ROBINSON COLLEGE
STANDARD OF PERFORMANCE JOB DESCRIPTION

TITLE
Head of Conference and Catering Services

RESPONSIBLE TO
Finance Bursar & College Steward

RESPONSIBLE FOR
Deputy Catering Manager, Conference and Events Manager,
Head Chef, Food and Beverage Manager, Senior AV Technician

MAIN PURPOSE:
• To direct and control the conference and functions enquiry and event co-ordination operations for both internal and external events.
• To direct and manage the sales and marketing strategy to ensure continued growth of the external conference and function business.
• To direct and control the catering operation at the College for Students, Fellows and College and for external conference and functions clients.
• To draft revenue and cost budgets each financial year and review these after each quarter to ensure subsequent control over both in order to meet financial targets.
• To operate the Conference and Catering Department within legislation, College Policy and approved budgets.

KEY AREAS AND STANDARDS OF PERFORMANCE:

PLANNING & ORGANISATION: The identification of future activity and the development and implementation of plans to meet demands.
1.1 To ensure that a system is in place which will provide for the timely preparation and dissemination of information to notify relevant parties within College of forthcoming events.
1.2 To manage the systems which provide for the timely preparation of staff rosters and the adequate provision of resources (staffing, equipment and supplies) to meet demands.
1.3 To set short, medium and long term strategic objectives for the department.
1.4 To develop the department products and services with particular emphasis upon the conference and functions commercial business.
1.5 To prepare annual income and expenditure budgets for the department in three Revenue Streams – Conference; Students; College – for approval by the Finance Committee in March/April each year and to review and report upon performance quarterly.
1.6 To direct and manage the conference business to ensure effective promotion, enquiry handling and conversion processes and yield achievement to maximise the business potential and return.

FINANCIAL CONTROL: To ensure that delegated authority levels and budgetary expenditure are adhered to and that measures are taken to correct adverse trends.
2.1 To ensure that nominated suppliers, having been appointed, are reviewed regularly and are strictly used as set out in the Purchasing Policy.
2.2 To ensure that competitive quotes are obtained for all non-standard purchasing as set out in the Purchasing Policy.
2.3 To operate a purchasing control system to ensure that expenditure only takes place within agreed levels within set KPI’s.
2.4 To ensure that the recruitment of staff and setting of pay levels are within agreed limits.
2.5 To operate a system of payroll control to ensure that staffing is in accordance with agreed ratios and that costs are maintained at agreed KPI levels.
2.6 To ensure that food, beverage and other costs are within set KPI levels.
2.7 To operate a sales billing system which allows for the timely preparation of accurate event invoices. To monitor and report on invoicing errors.
2.8 Ensure that the contracting and depositing policy is adhered to such that the College is not detrimentally affected by client cancellations/defaults.

2.9 To prepare conference income and costs and GOP forecasts, updated monthly.

SALES & MARKETING: Management of the conference and function sales and marketing activity of the College

3.1 To draft an annual Sales and Marketing Strategic Plan (S&M Plan). To ensure the regular review of the plan and the re-direction/re-definition of activity in line with market and business trends. To take tactical action as needed to ensure achievement of sales targets.

3.2 To ensure that the S&M plan is implemented and in particular, to ensure that pro-active telesales and direct sales activity are carried out as planned.

3.3 To review and manage the S&M plan through meetings and analysis of KPIs in order to ensure achievement of the sales targets set.

3.4 To carry out regular surveys of competitors colleges in respect of external and internal markets.

3.5 To encourage and promote a sales approach to the business in all staff and across all College departments.

3.6 To manage the reactive processes within the Conference Office to ensure the maximum conversion of enquiries.

3.7 The direction of Conference Office staff in enquiry handling such that yield and occupancy are maximised.

3.8 To operate an effective client feedback system which enables and drives service and product improvement and development decision making.

3.9 To promote sales and footfall growth in the internal (student) markets.

COMMUNICATION: To encourage effective communication at all levels.

4.1 To attend the weekly Operations meeting, exchanging information on any relevant matters with the other attendees. Subsequently to disseminate to the department staff any pertinent information received.

4.2 To ensure that a weekly Departmental Section Heads meeting and as appropriate the weekly Function Sheet meetings are conducted to discuss forthcoming business.

4.3 To attend a regular 121 meeting with the College Steward on a frequency to be agreed. To hold regular 121 meetings with department management to promote shared objective setting and achievement thereof.

4.4 To report as required to the Finance Committee.

4.5 To attend the College HOD meetings as called and to brief department staff on pertinent matters.

4.6 To ensure that all external e-mails and correspondence is acknowledged within 2 working days and in accordance with agreed standards.

4.7 To provide written back-up of verbal instructions as appropriate.

4.8 To maintain records of communication with clients, suppliers, staff and local authorities.

4.9 To co-operate and communicate with other staff departments and with Senior and Junior members of College.

STAFF MANAGEMENT: The recruitment, training, motivation and discipline of staff ensuring that the necessary skills and knowledge are provided within the needs and objectives of the College.

5.1 To prepare and periodically review SOP Job descriptions for all posts within the department.

5.2 To prepare and implement a training plan for the department.

5.3 To display excellent leadership skills and set an example for subordinate management/supervisors in effective man management techniques.

5.4 To build a cohesive department team.
5.5 To operate the College disciplinary procedure in accordance with policy and direction from the College Steward and Personnel Manager.

5.6 To operate a staff appraisal/review system which is designed to improve performance and develop staff within the objectives of the College.

QUALITY: To set and record standards in keeping with the overall objectives of the College and to ensure that such standards are delivered.

6.1 To formulate a department standards manual. To train staff to deliver such standards.

6.2 To carry out regular industry/market trends and initiatives which may affect our products.

6.3 To propose conference and function product and service standards for all relevant departments of the College.

6.4 To propose and develop catering products and services to ensure that student services are kept up to date and that they stimulate growth in footfall and sales.

6.5 To ensure that standards of delivery for College and Fellowship service are maintained and delivered as required.

6.4 To operate a system of regular and frequent monitoring/auditing to ensure the consistent delivery of agreed standards.

LEGISLATION: To ensure that all relevant legislation is complied with by the department.

7.1 To ensure adherence to the provisions of Fire, Health and Safety and Food Hygiene legislation/Regulations and College Policies.

7.2 To direct and manage an appropriate HACCP policy.

7.3 To serve as a Personal Licensee and deputise for the College’s Premises Licence Designated Premises Supervisor (College Steward). Ensure that the Licensing legislation is adhered to.

7.4 To ensure that College policy with regard to phonographic licensing is maintained.

7.5 To implement the College Environment Policy and ensure environmental regulatory compliance within Conference & Catering.

7.6 To lead the College Environment Forum, developing and implementing the College Sustainability Strategy.

7.7 To ensure the effective management of all personal data under the control of the Conference and Catering department in order to meet the requirements of the GDPR and the College Data Protection Policy.

SECURITY & CONTROL:

8.1 To operate a system of stock ordering, receipt and storage such that wastage, pilferage and other shortages are detected, controlled and minimised.

8.2 To ensure that all charges are raised and billed to clients as appropriate – invoiced and/or cash charged.

July 2019
REPORTING STRUCTURE

Accountabilities:

To the College Steward, as Line Manager, for:
- Sales and marketing activity
- Conference and catering service and product delivery
- Conference and Function product and quality development
- Staffing and HR matters
- College and Student policy matters
- Operational planning and organisation
- Communication
- Venue event contracting processes
- Health and Safety
- Fire Safety
- Licensing
- Security
- Environmental Sustainability
- Data Protection
- Personal development

To the Finance Bursar for:
- Income and profit budgets/targets and forecasting
- Pricing and cost/profit margin policy
- Capital budgets and expenditure
- Accounting processes and Credit control (via Finance Manager)

Method of reporting:

Meetings with the College Steward will be on a formal and informal basis with a weekly Operations meeting and a regular (monthly) 121 meeting to cover an agenda which will usually be proposed before each 121.

Routine reports to the College Steward will be:
- Weekly circulated float to include correspondence, minutes of meetings, reports, etc
- Sales and Marketing report monthly
- Conference Report for College Council as required.
- Copied Finance Bursar communications/reports

Meetings with the Finance Bursar will be on an “as required” basis. Routine reports to the Finance Bursar will be:
- Budgets and updates as needed
- Forecasts on a monthly basis
- Reports for Finance Committee as required

Direction:

Key goals will be discussed and agreed with the College Steward and Finance Bursars on an annual basis and “as required”. Financial objectives will be set in conjunction with the Finance Bursar. Strategic objectives will be set in conjunction with the College Steward.
# EMPLOYEE SPECIFICATION

## Head of Conference and Catering Services

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<th>CRITERIA</th>
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| **EDUCATION & TRAINING** | GCSE's/O-Levels in Maths and English  
A-Levels or equivalent  
Degree or equivalent  
Licensing qualification  
Advanced Food Hygiene qualification | Catering/Hospitality formal qualification  
Sales & Marketing qualification  
Health & Safety qualification  
Presentation skills training  
Training skills  
Environmental Sustainability qualifications  
Data Protection training |
| **WORK EXPERIENCE** | Extensive Senior Management in conference industry and particularly in a multi-faceted conference venue  
Event venue sales & marketing responsibility and team direction  
Catering/general operations responsibility  
Senior team management – effective leadership skills  
IT competency – MS Office plus computerised booking systems | General management experience  
College/academic venue experience  
Client contact in a sales capacity  
Management of large team (50+)  
Project management and logistical planning  
Kinetic Solutions KX Modules |
| **INTELLIGENCE/APTITUDE /ATTITUDE** | Financially astute  
Excellent oral and written communication skills  
Understanding of academic mission primacy over profit motive | Big picture visionary  
Strategic thinker  
Flexible approach to problem solving |
| **PERSONALITY/ INTER-PERSONAL SKILLS** | High level of personal integrity  
People person – courteous, consistent, caring, interested  
A team/individual motivator  
Customer care focused | Ability to liaise and cooperate with others at all levels, both within and outside the department and the wider College  
Pragmatic “hands-on” approach  
Gravitas/Stature |
| **CIRCUMSTANCES** | Driving licence  
Locally resident | |