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| Job title         | <b>GENERAL MANAGER</b> (King's Lynn)                     |
| Reports to        | Group Operations Director                                |
| Responsible for   | The King's Lynn Site                                     |
| Key relationships | Directors, SMT and King's Lynn Management Team and Staff |

### **Purpose of the role**

The job holder is responsible for the safe, legal, efficient and profitable management of the King's Lynn site within Big K Holdings.

To be successful the jobholder must be able to:

- a) ensure the site complies with all HSE requirements supported by the directors
- b) ensure that customer service is of the level required
- c) evaluate the impact of all company activities and initiatives on the financial status of the business,
- d) constantly look for improvements that will increase the efficiency of each department.

As a member of the senior management team, the General Manager must communicate well with colleagues and the Directors, alerting them to any potential issues and presenting solutions.

### **Key duties and responsibilities**

- **Health & Safety**
  - Responsible person for Kings Lynn operation
  - Develop a culture of engagement with respect to H&S and ensure H&S is a high priority for every member of staff
  - Ensure all staff are trained on H&S general principles and any risks particular to their area of work.
  - Ensure all documentation is reviewed and updated as required
  - Investigate any H&S breaches and near misses and take appropriate action
  - Keeping up to date with all legislation and recommended best practice
- **Commercial and Cost Awareness**
  - Have overall responsibility for all operational cost centres on site
  - Participate in the budget setting process and financial targets
  - Disseminate financial targets to the management team at King's Lynn and keep them aware of progress throughout the financial year
  - Negotiate and manage contracts with third parties, ensuring compliance with legal and regulatory requirements.
  - Identify solutions should remedial action be necessary, e.g. cost saving
  - Assess the impact of any operational decision on the profitability of the business
  - Liaise with finance on a monthly basis to review performance, undertaking actions as required



- **Operational**
  - Ensure delivery of agreed service and performance targets
  - Liaise with the relevant managers at Tottenham Hale on production and transportation issues
  - Maintain an overview of incoming and outgoing products, and the level of stocks held at the various locations
  - Planning production to meet sales targets and customer orders
  - Constant review of processes and procedures to improve efficiency
- **Stock control**
  - Ensure delivery of agreed service and performance targets
  - Set and maintain effective systems to monitor and record all movements of stock
  - Negotiating warehouse arrangements for raw materials and finished goods, e.g. contracts
  - Participate in annual stock counts and investigate any discrepancies
  - Report to SMT any major stock discrepancies.
- **Quality**
  - To achieve and maintain the standards necessary for ISO 9001, FSC, Ready To Burn (RTB) and Grown In Britain (GIB) certification
  - Resolve quality issues by investigating the background issues thoroughly and implementing immediate and longer-term solutions
- **Site Management**
  - To ensure that all the buildings and equipment at King's Lynn are in good order and appropriate maintenance contracts are in place
  - Arranging repairs and improvements as required
- **Working with Directors**
  - To assist in identifying, formulating and achieving corporate objectives
  - To be an active member of the SMT
  - Evidence new ideas with fully researched proposals
  - Keep Directors up to date with all aspects of the King's Lynn site, both achievements and current challenges
- **Working with Managers**
  - To be responsible for the operational management structure at King's Lynn, including recruitment and on-going development
  - Conduct honest and regular performance reviews, setting realistic objectives that will contribute to the overall corporate objectives
  - To delegate effectively and use delegation as a development tool for others
  - To create and maintain open and effective channels of communication



- **Team leadership**
  - Develop the team by ensuring everyone has been trained effectively for their role
  - Review back-up processes for when staff are absent, i.e. train deputies for key roles
  - Maintain a high standard of routine discipline, e.g. punctuality
  - Liaise with HR when team members fail to meet the required standards of performance or conduct
  - Lead by example
- **Special Projects**
  - From time to time there will be special corporate projects when it is appropriate for the General Manager to lead or participate, and report to the Directors

### Key Performance Indicators

| Indicator                     | Measurement  |
|-------------------------------|--|
| Financial performance         | <ul style="list-style-type: none"><li>● Maintain spend at budget or below on all operational cost centres.</li><li>● Identify possible cost reductions</li><li>● Monthly departmental reviews of actual spend versus budget</li></ul>  |
| Operational performance       | <ul style="list-style-type: none"><li>● Customer service to meet required levels.</li><li>● OEE (Overall equipment effectiveness) data – improve versus current baseline.</li><li>● Space utilisation across warehouses, ensuring sufficient space available for planned stock holding.</li><li>● Accuracy of stock levels vs Great Plains</li></ul> |
| People                        | <ul style="list-style-type: none"><li>● Communicating team objectives and priorities</li><li>● Training plans</li><li>● Appraisals</li><li>● Disciplinary and warning levels</li></ul>   |
| Communication                 | <ul style="list-style-type: none"><li>● Attendance and contribution at SMT meetings</li><li>● Raising appropriate issues with the Directors</li><li>● Sharing information appropriately with colleagues, Directors and the SMT</li></ul>   |
| Service to internal customers | <ul style="list-style-type: none"><li>● Feedback from colleagues</li><li>● Making reports simple and pertinent</li><li>● Assisting colleagues to understand any reports and their personal and team targets</li></ul>  |



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| Continuous improvement | <ul style="list-style-type: none"> <li>Identify improvement opportunities across all areas and develop plans for how these can be achieved</li> <li>Sharing ideas and best practice</li> </ul>  |
| Strategy               | <ul style="list-style-type: none"> <li>Contributing to the strategic direction of the business by identifying and researching new products and working methods</li> <li>Evaluating any legislation that has an impact on the business, e.g. H&amp;S</li> <li>Assess the impact of any decisions on the longer-term profitability of the business</li> </ul> |
| Health & Safety        | <ul style="list-style-type: none"> <li>Number of accidents, unsafe acts, unsafe conditions and near misses</li> <li>Up to date H&amp;S policies and procedures disseminated to all staff</li> <li>Ensure housekeeping schedules are maintained</li> <li>•</li> </ul>  |
| Quality                | <ul style="list-style-type: none"> <li>Ensure the company meets the criteria for ISO 9001</li> <li>Implement appropriate training for managers on the importance of quality control</li> <li>Investigate any customer complaints about the quality of the products</li> </ul>   |

### Main challenges of the role

- The General Manager must produce accurate information to allow the Directors to make sound business decisions based on fact.
- To communicate all issues or potential issues to the Directors and be responsive to their requests for data.
- Promoting a team ethos through sound communication and clear direction
- To promote Big K's vision for the future and corporate objectives to colleagues, suppliers and customers
  - “for consumers to trust the Big K brand and our products to perform to the customers' expectations and to treat our customers, suppliers and employees with the same high level of care”
- Dealing efficiently with day to day issues and constantly striving to improve internal efficiencies in a cost-effective manner
- To keep up to date with all Government guidelines or initiatives and advise the Directors of anything that will affect the business, positively or negatively.



## Essential skills and qualities

- Experienced in managing production and warehousing operations
- Contract negotiation
- Sound communication with all colleagues
- Ability to work in a family business
- Flexibility in terms of working hours and duties
- Positive attitude, constantly seeking to improve all aspects of the business
- Able to make sound decisions and solve routine problems using personal initiative
- Attention to detail and planning skills
- To be a role model to colleagues by always behaving in a professional manner and acting in the best interests of the company