

**WILTSHIRE MUSIC CENTRE TRUST LIMITED****CHIEF OPERATING OFFICER**  
**Job Description and Person Specification****Overview**

Wiltshire Music Centre is offering an exceptional opportunity to join its vibrant team as Chief Operating Officer (COO), which is a new senior role created to increase the organisation's capacity, agility and resilience.

The role requires a high-performing, experienced and ambitious leader with proven venue / management skills, a track record of coordinating wide-ranging operations, and an ability to create a culture where people thrive, feel welcome and experience the highest standard of customer service. The role also requires substantial financial management experience and contributes directly to the ongoing development of the organisation by working closely with both the Venue Committee and Finance & Resources Committee.

The COO is part of the senior management team and reports directly to the Chief Executive, but also works closely with the Director of Development and Communications and the Head of Creative Learning and Community Engagement. The COO leads and manages a team of five key roles consisting of the Finance Manager, Programme & Events Coordinator, Box Office Manager & Volunteer Coordinator, Facilities & Lettings Coordinator and Technical Manager.

Working closely with the Chief Executive, the COO leads on WMC's operations and finances and takes a strategic overview of the competitiveness of the organisation. The COO oversees the smooth and safe running of WMC's building and activities, including concerts and events, hires and lettings, and box office functions. The COO is responsible for safe and legal operation of the venue and takes the lead in the development and implementation of efficient organisational policies and practices, including HR. Additionally, the COO ensures excellent financial management and results to support, develop and sustain the charity.

This is a unique opportunity for an experienced arts / charity professional to expand the range of their skills in a dynamic venue and help shape the next chapter of WMC at a critical moment in its development.

## About the role

### Key responsibilities

<p><b>Strategy</b></p>	<ul style="list-style-type: none"> <li>• Working closely to the Chief Executive and WMC Trustees, formulate, develop and communicate a clear strategy for WMC's operations. This strategy needs to be in line with the organisation's vision, mission and values, and reflect local, regional and national trends as well as the objectives and priorities of key stakeholders.</li> <li>• Working closely to the Chief Executive and WMC Trustees, develop the organisation's Business Plan, lead on establishing and monitoring annual budgets, and ensure the delivery of financial targets.</li> <li>• Ensure that WMC's operational framework and processes are always as appropriate, smooth-running and efficient as possible, streamlining them whenever required and championing the approach with the whole team.</li> <li>• Ensure that adequate systems are in place to organise work plans, monitor risks and evaluate the impact of WMC's operations.</li> <li>• Design and implement a strong communication and reporting framework for WMC operations, covering all relevant areas and ensuring this informs future decisions and developments.</li> <li>• Continuously assess and challenge WMC's operational viability, scalability and legacy potential.</li> </ul>
<p><b>Finance</b></p>	<ul style="list-style-type: none"> <li>• Ensure all financial information is accurate &amp; timely to inform strategic decisions.</li> <li>• Together with the Chair, convene meetings, prepare agendas and papers for the Finance &amp; Resources Committee, which meets at least 4 times a year. Attend committee meetings, draft and circulate minutes and follow up on action points.</li> <li>• Lead the finance team (Finance Manager and Bookkeeper) monitoring their performance against targets and providing advice and practical support as required across the various responsibilities:             <ul style="list-style-type: none"> <li>○ Strategic planning &amp; risk management</li> <li>○ Financial administration &amp; bookkeeping, payroll</li> <li>○ Management accounting &amp; budget monitoring</li> <li>○ Annual accounts</li> <li>○ Regulatory &amp; other reporting</li> <li>○ Tax &amp; Gift Aid</li> <li>○ Investment portfolio</li> <li>○ Asset management &amp; procurement</li> <li>○ Finance &amp; Resources Committee</li> <li>○ Communication</li> </ul> </li> <li>• Working to the Chief Executive draw up and agree annual budgets and prepare financials for business plans.</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensure accurate management of budgets throughout the year and present budgetary updates as required.</li> <li>• Control and authorise individual items of income and expenditure as necessary.</li> <li>• Ensure that all departments work to agreed budgets within set timeframes, monitoring income and expenditure as well as cash flow, project by project and overall.</li> </ul>
<p><b>Events Management</b></p>	<ul style="list-style-type: none"> <li>• Ensure the smooth and safe running of events at WMC including adherence to all applicable licensing, health and safety, fire, safeguarding and other relevant regulations.</li> <li>• Lead the operations team, monitoring their performance against targets and providing advice and practical support as required.</li> <li>• Oversee the recruitment, training and motivation of casual staff (Concert Managers, Box Office Assistants, Venue Technicians) and volunteers; ensure comprehensive rotas are in place for all events.</li> <li>• Ensure coordination between the 'day team' (office hours) and 'events team' (mostly evenings and weekends).</li> <li>• Occasionally act as Concert Manager and assess the efficiency of the Front of House organisation.</li> <li>• Lead on and manage external bookings for creative and commercial hires, parties and other events in the venue.</li> <li>• Ensure the requirements for each event (e.g. tech riders, staff, bar, catering) are carefully and efficiently collected, quoted, planned and delivered.</li> <li>• Oversee the maintenance and update of Front of House systems and areas (box office, venue management); ensure they are used and developed to maximum effectiveness.</li> <li>• Support the WMC team in planning, organising and delivering any event taking place outside WMC (e.g. Creative Learning and Community Engagement projects).</li> </ul>
<p><b>Customer service</b></p>	<ul style="list-style-type: none"> <li>• Maintain the highest standards of customer care across all WMC activities and services, liaising with the visiting artists, audience members, private hirers, participants, lettings groups, employees and volunteers.</li> <li>• Working closely with the Director of Development and Communications, regularly review and improve the customer journey and ensure the full potential of the Customer Relationship Management framework is achieved.</li> <li>• Take responsibility for the overall appearance and presentation of the Centre including the Foyer, teaching rooms &amp; external grounds.</li> <li>• Ensure that spaces are carefully prepared in advance for performances, workshops, meetings, classes and other events.</li> <li>• Ensure WMC builds strong relationships with its customers and regularly collects feedback to further improve customer service.</li> </ul>

