

General Manager



Job Description Person Specification

February 2016

General Manager

JOB DESCRIPTION

INTRODUCTION

HQ Theatres & Hospitality (HQT&H) is a division of Qdos Entertainment Ltd.

Qdos Entertainment is wholly owned by husband and wife entrepreneurs, Nick & Sandra Thomas. Nick created Qdos Entertainment in 1999, and remains Chairman of the company, which is now one of the largest, broad-based entertainment Groups in Europe.

Rooted in family entertainment and traditional values, Qdos Entertainment has grown both organically and through a steady 'buy & build' strategy, by acquiring businesses that complement the original model, managed by a highly experienced management team.

Qdos Entertainment, via its wholly owned subsidiary HQ Theatres & Hospitality, has a proven track record of successfully managing and operating theatres and other cultural venues, and is the UK's second-largest regional theatre and concert hall operator.

The current portfolio of 11 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, 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: Nick Thomas

Group Chief Executive Officer: Paul Parnaby

Chief Financial Officer: Jim Parry

Chief Executive Officer, HQT&H: Julian Russell

Group Marketing Director: Ian Wilson

Operations Director, HQT&H: Alvin Hargreaves

G Live is managed by the Theatre Director, **Tim Brinkman**

LOCATION OF BUSINESS

HQ Theatres & Hospitality Limited has its headquarters office in Drury Lane, London.

The post holder will be based at G Live, London Road, Guildford, GU1 2AA. The post holder's approved travel and other out-of-pocket associated costs will be reimbursed.

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.

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PURPOSE OF THE POST

The General Manager works at the heart of the business to drive industry leading experiences for its customers and to innovate activities that enhance its results. With the Director and senior management colleagues the post holder creates and delivers growth and enhancement strategies. The aim is the highest standards of food, beverage, conferencing and front of house service. Through these key tasks the General Manager influences the core components of G Live's success. Focused on the need to achieve G Live's targets for business performance, the role is to enhance class leading front of house delivery, grow G Live's food and beverage offer, develop the successful conferencing offer, present G Live initiated public events and play a central role in the growth of the whole business.

The post holder reports to the Theatre Director.

The following posts report to the General Manager:

Sales & Events Manager, Front of House Manager, Bars Manager, Head Chef, Food Services Manager

ACCOUNTABILITIES

Collaborative with the Senior Management Team:

1. Development of annual business plans and budgets, which clearly set out expected profit targets and service targets;
2. Monthly and quarterly monitoring of G Live's progress against business plans and budgets;
3. Support the compilation of monthly reports of variances against budget, and other associated reports as required by the Theatre Director;
4. Ensuring that the Hospitality objectives and targets, and standards of performance, are not only understood but owned by staff and developing new or modified systems of communication and participation by staff, as appropriate;
5. 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 G Live General Manager:

1. Collaborating with the Theatre Director and senior management colleagues to forge ambitious plans for the growth of the business:
 - > Identifying new business opportunities and developing the business plans to realise them.
 - > Developing new events for production at G Live to draw new audiences and income to the venue.
 - > Driving constant improvement in the delivery of G Live events to continue to delight and surprise our customers and to grow their numbers.

- > Developing an innovative, modern, inspiring and stylish catering service.
 - > Driving ambition, appeal and profit in food menus through liaison with the Head Chef.
 - > Developing G Live's food and beverage offer to maintain success and drive innovation in the industry.
 - > Monitoring external and market trends to ensure our customer care and hospitality offering move with the times.
2. Creating annual and periodic budgets with the Theatre Director for the operation of G Live, so as to meet business targets:
- > Developing budgets and plans that create achievable and ambitious profit growth.
 - > Exploring and developing the financial benefits in customer service and hospitality related developments.
 - > Overseeing the costing of services and products and the provision of appropriate, regularly reviewed price structures.
 - > Maximisation at all sales and the provision of an appropriate sales mix is obtained at the appropriate price.
 - > Provision of adequate affordable staffing levels for all customer service and hospitality activities.
3. Scrutiny of accounts, to ensure that the performance of Hospitality, Events, Front of House departments and staff are assessed and monitored and that measures are agreed to secure further targets:
- > Investigation of shortfalls or overspends against target, and development of agreed measures to rectify variations, so that overall budgetary targets are realised.
 - > Ensuring regular checks and action plans are undertaken weekly on revenue and that variances are recognised and acted upon producing weekly and periodic forecasts.
 - > Ensuring departmental payroll is processed in accordance with company procedure.
 - > Responsibility for the security of cash, maintenance effective secure procedures and control of float fluctuations to acceptable levels.
 - > Generating regular reports to ensure timely accurate communication throughout the business.
4. Leading the hospitality, events and front of house teams to provide a level of customer service which other providers seek to emulate:
- > Delivery and display of professional, effective personal management which sets an example for others to follow.
 - > Development and management of HQT&H's staff performance management systems.
 - > Recruitment, induction, training and performance development and monitoring (including setting and monitoring of personal targets) of direct reports and other staff.
 - > Ensuring staff make a full contribution to the achievement of the G Live's business and service targets.
 - > Ensuring compliance with employment law.
 - > Leading the department to ensure that G Live scores highly on all environmental health audits and is compliant with all health and food safety legislation.
 - > Participation in and contribution to the venue's internal committees, ensuring prompt communication following the meetings.
 - > Delivery of constant efficient administration and co-ordination, ensuring all correspondence is in line with company standards.
 - > Oversee the efficient handling and speedily follow up of enquiries to maximise secured bookings.
 - > Preparation of a comprehensive annual marketing plan in conjunction with the Marketing and

