

ESTABLISHED
1756

BOROUGH
MARKET

DIRECTOR OF OPERATIONS

Candidate pack



INTRODUCTION

Borough Market's rich heritage – around 1,000 years of history – is part and parcel of its appeal, but our focus is very much on the here and now. The Market, which is run by a charitable trust for the benefit of the community, has never stopped evolving. A few decades ago, it was a wholesale market serving the greengrocers of south London; now it acts as a beacon for sustainable food production, short supply chains and social connection, drawing visitors from far and wide.

The Director of Operations is a vital member of the Market's team, with overall responsibility for leading and managing the operational activities and processes of the Market estate. This role will also require you to lead on the development and ongoing management of the Market's food offering and its traders. This is a pivotal role within the senior leadership team, and involves working closely with the CEO to develop the business strategy for both the Borough Market Trust and its commercial arm, BMBL.

The successful applicant will report directly into the CEO and is expected to contribute fully to the collective delivery of the organisation's strategy. This is a fantastic opportunity to join an amazing, enthusiastic leadership team with a 'can-do' attitude, allowing you to develop your skillset and confidence, drive operational improvements and be part of the growth of this historic but forward-looking institution at what is an excitement time in its evolution.

I very much look forward to welcoming the successful applicant to the leadership team



Jane Swift
CEO (Interim)

OUR PILLARS

Borough Market's eight pillars reflect our mission across all areas and are central to our messaging:

1. Iconic

Borough Market is a world-class produce market with 1,000 years of heritage and the platform to be a significant influence.

2. Distinctiveness

Borough Market offers access to British and international produce that is unique to its producer or exceptional in its quality.

3. Sustainability

Borough Market is a beacon for ethical, sustainable practices, both as an institution and through the actions of its traders.

4. Provenance

Borough Market requires supply chains to be short and transparent and is active in sharing the stories behind its produce.

5. Community

Borough Market is the hub for a mutually supportive community of traders, producers, shoppers, cooks, residents and visitors.

6. Social connection

Borough Market harnesses the power of food to build connections between people, whatever their geographic and cultural background.

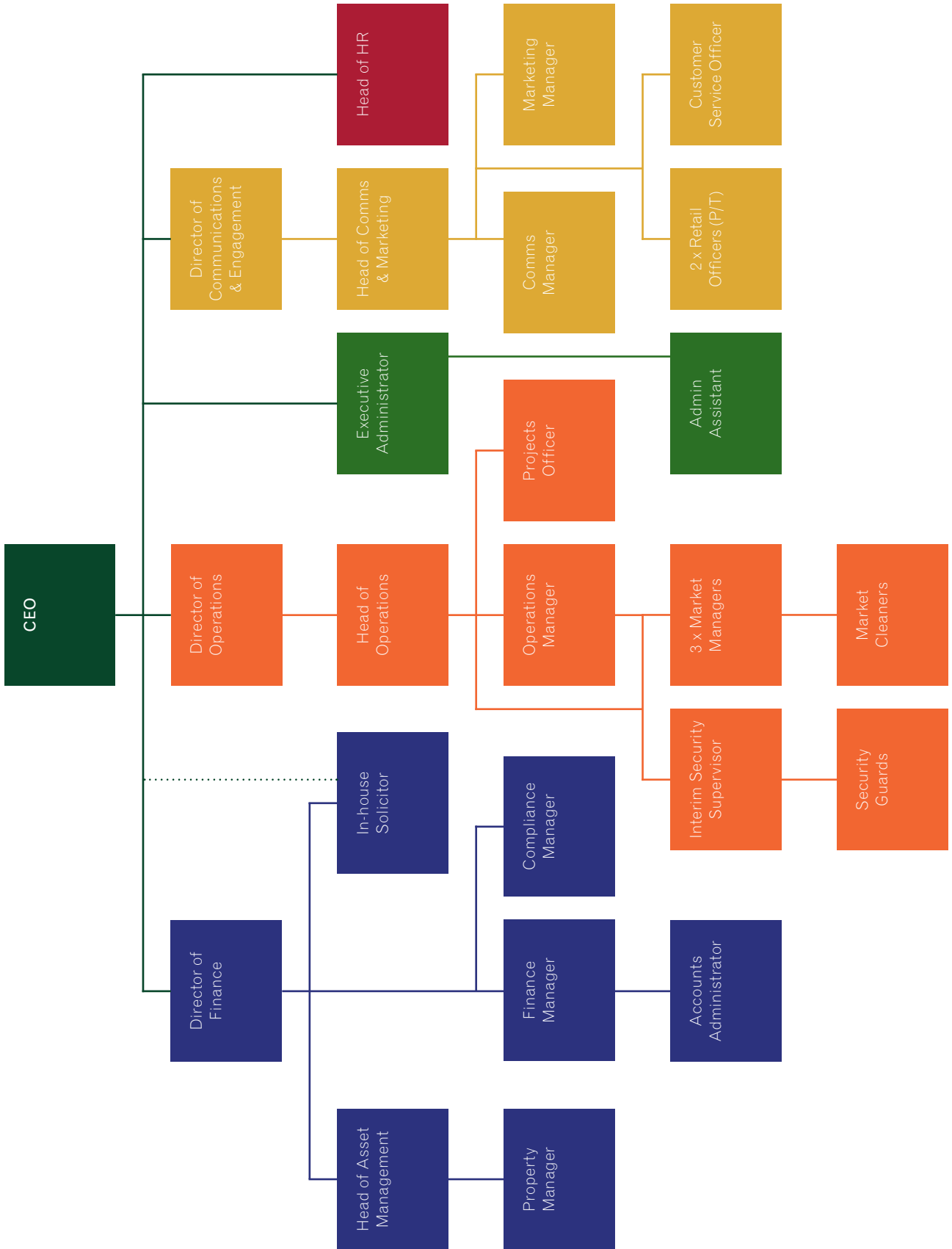
7. Innovation

Borough Market is an agile, forward-looking organisation, committed to nurturing new talent and embracing innovation.