<p><b>Venue management</b></p>	<ul style="list-style-type: none"> <li>• Ensure that the buildings and grounds are safe, clean, accessible and maintained in good condition.</li> <li>• Working closely with the Venue Committee and supervising the Facilities &amp; Lettings Coordinator, oversee the building maintenance and development plans.</li> <li>• Manage contracts and suppliers as required, in line with tight budgetary constraints and deadlines; ensure the best value for money and put significant contracts out to tender on a regular basis.</li> <li>• Act as the appointed Health &amp; Safety Coordinator, ensuring that WMC operates within current legal and health and safety frameworks at all times, liaising with the licensing authorities and emergency services, maintaining and developing risk assessments, managing any accident report and ensuring relevant training for staff and volunteers.</li> <li>• Lead on all safeguarding / child protection matters, ensuring the WMC policy is communicated, enforced and regularly reviewed.</li> <li>• Take overall responsibility for the security of the building; ensure that processes are in place and documented for opening up, locking up; be a key-holder for the building with responsibility for opening / closing the venue at appointed times.</li> <li>• Ensure that supplies are available for administration and events and that necessary services are adequately provided, e.g. kitchen and bar supplies, cleaning, stationery, piano tuning, first aid.</li> <li>• Working closely with the Technical Manager, take an overview of all IT systems to promote integration, efficiency and best practice.</li> </ul>
<p><b>Income generation</b></p>	<ul style="list-style-type: none"> <li>• Maximise the commercial potential of WMC's spaces, ensuring a functional and versatile set up that meets a broad range of requirements.</li> <li>• Working closely with the Director of Development &amp; Communications (who leads on WMC's income generation strategy) support the creation of new commercial propositions for consideration by the Chief Executive and Committees of the Board when appropriate.</li> <li>• Actively encourage the WMC permanent, casual and volunteer team to sell and cross sell events and services to meet financial targets and build sustainable earned income.</li> <li>• Support the promotion of WMC spaces in collaboration with Marketing team, including carrying out regular prospecting campaigns and attending external events.</li> </ul>
<p><b>Monitoring, evaluation and continuous improvement</b></p>	<ul style="list-style-type: none"> <li>• Advise on and ensure that appropriate governance structures and internal control procedures and frameworks are in place that reflect and support the activities of WMC, and embed effective risk management culture within the organisation</li> <li>• Ensure all projects are subject to rigorous and effective monitoring and evaluation processes, capturing impact information (incl. strategic KPIs) and meeting agreed standards as well as stakeholder and funder requirements.</li> </ul>