Sales Manager and working to ensure it is delivered.

> Undertake Duty Management shifts from time to time as required by the pressure of the business.

5. Creating industry leading customer service policies and practices:

> Provision of training programmes to underpin and improve service delivery.

> Innovating in the service areas to improve and augment our customer services.

> Leading the duty management team in looking after our customers in the best way possible.

> Provision of regular checks on the overall presentation of the catering and front of house offer.

> Need to ensure all catering area and their décor are maintained to a high, appealing standard and that all equipment is kept in good order.

> Establishment of a visible and accessible management profile throughout the venue to foster good relations and to provide support, advice and assistance to all staff and visitors.

> Ensuring the company's food safety management practice meets the highest standards.

OTHER DUTIES AND RESPONSIBILITIES

The post holder will:

- a) Ensure all duties are carried out in accordance with departmental and company Health & Safety procedures.
- b) Dress in accordance with Company uniform policy and wear protective clothing as issued, if applicable.
- c) Attend meetings as required.
- d) Undertake any relevant training and development that may be required and keep abreast of developments in his/her field of expertise.
- e) Carry out any other duties as required by the Theatre Director from time to time, taking into consideration the grade of the post and the capabilities of the post holder.

General Manager

PERSON SPECIFICATION

Essential skills required:

- A proven track record of successful leadership in a diverse catering, hospitality or live events organisation
- Senior level manager experience, and robust hospitality knowledge including strategic planning, food and beverage management, hospitality event delivery, the development of quality customer care strategies and pricing strategies
- Strong people skills, with the ability to inspire and develop a team of full time direct reports, and additional part-time and casual staff
- Experience in preparing and effectively executing annual business plans, ideally with a significant element of change
- Experience of managing HR processes including appraisal, disciplinary and other related procedures
- Strong budgetary and financial acumen including all aspects of budget writing, P&L control, invoice processing, analysis and reporting
- Proven track record of financial performance and analysis to inform strategic direction
- Experience of successfully managing relationships with a broad range of stakeholders, e.g. local authority, suppliers, promoters and corporate and community partners
- Strong customer service focus, with a genuine interest in delivering the best possible experience for the customer – from their initial contact through to departure
- Personal licence holder and experience of being a designated premises supervisor
- Experience of hospitality related H&S procedures, minimum of level 2 food hygiene certificate holder and experienced in Risk assessment writing and review
- Personal Qualities: A 'can-do', positive attitude, a confident, professional manner, the ability to think outside the box and lead new developments, creative/innovative, able to work in a very fast-paced environment, and juggle a multitude of priorities
- Excellent IT skills

Desirable skills required:

- A formal degree level management, hospitality or arts qualification;
- Formal training to assist in the delivery of effective staff training, i.e. Train the Trainer;
- Experience in the live entertainment industry
- Experience of cellar management and high volume bars operation
- COSHH trained
- Experience of marketing events, sales analysis and tactics
- A foody who is on trend with the current market place, experienced in menu design, costing and G.P. control

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Job Description Person Specification

I acknowledge receipt of, and confirm my agreement to, carry out the duties described in the attached job description. I understand it is current at the date shown and that, in consultation with me, it is liable to variation by management to reflect or anticipate changes in, or to, the job.

Signed

Date

[Post Holder]

Signed

Date

[for and on behalf of HQ Hospitality Ltd]

February 2016