

Role profile

Role title	Head of Venues
Job level	Manager/Lead/Subject Expert
Directorate	Finance and Corporate Services
Team	Venues
BMA Grade	3
Location	London
Decision Making level	Mid to high level decision making with escalation to manager when required; Daily operational autonomy
Budget responsibility (Y/N)	Y
Reports to (job title)	Head of Strategic and Commercial Estates
Direct reports (Y/N)	Y

Job Overview– purpose of the role

Describe as concisely as possible the overall purpose of the job and what success looks like.

Please limit this to a maximum of four or five sentences

To be responsible for the successful delivery of BMA's venues' business, ensuring delivery of £3.5M+ revenue streams generated by external clients and the provision of venues for all of BMA's internal requirements to the approximate value of £1.5M+. This is a role suited to an experienced operational and commercial leader, who can direct a portfolio of leading heritage venue spaces, overseeing the day-to-day management to ensure high levels of internal and external client service and driving the commercial strategy to optimise the overall business opportunity.

The role also has operational and budgetary responsibility for two large BMA supplier contracts to support delivery of the venues function; the front of house contract and the catering contract, which combined account for a total of around £2M of expenditure. There are three direct reports plus a further two direct reports from contract supplier management. In total there are around 26 indirect reports, including contractor staff, for whom this role has ultimate responsibility to ensure the seamless delivery of events whilst maintaining high levels of safety and compliance.

Duties and Responsibilities

Please provide a bullet point list

- Commercial Strategy: Drive business development, marketing, and client engagement to maximise occupancy and profitability.
- Operational Leadership: Overseeing site logistics and day to day operation, food and beverage provision, technical requirements, and front-of-house operations.
- Financial Management: Managing budgets, forecasting, and full profit-and-loss (P&L) responsibility.
- Compliance & Safety: Ensuring all spaces adhere to licensing laws, health and safety regulations, and security protocols.

Job Overview– purpose of the role

- Development of short- and medium-term business strategies and identify areas where change is required on a structural and operational level to ensure ongoing success and revenue generation.
- Where change is needed, work with the Head of Strategic and Commercial Estates, and HR to identify job role changes needed to deliver a successful Venues team and implement structural change for operational efficiency.
- Implement operational changes to ensure ongoing success and revenue generation and create and manage a Venues Service Level Agreement across all departments.
- Support monthly and quarterly KPI meetings with cleaning and portering team operations.
- To work closely with the catering partners and senior leadership team to deliver an appropriate investment expenditure programme to identify and deliver future revenue growth.
- Annual business plan to include key objectives, KPIs and forecasting with review of successes at regular intervals.
- Budget holder for Venues department, catering department and front of house – managing P&L for all three areas.
- To be aware of trends and implement changes as needed to ensure the product offer is appropriate to the demands of the business/external market.
- Collaborate with the sales manager to create the strategy for promoting BMA House as a commercial venue, suggesting initiatives to generate additional revenue from new sources including leading on filming strategy.
- Plan with the marketing manager to create an effective marketing strategy including identification of target markets, and relevant publications/online platforms in which to promote the venue; also to include PR and social media activities.
- To manage the demand and service provision for internal events, ensuring adherence to the internal meetings policy and ensuring appropriate guidance and assistance is provided as and when required. To improve the internal offering for staff and members with the catering team
- To set the operating standards and oversee logistics for the running of a wide range of events to ensure excellent service delivery at all times; constantly monitoring and actioning feedback. Executed by a direct team of nine and indirect team of 50+ across the service departments (delivering a range of corporate and private events year-round with a current portfolio of approx. 2,000 internal and 600 external events annually)

Skill (level and breadth of application)

What relevant experience is necessary to undertake this role? What specialist, technical or professional qualifications are required to be able to perform the job?

How far does the role extend out across the organisation, eg confined to own team, involves co-ordination with another department or requires regular negotiation with many other parts of the organisation. Why is this necessary? Describe the range of issues that are involved in this, eg resolving people's IT problems, collecting information on key research items or advising members on a particular issue.