	<ul style="list-style-type: none"> <li>• Research and develop new approaches to evaluating customer experience, maintaining an up-to-date knowledge of local, regional and national policy, and ensuring that WMC’s framework is developed in line with best practice.</li> <li>• Represent WMC at the British Association of Concert Halls (BACH) Strategic Operations forum and implement best practice at WMC.</li> <li>• Coordinate the collection, verification and compilation of activity data in preparation for annual reporting, both externally (e.g. Arts Council England annual survey, Wiltshire Council reporting) and internally (Annual Report) in line with WMC’s privacy policy.</li> </ul>
<p><b>Human Resources</b></p>	<ul style="list-style-type: none"> <li>• Working closely to the Chief Executive, have an overview and overall responsibility for HR for WMC.</li> <li>• Effectively communicate HR policies and processes, including HR handbook and the Equality Policy &amp; Action Plan.</li> <li>• Ensure that appropriate performance management procedures are in place to support the achievement of WMC objectives.</li> <li>• Ensure that all legal and statutory requirements are met, working with the HR Consultant as appropriate.</li> <li>• Have an overview of staff training and management development programmes.</li> <li>• As appropriate keep abreast of professional and legal developments in HR management and take responsibility for resource development as necessary, e.g. the WMC Staff Handbook.</li> </ul>
<p><b>Environmental responsibility</b></p>	<ul style="list-style-type: none"> <li>• Champion, develop and implement strategies that reduce the organisation’s environmental impact across WMC activities.</li> <li>• Monitor progress on a regular basis and oversee environmental reporting, e.g. to Julie’s Bicycle; suggest improvements as appropriate.</li> <li>• Review and update WMC’s Environmental Policy and Action Plan as necessary; ensure this is clearly communicated internally/externally and embedded in the WMC team practices.</li> </ul>
<p><b>Team leadership and line management</b></p>	<ul style="list-style-type: none"> <li>• Provide effective and inspirational leadership to the operations and finance team, championing the values of the organisation and leading by example.</li> <li>• Proactively line manage the Box Office Manager &amp; Volunteer Coordinator, Programme &amp; Events Coordinator, Facilities &amp; Lettings Coordinator, Technical Manager, Finance Manager. This involves providing induction, support and training, planning and delegating projects and initiatives, monitoring progress and performance, and carrying out and annual Performance Development Review together with the Chief Executive.</li> <li>• Organise regular meetings with each team member, on a 1:1 and team basis; ensure the workload and priorities are suitably managed, report any significant development or issue to the Chief Executive.</li> </ul>

	<ul style="list-style-type: none"> <li>• Provide support to the members of the team that oversee permanent or casual staff members by providing them with management tools and training.</li> <li>• Support the delivery of WMC's growing work experience offer for young people and those looking to begin a career in music / arts administration.</li> </ul>
<p><b>General</b></p>	<ul style="list-style-type: none"> <li>• Actively contribute to the Senior Management Team and to regular meetings.</li> <li>• Provide input to the business plans, budgets and management accounts, plus other documents and analyses as required.</li> <li>• Provide quarterly reports and complete the strategic dashboard for presentation to the Board of Trustees. Attend quarterly Board meetings and any committee or workgroup as appropriate.</li> <li>• Contribute to the regular review and update of the Risk Register, identifying and grading risks and implementing appropriate mitigating controls.</li> <li>• Ensure that the Chief Executive, and when relevant the Board of Trustees, are kept abreast of all relevant developments across all responsibilities, and that agreement is reached on issues of notable impact to the organisation before decisions are made.</li> </ul>



## Other responsibilities

All members of the WMC team share the following responsibilities:

<p><b>Strategic alignment</b></p>	<ul style="list-style-type: none"> <li>• Ensure that WMC's vision, mission and values inform all aspects of the work planned and delivered</li> <li>• Contribute to the activities of the organisation in whatever way necessary, to promote the interests of the organisation and achieve its business plan and strategic objectives</li> <li>• Act as an advocate and ambassador for the organisation, consistently promoting WMC and its programmes</li> </ul>
<p><b>Standards &amp; care</b></p>	<ul style="list-style-type: none"> <li>• Ensure that the highest standards, and in particular visitor and customer service standards (audience members, artists, participants, hirers, partners etc.), are consistently achieved</li> <li>• Undertake all activities in compliance with WMC's policies and procedures, in particular Health and Safety, Safeguarding</li> <li>• Work in a cost-effective manner, making efficient use of resources and adhering to financial rules and procedures</li> </ul>
<p><b>Venue assistance</b></p>	<ul style="list-style-type: none"> <li>• Working as part of a small office team, answer phones, greet and assist visitors as required</li> <li>• Lock the building and set the alarm at the end of a day / shift / event as appropriate</li> </ul>
<p><b>Team development</b></p>	<ul style="list-style-type: none"> <li>• Actively contribute to regular team meetings, business reviews and planning processes; take minutes and follow up on actions whenever required; attend trainings and escalate any requirement.</li> <li>• Assist and support colleagues whenever required, promoting the ethos of co-operation in order to further develop a diverse, inclusive and accessible organisation</li> <li>• In keeping with the ethos of WMC, all employees are invited to donate time beyond those contracted. This helps to build rapport and good team spirit with colleagues, audiences and the large team of volunteers on whom the organisation depends.</li> </ul>
<p><b>Evaluation and continuous improvement</b></p>	<ul style="list-style-type: none"> <li>• Contribute to the continuous improvement of the charity's work by analysing performance and feedback, making suggestions as appropriate and attending training.</li> </ul>
<p><b>Other</b></p>	<ul style="list-style-type: none"> <li>• Carry out any other duty as reasonably requested by the Chief Executive or Trustees to support the team in assisting artists, customers, participants, service users or delivering events at WMC</li> </ul>



## Person specification

WMC is looking for an energetic, self-driven and adaptable manager, with excellent communication skills and the ability to rapidly make a strong contribution in a changing environment with multiple areas to cover.

The role requires the following skills, qualities and experience in particular:

SKILLS		
<i>(not in priority order)</i>	Essential	Desirable
<b>General</b>	<ul style="list-style-type: none"> <li>✓ Excellent all-round administrative and computer skills including Microsoft Office (Outlook, Word, Excel, PowerPoint, Access)</li> <li>✓ Thoroughness and strong organisational skills</li> <li>✓ Excellent communication and interpersonal skills in person, on the phone and by email, and ability to relate to a wide range of people</li> <li>✓ Initiative, flexibility and self-motivation – ability to work without supervision as well as part of a team</li> <li>✓ Excellent time management; ability to manage multiple priorities, work under pressure and meet tight deadlines</li> </ul>	<ul style="list-style-type: none"> <li>• Some experience of working with young people, community groups and a varied range of stakeholders</li> </ul>
<b>Specific to the role</b>	<ul style="list-style-type: none"> <li>✓ Degree or professional qualification</li> <li>✓ Extensive experience of venue management, such as acting as Concert / Duty Manager</li> <li>✓ Excellent event and project management skills, with experience of coordinating operations across a wide range of areas</li> <li>✓ Robust experience of financial management and administration in a complex organisation</li> <li>✓ Experience of working as part of a management team and contributing to the development and delivery of the strategic plan</li> <li>✓ Experience of leading a team, including permanent and freelance staff; effective delegation, performance monitoring and ability to support and mentor less experienced staff</li> <li>✓ Strong knowledge and understanding of the regulatory frameworks relevant to WMC; practical knowledge of legislation and best practice in relation health &amp; safety and safeguarding</li> <li>✓ Experience of managing contractors and suppliers, negotiating to ensure value for money and strong partnerships</li> <li>✓ Ability to problem solve and adapt approach to adjust to priorities depending on evolving constraints</li> </ul>	<ul style="list-style-type: none"> <li>• Experience of leading the elaboration and implementation of environmental policy</li> <li>• Experience of working with children and schools</li> <li>• Evidence of training in Health &amp; Safety, Customer Care, Business / People Management</li> <li>• Experience of Human Resource Management</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Experience of maximising income streams, compiling and monitoring data developing partnerships and managing complex stakeholder relationships</li> </ul>	
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### PERSONAL QUALITIES

