



INFORMATION FOR APPLICANTS: HEAD OF OPERATIONS

March 2022

Dear Applicant

Please find attached an application pack for the position of Head of Operations at Sherman Theatre. Many thanks for your interest in this role.

The Head of Operations is a new position and will be a pivotal role working within the senior leadership team and reporting directly to the Executive Director. This role will ensure a smooth and impressive first impression for all visitors and returning visitors, as well as making sure the building and its staff and visitors are always kept safe. This will all be achieved through a results-led commercial lens.

We pride ourselves on being an open and welcoming theatre and a civic resource for the people of Cardiff. The work of the Head of Operations and the Front of House team is at the heart of this welcome. This is an exciting time to join the organisation and the successful candidate will be involved in the recruitment of two new positions to the team and will shape the direction of the new team.

The Café Bar and Foyer space was redeveloped in 2018 and now provides a contemporary, welcoming environment for audiences, visitors, artists and staff. Further investment has been made in systems and equipment to ensure that we are ready to welcome new audiences and visitors as we emerge from the pandemic.

Sherman Theatre is one of the UK's leading producing theatre and one of Wales' most important cultural institutions.

Based in the heart of Cardiff, Sherman Theatre creates and curates exceptional theatre for the people of Cardiff, Wales and beyond. Its focus on the development and production of new writing and on nurturing of Welsh and Wales-based artists makes the Sherman the engine room of Welsh theatre. Sherman Theatre tells local stories with global resonance through its productions, rehearsed and built under its roof in the capital. The Sherman is a place for everyone. It generates opportunities for the citizens of Cardiff to connect with theatre through inspiring and visionary engagement.

Over recent years we have gone from strength to strength with national awards recognition, critical acclaim for our work, and increasing audiences. We have used the time afforded us during the pandemic to improve our building, our systems and our infrastructure and we are now looking for new members to join the team across a number of roles.

As we begin an exciting year of work in 2022, and look ahead towards our 50th Anniversary year in 2023, engaging with our audiences and our communities remains at the heart of everything we do and this role is crucial to ensuring that the organisation runs as smoothly as possible to enable that.



We want Sherman Theatre to be accessible to all and so it's hugely important to us that our team at the theatre reflects the communities we serve across the city and beyond. We therefore particularly welcome applicants from diverse ethnic communities and D/deaf and disabled communities who are currently underrepresented within our team.

To apply for the post, please download the application form, cover sheet and equal opportunities monitoring form from our website: www.shermantheatre.co.uk/jobs and send them to us at recruitment@shermantheatre.co.uk. Please note that, in line with our environmental policy, we are only handling applications electronically. The closing date is **noon on Friday 8 April 2022**. We'll confirm receipt of your application by email.

We hope to hold interviews on **Wednesday 13 April 2022**. Please let us know, on the application cover sheet, whether you would be available for interview on that date so that we can be aware, in plenty of time, if we may need to make alternative arrangements for any short-listed candidates.

If you need more information or support before you apply, or to discuss any reasonable adjustments or access considerations to allow you to participate fully in the interview process, please contact us at recruitment@shermantheatre.co.uk

Thank you for your time in respect of this application – and we really do look forward to hearing from you, and exploring how your skills, experiences and passion will make a real difference to our work.

Good luck with your application

Yours faithfully

Julia Barry
Executive Director
Sherman Theatre



JOB DESCRIPTION: HEAD OF OPERATIONS

Sherman Theatre wishes to appoint a Head of Operations to support the senior leadership team, including the Executive Director in all aspects of visitor experience, facilities management, health & safety, and all commercial operations.

Rate of Pay:	£32,000 - £35,000 per annum (dependent on experience)
Term:	The post is offered as a full time, permanent position, subject to successful completion of a 6 month probationary period
Hours:	39 hours per week to include some evening and weekend work.
Holidays:	20 days per, plus the 8 recognised bank/public holidays, with days accruing for length of service up to a maximum of 25 days plus bank/public holidays.
Period of Notice:	3 months with additional weeks accruing for length of service (The notice period during the probationary period is 1 week.)
Pension:	Sherman Theatre operates a qualifying workplace pension scheme.
Right to work:	The successful applicant will be required to provide documentation under the Immigration, Asylum and Nationality Act 2006.
References:	Offers of employment are subject to the receipt of references that are satisfactory to Sherman Theatre.
Start date:	The post is available immediately.

This role is also subject to a Standard DBS check and is open to applicants aged 18 and over.

Non-Contractual Benefits

We encourage all staff to see as many shows as possible and to be involved at all stages of the production process for Sherman Theatre productions. Every staff member is invited to attend Press Night for Sherman Theatre productions, along with complimentary tickets to most shows. We also offer a staff discount in the Café Bar to all staff members.