- Hotel/Events Management Diploma (or equivalent experience)
- Experience in Catering /Venue Management roles; knowledge of catering contracts advantageous
- Project management experience including issuing and working with tenders an advantage
- Strong leadership, organisational, problem-solving, and communication skills; ability to work under pressure and adapt to dynamic environments
- Familiarity with budgeting, scheduling software, and event management tools
- Licensing requirements for hosting Events. Should possess a valid 'Personal License' for the sale and operation
- of liquor and entertainment at Events and possess good working knowledge of the governing laws.
- A basic understanding of contract law, with particular relevance to the meetings and events industry
- Knowledge of food hygiene and health and safety legislation in order to supervise the catering contract
- Must be able to manage and motivate a developing team in a fast-moving environment
- Ability to quickly understand client needs and influence the direction of the event to suit the client and

Job Overview– purpose of the role

venue.

- Negotiation skills to secure business whilst providing required service to clients at perceived value for money
- Ability to solve problems under pressure
- Excellent communication skills, both written and oral with a professional and polished manner
- Must be highly customer focused
- Understanding of effective marketing strategies in order to identify and capture appropriate and profitable markets, identifying both long-term strategies and short-term gains to react to current market trends
- A keen eye for detail
- Ability to interpret and understand budgets, profit and loss accounts, cash flow, etc including management of budgets circa £3m.
- IOSH qualified would be an advantage
- BREADTH OF APPLICATION
- Ability to determine standards for the Association through business plan for direct reports in the Venues team.
- Ability to influence and persuade the leadership team, HODs and key stakeholders with regards to requirements for this niche area of the business
- Direct management of the Venues team (9) and indirect management of the catering team (circa 40)
- Close liaison with the audio-visual team, reception, porters, cleaning and estates departments. Tact and diplomacy required to ensure good working relationships and delivery of a high level of service.

Intellectual demands (complexity and challenge)

What sorts of problems, situations or issues are typically dealt with? Give any illustrative examples. How are the problems, situations or issues dealt with (eg undertaking original research and analysis or seeking specialist advice)?

To what extent are standard procedures and processes followed when undertaking typical tasks, and how is personal initiative used when solving problems? To what extent is creativity used in solving the problems (eg adopting different approaches, trying things that have not been done before within the organisation or improving/changing previous approaches).

- The role-holder makes many decisions based on own experience and benchmarking against competitors; these reflect heavily on the success of the venue, its reputation and the revenue achieved. Examples include customer complaint handling, challenges to our terms and conditions; and managing daily queries from the Venues team – each event is unique and thus brings different and new challenges daily
- The role holder must prioritise the needs of the business by balancing the availability of rooms for internal events with reference to the Internal booking policy against generating revenue from external venue hire
- The role holder must be creative in offering a product that suits the needs of the external market and is benchmarked and marketed appropriately. This includes, identifying and reacting to new trends, Implementation of solutions to meet these trends must consider financial impacts – e.g.: return on investment for new equipment or extent of impact on ability to secure business if trends are not reacted to

Judgement (independence and level and impact limitations)

What are the typical decisions that are made in the job without reference to any higher authority? What informs/constrains the decisions (eg expenditure limits, have to follow clearly laid down procedures or working within broad objectives). What influence upon policy, procedures or resources is there (eg giving advice to others)?

Who (or what) is next to be affected by the decisions that are made – for example, supervisor sees them before they leave the team or the whole department sees and has to respond to the change that is made. Give typical example(s) of the consequences of the decisions (eg what impact does the decision-making have on the performance of the team/section/department/organisation)?

- The role holder is the business expert in the field of events and reverts to the Director for finance and corporate services for guidance and in particular decisions which impact the internal organisation
- Annual business plans must be agreed by the leadership team and reviewed by the role holder regularly

Intellectual demands (complexity and challenge)

- Ad hoc reports/costings/information may be requested by the Leadership team on occasion
- Work in conjunction with procurement and line manager to manage and direct contract caterers and other key suppliers
- Reputation and financial impact could be significant should the role holder mismanage or cause neglect
- Provision of direction and guidance to teams on projects or day to day operations

Use of resources (supervision of resources and influence)

What responsibility is there for managing people, equipment, budgets, resources, customer's welfare or confidential information? If this is a staff management role describe what is involved, eg staff reporting, staff development, appraisal, leading a department or the allocation of work.