8. Expertise

Borough Market values its traders' knowledge, expertise and love of food and encourages them to share it.

OUR ORGANISATION



JOB DESCRIPTION

Job title	Director of Operations
Reports to	CEO
Direct reports	Head of Operations Projects Officer
Key relationships: external	Customers Good Sixty London Bridge Stakeholder Group National Association of British Markets (NABMA) World Union of Wholesale Markets (WUWM) National Market Traders Federation (NMTF) Southwark Borough Council Greater London Authority / Mayor of London Police Better Bankside Local residents Borough Yards Suppliers / contractors
Key relationships: internal	Operations team Senior leadership team / senior management team Borough Market staff Trustees Traders Food Steering Group
Key responsibilities: Market management	<ul style="list-style-type: none">— Take overall responsibility for the leadership, resource and financial management of the cleaning, security and trader development divisions.— Take ultimate responsibility of the Market on a day-to-day basis, ensuring its smooth and effective running.— Ensure that all health & safety and environmental standards are being met at all times, in line with the Trust's policies and industry best practice.— Develop the operational strategy and contribute to the overall Borough Market strategy and business plan.— Establish and develop the Food Steering Group to enable implementation of the Borough Market Food Policy.— Act as pivotal member of the senior leadership team, with responsibility for ensuring expertise and effectiveness across all of the Market's operating platforms.— Collaborate with other members of the senior leadership team to build an environment of collective responsibility and accountability.— Lead, effectively manage and develop the operations team, ensuring that the team prioritises and plans work in line with business plans and budgets.— Collaborate, communicate and work effectively with all other Borough Market and BMBL teams as required, operating within the matrix management approach.— Contribute to the design and oversight of the implementation of the Borough Market events plan to ensure that it meets the Trust's vision and values and is delivered to time and budget with the resources available.— Oversee the implementation of the Borough Market Food Policy and manage any associated processes.

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- Lead on the trader development and support programme, including provision for accommodating new and incubating businesses.
 - Oversee the Market lettings processes, ensuring these are clearly communicated both internally and externally and adhere to internal audit policies.
 - Ensure all quality standards set by the Trust are adhered to across the Market.
 - Lead on the Borough Market sustainability plan and work with each department to ensure implementation of associated processes, in line with the Trust's strategic direction.
 - Manage relationships with onsite service partners.
 - Take overall responsibility for the management of the operations budget of approximately £2.5m.

**Key responsibilities:
leadership**

- As a senior leader, inspire others about Borough Market's work and its future; be confident in engagement with others, and empower all teams to deliver.
- Promote the core values and vision of the Trust.
- As a member of the senior leadership team, contribute to the overall strategic direction of Borough Market and BMBL from a performance perspective, including agreeing and developing budgets.
- Lead or attend trustee, sub-committee, staff, trader reps and trader meetings when needed, including preparing and delivering any necessary documentation or presentations.
- Attend local or national stakeholder meetings when necessary and effectively represent Borough Market or BMBL to any outside body, for example, NABMA, Better Bankside.
- Manage and develop direct reports and foster an environment where all talent is nurtured.
- Undertake any other responsibilities and duties as and when needed, as reasonably requested by the CEO or trustees.
- Deputise for the CEO as required.

PEOPLE SPECIFICATION

Qualifications	Educated to degree level.
Experience	Senior-management-level experience of working in operations management (at least five years).
Technical skills and knowledge	<ul style="list-style-type: none">— Well-developed commercial and financial acumen.— Knowledge of strategic, operational and business planning.— Skilled management of outsourced contracts to 'time, budget and quality'.— Ability to read and understand leases from many perspectives and foresee likely issues arising from individual leases.— Sound working knowledge of UK Health and Safety legislation.— Proven track record of guiding organisations successfully through legislative change and introducing and implementing best practice.— Microsoft software skills: MS Word, Excel, Outlook, Access, Publisher etc.
Commercial and business skills	<ul style="list-style-type: none">— Excellent written and oral communication skills.— Strong engagement and influencing skills, comfortable with engaging with people at all levels.— Outstanding strategic leadership thinking and emotional intelligence.— Good attention to detail.— Strong planning and organisational skills, able to multi-task and juggle multiple priorities according to changing priorities.— Strong analytical and project management skills.— A self-starter, able to take responsibility for own workload and make decisions.— Ability to work under pressure to tight deadlines.— Resilient and adaptable to change.— Good teamwork skills.
Managerial and leadership skills	<ul style="list-style-type: none">— Line management experience, with leadership skills that build morale and motivate direct and indirect reports.
Motivation	<ul style="list-style-type: none">— Passionate about food.— Committed to the sustainable and EDI vision of Borough Market for quality produce and customer experience.
Availability	Role is permanent full time, with flexibility on time needed as some weekend, evening and bank holiday working will be required.