(not in priority order)	Essential	Desirable
<b>General</b>	<ul style="list-style-type: none"> <li>✓ Strong commitment to WMC’s work and values</li> <li>✓ People-orientated, good-humoured personality with insight and understanding, tact and diplomacy, patience and energy</li> <li>✓ Collaborative and supportive approach to team working</li> <li>✓ Acute attention to detail and quality of the work delivered</li> <li>✓ Natural willingness to ensure the job gets done, delivery-driven and can-do attitude</li> <li>✓ Resilience to changing conditions or unexpected obstacles</li> <li>✓ Keen to learn, open to feedback and new ways of doing things</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of music as a means of delivering educational benefit in many ways</li> <li>• A passion for and infectious commitment to the arts and arts education</li> </ul>
<b>Specific to the role</b>	<ul style="list-style-type: none"> <li>✓ Confidence in working with a diverse range of people and excellent customer care skills</li> <li>✓ Ability to focus energy and resources on where the organisation can improve the most</li> <li>✓ Methodical and tenacious</li> <li>✓ Authoritative but personable, knowing when to delegate, and when to take ownership</li> <li>✓ Natural ability to champion projects and inspire others</li> <li>✓ Comfortable managing operational risk</li> <li>✓ Result-orientated</li> </ul>	<ul style="list-style-type: none"> <li>• Natural ability to identify, implement and nurture stakeholder relationships</li> <li>• Passion for music and for creating opportunities for everybody to engage and achieve their full potential</li> </ul>

### OTHER

(not in priority order)	Essential	Desirable
<b>General</b>	<ul style="list-style-type: none"> <li>✓ Right to work and live in the UK</li> <li>✓ Availability and willingness to work flexible hours</li> </ul>	
<b>Specific to the role</b>	<ul style="list-style-type: none"> <li>✓ Full driving licence and ready access to use of a car when required</li> <li>✓ Agreement to an enhanced DBS check</li> <li>✓ Ability to lift and move equipment and supplies</li> </ul>	<ul style="list-style-type: none"> <li>• First Aid Certificate</li> <li>• Personal licence holder</li> </ul>

## Terms and conditions

<b>Responsible to</b>	Chief Executive
<b>Responsible for</b>	<ul style="list-style-type: none"> <li>• Finance Manager</li> <li>• Programme &amp; Events &amp; Coordinator</li> <li>• Box Office Manager &amp; Volunteer Coordinator</li> <li>• Facilities &amp; Lettings Coordinator</li> <li>• Technical Manager</li> </ul>
<b>Contract</b>	<p>permanent role</p> <p>employee of The Wiltshire Music Centre Trust Limited</p> <p>6-month probationary period</p>
<b>Hours</b>	<p>Full time, 37.5 hours per week,</p> <p>normally to be worked Monday-Friday between the hours of 8am and 6pm with a 1-hour unpaid lunch break</p> <p>will involve occasional evening and weekend work</p> <p>WMC operates a Time Off In Lieu system for any overtime</p>
<b>Holidays</b>	<p>32 days per year (pro-rata)</p> <p>incl. the standard bank holidays for England and 2 days at Christmas</p>
<b>Location</b>	<p>Wiltshire Music Centre, Bradford on Avon BA15 1DZ</p> <p>will be required to work at other locations across Wiltshire and B&amp;NES and to travel to those locations, occasionally further afield</p>
<b>Salary</b>	£35,000 – £40,000 p.a. depending on experience
<b>Pension</b>	WMC will auto-enrol eligible staff into a pension scheme (The People’s Pension), with required employer contributions
<b>Staff benefits</b>	Complimentary tickets for WMC core programme performances (subject to availability and staff tickets policy)
<b>Starting</b>	As soon as possible

## Equal opportunities and safeguarding commitment

WMC is an equal opportunities employer and welcomes applications from people from the widest possible diversity of backgrounds, cultures and experiences. WMC is committed to safeguarding and promoting the welfare of children, young people and vulnerable people and expects all staff and volunteers to share this commitment.