How does the role fit within the organisation, eg support role, team member, team leader, specialist policy adviser, or leading major areas of core business?

- Responsible for direct line management and direction of a current team of up to 10. Remit includes recruitment, training, appraisal and development.
- Indirect management of the catering team of 40+. Remit includes advising on recruitment and selection of senior team members, purchase of new equipment, service level agreements and managing costs
- Indirect management of front of house staff of up to 5. Remit includes liaison with appointed contractor to oversee recruitment, personnel issues and other areas where the contractor manager requires BMA's input.
- Oversee specifications for required equipment in kitchens and advise on requests for Audio Visual equipment.
- Ensure maintenance programmes are in place, and all equipment used responsibly
- Ability to effectively use venue management system (NFS) to record and track events data
- Responsible for setting budgets for external venue hire sales, managing profit levels and achieving revenue targets; also cost management and subsidy calculation for BMA Restaurant and Café and budgets for Reception; all areas include business cases for capital expenditure
- Have access to confidential information relating to clients and their accounts. Must ensure compliance with the data protection act and more recent GDPR legislation.
- This is a niche area of the business with a commercial focus on generating revenue and managing costs

Communication (level, internal and external demands and significance)

*What people are typically contacted (regardless of the medium) **inside** the Association, eg immediate colleagues, senior managers or administrators? Committee members are the only members classed as internal communication. Normal non-committee membership and doctors are external (see below)*

*Who is in regularly contact with the role holder **outside** of the Association, eg members who are not committee members, suppliers, members of the public? Approximately what percentage of the time is spent on external communications?*

What is the purpose of these contacts, eg conveying information, gathering data?

Internal

- Daily communication with events/catering team to progress work and provide direction
- Fortnightly meetings with line manager to convey key information and developments
- A high level of contact with service departments to advise and make recommendations on improving the services offered by the department (minimum weekly meetings and quarterly reviews)
- Regular contact, dictated by business levels, with internal clients is required to ensure smooth running of all operations

External

- A high level of contact with BMA Members and external clients during the sales and co-ordination of events, which requires a high level of influencing, negotiating and organising in order to ensure that the operation runs smoothly
- Communication and negotiations with external providers of services that are not available in house, including suppliers of marketing opportunities

Physical demands & coordination (physical effort and mental strain)

Are there any unusual physical or mental demands of the role; for example, lifting heavy objects, standing for long periods, using VDUs extensively or high levels of concentration?

- This is primarily a desk-based role with much of the day spent at the computer or in meetings
- On busy days it may involve a lot of movement around the building liaising with teams, contractors and clients
- Occasional heavy lifting in preparation for events
- Required to be a fire marshal in case of emergency
- First aid would be an advantage

Working conditions and emotional demands)

What are the environmental conditions in which the work is conducted, the social and emotional demands faced by the role and the pressures resulting from these?

- The job is primarily conducted in a normal office environment and is not exposed to hazardous conditions.
- As is consistent with many hospitality roles, it may involve early starts e.g.: 6am, late finishes e.g.: midnight or weekend work – daytime or evening
- During evening events with alcohol occasional anti-social behaviour may be encountered.
- When dealing with customer complaints occasional verbal abuse may be encountered.
- Role holder has ultimate responsibility for licensing which carries heavy fines/possible imprisonment for breach

Values and behaviours

The post-holder is expected to execute their role in line with our four organisational values. The following examples illustrate how we are using our values to inform how we act:

- **We Campaign, Organise and Represent**
 - We win positive changes at work and in wider society
 - We are the trusted collective voice of our profession, seeking progress for doctors, medical students, our patients and populations
- **We are accountable and member-led**
 - Our representatives and staff work in partnership for and on behalf of our members
 - We are open and democratic
- **We are expert and trusted**
 - We grow professional communities of practice to provide credible information, guidance and support
 - We use our influence to champion advancement, innovation and professional development for the benefit of health and society
- **We find strength in unity and celebrate our diversity**
 - We seek to be fair and just, and foster respectful discussion of our differing (potentially conflicting) perspectives and contributions
 - We fight prejudice and discrimination of all kinds
 - We are committed to creating a culture that is inclusive of all members and staff
 - We extend solidarity to each other and other groups

Sign-off	
Manager:	Date:
Role holder:	Date: