

Role profile

Role title:	Regional Operations Director (ROD)
Reports to:	Managing Director
Department Head:	Managing Director
Location:	Field Based

Objectives of the role

- To provide proactive leadership, motivation and guidance to a regional team of BDMs to deliver high-quality operational excellence alongside strong financial results

Key Responsibilities

- To be an effective member of the Operating Exec Group in the development of Operational team strategy and best practice. To support and manage effective strategies to ensure that the Operational team and service continually improves.
- To encourage creativity and drive innovation which increases income streams.
- To drive high performance within your team, by proactively recruiting the best people, developing their talents and retaining them in the business.
- To embrace cross functional working and role model leadership behaviours to assist the overall company performance.
- To ensure that Admiral Taverns is seen and perceived as the leading Community Pub Operator in the industry by setting and operating to the highest standards.
- To embed a collaborative and team mentality throughout the region, aligned to the company's values and associated behaviours (see below).
- Proactively build and sustain a high performing team of Business Development Managers (BDMs), that deliver and exceed agreed financial targets. Utilise management and leadership skills to encourage drive, commitment, motivation and passion throughout your wider regional team which will include aligned support from other areas of the business including Commercial, Property and Estates.
- Establish trust and confidence with your team through regular and effective communication, delivering agreed challenge and support. Review your team's performance on a periodic basis against the key performance indicators, P&L outputs and behavioural competencies.

- Develop a clear strategy for your region in order to deliver your financial budget, with a focus on the five key performance areas detailed below.
 - Driving Income and Sales
 - Reducing failure and improving average tenure
 - Receiving Payment
 - Investing to maintain and grow income
 - Reducing Costs

- Encourage your regional team to drive growth through effective business development with licensees by:
 - P&L Performance to achieve / exceed budget
 - Manage activity and overhead costs in line with agreed budgets or below.
 - Ensuring a pro-active recruitment plan that improves the calibre of licensees in the region.
 - Ensuring your region delivers rental growth via effective business assessment and negotiation.

- Proactively manage your region's investment programme to deliver successful investments across your region and achieve the targeted return on investment for Admiral Taverns. Maximise return on every £ of Investment spend.

- Actively network and build strong working relationships with all support teams and Head Office departments, encouraging your regional team to demonstrate similar behaviours.

- Proactively monitor performance within the team.

- Lead, participate and support company projects as required.

- Deliver a genuine high-quality customer service attitude throughout the team.

Skills and Experience

Competency Requirements

Influencing and Negotiation

- Able to negotiate and sell ideas and suggestions. Drives, influences and convinces others. Has presence and impact combined with credibility. Gains respect and inspires confidence by leading their team in a strong and positive manner.

Taking Responsibility and Control

- Takes responsibility for their region and demonstrates a common-sense approach. Takes ownership of problems and willingly accepts responsibility for them. Guides their team as required through problems and ensures understanding to minimise errors and as risk mitigation going forward. Is prepared to handle conflict and will deliver what is promised. Monitors the situation and identifies problems early. Uses network and maximises the opportunity to solve issues via resources such as other people or expertise as needed. Proactive management of team performance at all times.

Communication and Interpersonal Sensitivity

- Demonstrates and leads by example using confident and effective communication. Builds good relationships with others, ensuring an open, honest and trustworthy approach. Genuinely listens to the real comments and issues. Is tactful and diplomatic. Understands the behaviour of others and manages performance issues early ensuring a professional relationship. Manages, trains, coaches and develops others and communicates a clear vision to enable strong team performance.

Pro-Active and Strategic Thinking

- Is pro-active and takes initiative. Can anticipate problems and thinks of the long term as well as towards short-term objectives. Thinks quickly on his/her feet, is flexible, adaptable and pragmatic if required. Can switch between different tasks to achieve objectives. Develops effective strategies in the management of their region and contributes to the overall Operational strategy.

Commercial and Business Awareness

- Has awareness and understanding of broader business implications. Has a strong understanding of competitors and the marketplace and maintains this, sharing information with others as required. Understands the corporate view and has an over view of business needs. Has a clear 'view' on the business. Maximises use of experience to focus on profitability as a whole. Has strong business acumen and financial awareness and uses entrepreneurial skills.

Challenging and Analytical

- Focuses and understands the key issues. Is challenging, analytical and systematic in approach. Positively challenges as needed. Interprets data effectively and weighs up pros and cons. Has critical evaluation skills, coupled with a hands on approach. The ability to lead others through high challenge and support.

Innovative Thinking

- Is innovative in the ways of doing business. Thinks laterally and has a wide perspective. Can be creative and generate ideas and solutions linked to market needs. Can take

calculated risks to achieve results. Develop a clear vision to succeed and is influential in making this happen.

Personal Organisation

- Strong prioritisation and organisation skills ensuring that their team is aligned and working in the same way to achieve overall objectives. Is methodical and detail-conscious. Will follow through and is conscientious. Manages time effectively. Is thorough, structured and reliable.

Emotional Resilience

- Is tenacious and resilient. Will persevere until a solution is found. Cool under pressure and level-headed. Tough-minded and mature in approach. Able to respond to the needs of their team and support their personal resilience. Able to respond to and support change effectively.

Drive and Results Orientation

- Is achievement focused and results-orientated. Achieves objectives, owns targets and is process driven. Driving objectives through their region to ensure these results. Energetic in approach and drives towards final objectives. Is a quick learner and eager to achieve, seeing the task through from conception to completion.

Sales Negotiation Skills

- The ability to negotiate discounts, prices, concepts, and quantities on deals, to get the best for the company. Able to make decisions as escalated by team members and support them in negotiation. Ability to demonstrate the deal and articulate key benefits, so that it is perceived highly and valued. Able to persuade individuals without creating a hostile reaction. Listens well and identifies flaws in other arguments. Able to identify when and how to close the deal.

Technical Requirements

- Extensive experience of profit responsibility within a customer facing multi-site management role.
- Understanding of licensing laws and the Pubs Code is desired but not essential.
- Computer literate – a minimum of intermediate Word, Outlook and Excel plus basic Power Point.
- Full GB Driving License.
- Home location ideally sufficiently proximate to work region.

- This position is a regulated Conduct Role under the FCA’s Senior Managers and certification Regime (SM&CR)



Admiral Taverns Values and Behaviours

Core to the Group’s ongoing success is the strength of our team. We are incredibly proud of the culture we have developed across our business. Our team are passionate, hardworking, dedicated and ambitious. Our team developed the company values themselves which means that we live these through to the core of our business. Everything we do as an organisation revolves around supporting and enabling our licensees to make their business the very best it can be.



WE WORK TOGETHER IN A POSITIVE AND INCLUSIVE WAY

Collaboration and accountability
Be supportive and open
Motivate ourself and others



WE RESPECT AND CARE ABOUT OUR TEAM, LICENSEES AND OPERATORS AND DEMONSTRATE THIS IN OUR ACTIONS

Honesty and integrity
Empathy and compassion
Communicate with clarity to all



WE STRIVE TO MAKE THINGS BETTER

Take ownership and lead by example
Give and accept positive challenges
Deliver ambitious results

Admiral Taverns is committed to equal opportunities for all and to the provision of a diverse and non-discriminatory working environment