and promote a culture of flair, innovation and change, energise colleagues and build aspirations and morale creating a cohesive team with clearly defined roles, direction, focus and goals that align with business strategy;

- Identification of outdoor/external catering opportunities in towns and cities where HQT&H operates venues, and beyond those towns and cities; development of business plans for outdoor opportunities;

- Lead responsibility to ensure that HQT&H’s Hospitality business targets and objectives are met via the operation of contracts, and that respective and mutual obligations are fulfilled, and contract retention is achieved;

- Drive Hospitality ‘Operational Excellence; right first time, high productivity, high efficiency, high effectiveness and minimise waste / maximise value add;

- With the relevant Hospitality Manager identification of new business opportunities within each venue, and development of business plans and targets for the new opportunities, for approval by the Venue Director and Hospitality Director;

- As directed to do so, act as liaison and project lead of all significant Hospitality and Customer Service refurbishment projects (whether funded by the relevant local authority/third party or by HQT&H) on time and on budget in pursuit of achievement of its business objectives and targets;

- Annual review of HQT&H hospitality specific strategic supplier partnerships and service level agreements to ensure best practice, value for money and excellence in delivery;

- Support, guidance, and key policy direction to ensure progressive Hospitality and event programming and business growth strategies are adopted to support the achievement of the local authority’s economic, social cohesion and well-being objectives;

- Participation, as required by the Chief Executive in tenders for new contracts, and the overall management of the Hospitality specific tender process, to ensure that HQT&H provides timely information as required, and that relevant personnel within the division are fully briefed and fully consulted according to agreed timetables;

- Support the Operations Director, determining (including for Board approval where appropriate) HQT&H’s policies with regard to Quality, Health & Safety at Work, Food Safety and the Environment; ensuring that these are communicated and understood; management of contractual and working relationships with
HQT&H’s specialist partners in these areas; and that all HQT&H’s appointed contractors contribute to, and do not put at risk, Health & Safety at Work compliance, and that all Service Level Agreements are continuously met;

- Monthly reporting to the Hospitality Director of salient features of HQT&H’s performance in respect of Hospitality and Customer Service, to ensure that Directors are briefed to make appropriate decisions when necessary;

- To oversee the development and implementation of appropriate quality, accreditation and continuous improvement initiatives.

- Development and maintenance of arrangements to ensure that best practice is cultivated and shared by Hospitality teams in all the venues, and that Group policies are being reviewed continuously, and adhered to; Development and maintenance of arrangements to ensure that best practice is developed and shared by Hospitality teams in all the venues, and that Group policies are being reviewed continuously, and adhered to;

- With the Group Development and Support Chef the continuing development and updating of the company’s Food Safety Management System in accordance with local environmental health executives; leadership of venue staff to ensure that each venue scores highly on all Environmental health audits;

- In all of the above, promotion of equality of individual opportunity and access, within HQT&H operations, and in its offer to the public; and

- Other related duties as from time to time may be reasonably required by the Chief Executive.

- In consultation with the post holder this Job Description may be amended in the future.
HQ THEATRES & HOSPITALITY LIMITED

PERSON SPECIFICATION

The Hospitality Operations Manager must have proven entrepreneurial, leadership and management skills of the highest calibre with at least five years’ experience at a senior, General Manager level.

Experience of devising and delivering new food and drink concepts, and re–launching, refurbishments and mobilising new contracts.

Proven track record in Sales and Marketing and full P & L control.

Multi-site management experience (preferred).

A proven track-record in leading and managing teams/organisations so as to achieve business and service targets.

High-level interpersonal skills, and proven success in cultivating a collaborative and inclusive approach to business development.

A successful track-record in the development of high-performance teams.

A successful track-record in some or all of following specialist areas: trend-leadership of hospitality products and services; customer service programmes; talent performance management, and contract negotiation.

Strong analytical, communication and change management skills, with the confidence and personality to ‘challenge the norm’ in a constructive spirit.

The successful candidate will enjoy a stimulating and rewarding high-profile role within a genuinely exciting and respected business.

LOCATION OF BUSINESS

The post-holder is based in HQT&H Head Office in Drury Lane, Covent Garden, London. But in order to carry out the duties as above, must be prepared to travel widely throughout the United Kingdom.

EQUALITY OF OPPORTUNITY

Qdos Entertainment Limited is committed to being an equal opportunities employer. The aim is to ensure that all employees are treated equally and are employed solely on the basis of their ability and potential to do the job, regardless of their race, colour, gender, sexuality, disability, age, religion or beliefs.
SALARY AND APPLICATION DETAILS

For this important Post, HQT&H will offer a competitive salary.

An additional remuneration package includes a performance-related and profits-related bonus.

To apply, please send a copy of your *curriculum vitae*, accompanied by a letter which sets out clearly your interest in this Post, and your view of your suitability for it, and the name of two referees*, to:

Julian Russell  
Chief Executive  
HQ Theatres and Hospitality Ltd  
2nd Floor  
161 Drury Lane  
London WC2B 5PN

Or email your application to Julian Russell jrussell@hqhospitality.com

For an informal discussion about the Hospitality Operations Manager role, and about HQT&H, you may telephone HQT&H’s Chief Executive, Julian Russell, on 020 7430 5370.

HQT&H Limited strives to offer equality of employment and recruitment opportunity.

**Closing date for applications:**

*12 noon, 8th January 2016*