



**Job Title:** Operations Director

**Area:** Midlands

**Reporting to:** Chief Operating Officer

**Responsible for:** Warehouse General Managers

**Purpose of the Role:**

The Operations Director holds overall responsibility for the performance, strategic direction, and growth of multiple warehouse operations across the ILG network. This role owns regional operational P&L performance, translating business strategy into executable plans that deliver sustainable growth, operational excellence, and exceptional client service.

As a senior leader within the organisation, the Operations Director drives consistency, scalability, and efficiency across all sites, ensuring alignment with ILG's commercial objectives. The role focuses on optimising performance across multiple warehouses by developing strong leadership capability, standardising best practice, and fostering a high-performance culture.

The Operations Director also plays a critical role in shaping the future of the operation, including network expansion, automation strategy, client onboarding, and continuous improvement programmes, whilst maintaining strong relationships with key clients and internal stakeholders at executive level.

**Key Relationships:**

- Board members and executive leadership team
- Warehouse General Managers and senior site leadership teams
- Client Services, Finance, HR, Health & Safety and Facilities leadership
- Sales, Implementation and Commercial teams
- Key clients and strategic partners at senior level

**Key Responsibilities:**

Leadership & Strategy

- Provide strategic leadership across multiple warehouse operations, ensuring alignment with ILG's growth and commercial strategy.
- Set clear direction and performance expectations for Warehouse General Managers and leadership teams.

- Build and develop a high-performing operations leadership pipeline, ensuring succession planning across all sites.
- Act as a key member of the senior leadership team, contributing to overall business strategy and decision making.

#### Operational Performance & Excellence

- Own and drive operational performance across all sites, ensuring delivery against KPIs for accuracy, productivity, service and cost control.
- Standardise processes and implement best practice frameworks across the network to drive consistency and efficiency.
- Ensure all warehouse functions operate at optimal performance across goods in, fulfilment, dispatch, inventory, and workforce management.
- Lead cross-site performance reviews, identifying risks and opportunities and implementing corrective actions.

#### Financial & Commercial Management

- Hold full accountability for regional or multi-site P&L performance, ensuring delivery against budget and profitability targets.
- Work closely with Finance to develop budgets, forecasts, and financial plans for all operational areas.
- Drive cost optimisation initiatives, with a strong focus on labour efficiency, capital investment and ROI.
- Support commercial teams with new business opportunities, providing operational input on pricing, solutions and implementation feasibility.

#### Client & Stakeholder Management

- Build and maintain strong relationships with key clients at a senior level, acting as the escalation point for major operational issues.
- Ensure high levels of client satisfaction and retention through consistent service delivery and proactive engagement.
- Collaborate with internal departments to ensure seamless delivery of client solutions and operational support.
- Represent Operations in key business discussions, projects and customer engagements.

#### Continuous Improvement & Innovation

- Lead the development and execution of continuous improvement strategies across the network.
- Drive automation, systems optimisation and process innovation to enhance operational capability and scalability.
- Champion lean methodologies and data-driven decision making across all sites.
- Identify and implement large-scale improvement programmes with measurable commercial and operational benefits.

#### People & Culture

- Lead, coach and develop Warehouse General Managers and wider leadership teams to deliver exceptional performance.
- Promote a strong, inclusive, and high-performance culture aligned with ILG values.
- Oversee workforce planning strategies across sites, ensuring effective utilisation of permanent and temporary labour.

- Ensure robust performance management, employee engagement and retention strategies are in place.

#### Compliance & Risk Management

- Ensure all operations operate in full compliance with UK legislation, including health and safety, employment and regulatory standards.
- Provide oversight of health and safety performance across all sites, driving a proactive safety culture.
- Manage risk at a strategic level, ensuring appropriate controls, governance and mitigation plans are in place.
- Ensure compliance with audit, quality and regulatory frameworks across all operational areas.

#### **Performance Standards:**

- Network Order Accuracy:  $\geq 99.5\%$  across all sites
- Productivity Performance: Achieved against agreed benchmarks across each site
- Labour Cost as % of Revenue: Within agreed regional targets
- Inventory Accuracy:  $\geq 99.8\%$  across network
- Client Satisfaction (CSAT): Consistently meeting or exceeding targets
- Health & Safety: Zero reportable incidents and full audit compliance
- Budget Adherence: Regional P&L within  $\pm 2\%$  of forecast
- Continuous Improvement: Delivery of multi-site initiatives with measurable ROI
- Employee Engagement & Retention: Meeting agreed targets across all sites

#### **Skills & Experience Required:**

- Extensive experience in senior operations leadership within logistics, distribution or e-commerce environments.
- Proven track record of managing multi-site warehouse operations at scale.
- Strong commercial and financial acumen with experience owning large P&Ls.
- In-depth knowledge of UK regulatory frameworks across warehousing, transport and health & safety.
- Expertise in WMS platforms, operational data analysis and performance optimisation.
- Experience leading large, complex organisational structures across multiple locations.
- Strong background in automation, systems implementation and operational transformation.
- Demonstrable success in driving continuous improvement programmes across multiple sites.
- Experience working with multi-client, high-volume and omnichannel operations.
- Proven ability to influence and engage stakeholders at executive and board level.

#### **Personal Characteristics:**

- Inspirational and strategic leader with strong presence and credibility.
- Commercially focused with a results-driven mindset.
- Highly resilient and able to manage complexity at pace.

- Strong communicator with the ability to influence at all levels.
- Data-driven and solutions-oriented approach to problem solving.
- Passionate about continuous improvement and operational excellence.
- Forward-thinking with the ability to anticipate and respond to change.