JOB DESCRIPTION: HEAD OF OPERATIONS

Main purpose of role

As a member of the Senior Management Team, to lead and direct the development of Sherman Theatre's commercial trading and Front of House operations, to take responsibility for ensuring that Sherman Theatre is a safe and secure environment for visitors and employees and to be accountable for the effective day to day operation of the building and management of facilities.

Reports to

Executive Director

Responsible for

All front-of-house & commercial management, supervisors, staff and volunteers (or roles of an equivalent title and scope)

Key relationships

As above, plus Senior Management Team (Artistic Director, Head of Marketing & Communications, Head of Finance & Administration, Head of Fundraising and Development, Head of Production & Planning); Creative Engagement Team, Box Office Team

Key Tasks

- **Management and Strategy:** To contribute to the strategic management of the company, providing expert operational input, focusing on the capacity and use of the company's facilities and Volunteer resources and the potential to generate trading income.
- **Leadership:** To provide motivational leadership to the Front of House and Bar & Kitchen Team, to direct the development of the Volunteer Programme and to be accountable for the effective performance and contribution of all staff and Volunteers in the department.
- **Commercial Trading and Events Management:** Responsible for developing the strategic direction of the company's commercial / trading operations (in conjunction with the Executive Director), accountable for the success and financial viability of those operations and for the development of all aspects of the visitor experience, ensuring that all corporate objectives are achieved.
- **Facilities Management and Health & Safety:** Overall responsibility for the physical safety, maintenance and effective working of the building and for ensuring safe working environments, thorough risk assessment and effective supplier management.
- **Sustainability:** To contribute to the ethos of sustainability through a commercial and safety lens.

DETAIL OF RESPONSIBILITIES:

1 Management and Strategy

To contribute to the strategic management of the company, providing expert operational input, focusing on the capacity and use of the company's facilities and Volunteer resources and the potential to generate trading income.

- 1.1 **Senior Management Team:** To be an active member of the Senior Management Team, advising on all Facilities, Trading and Front of House issues and participating fully in the planning and management for the theatre as a whole, including attending all key meetings and reviewing performance data (financial, sales, and activity reports) in order to monitor the company's overall progress.
- 1.2 **Strategic and Business Plans:** As a member of the Senior Management Team, to share responsibility for the development and implementation of short and long term strategic plans and to take an active role in the development of Sherman Theatre's Business Plan, with particular reference to facilities management, the Volunteer Programme and commercial income generation.
- 1.3 **Visitor Experience and Customer Service:** To lead on the development of all aspects of the visitor experience, to champion exceptional levels of customer service and, in conjunction with the Head of Marketing and Communications, to set, monitor and maintain Customer Service Standards across all aspects of the company's interaction with the public.
- 1.4 **Volunteer Programme:** To direct the development of the Volunteer Programme, ensuring synergy with other initiatives, and that Trustees and SMT are kept aware of good practice in volunteering and of any changes in legislation that might impact on the Programme.
- 1.5 **Financial management:** To provide input at the strategic level to the budget-setting process and to be accountable for applicable budgets: monitoring and reviewing income and expenditure and producing timely and accurate financial reports that help ensure that well informed business decisions are made.
- 1.6 **Relationships with professional partners:** With other senior staff, to develop and maintain constructive professional relationships with venues, visiting companies, co-producers, customers and suppliers.
- 1.7 **Professional knowledge:** To maintain an overview of developments in the theatre industry, health and food safety legislation, and of new approaches to facilities management.
- 1.8 **Advocacy:** To promote and advocate for the company and its activities through attendance at, for example, networking meetings and all Opening or Press Nights for Sherman Theatre productions.
- 1.9 **Compliance and best practice:** To ensure that the company's Front of House teams adhere to current legislation and guidelines in respect of, but not limited to, European Working Time Directive, Health & Safety legislation etc., all relevant licensing, all food safety legislation and regulation, and any and all relevant insurances in consultation with the Senior Management Team, to develop and implement policies and strategies that support best practice in the Commercial, Front of House department, Volunteer Programme, and facilities management.

- 1.10 **Environmental Sustainability:** To embrace and promote the ethos of sustainable development, particularly in a commercial context, and work closely with other key staff to identify and implement measures to lessen the environmental impact of the company and its work.

2 Leadership

To provide motivational leadership to the Front of House and Bar & Kitchen Team, to direct the development of the Volunteer Programme and to be accountable for the effective performance and contribution of all staff and Volunteers in the department.

- 2.1 **Leadership:** to lead the Front of House and Bar & Kitchen Team, ensuring that all FOH Volunteers and Bar & Kitchen staff undertake their responsibilities in a way that exemplifies the company's values; to champion a commitment to the company's Equality, Diversity and Inclusion Policies and to high standards of service, conduct and professionalism from all department staff and volunteers.
- 2.2 **Volunteer Programme:** to direct the development of the Volunteer Programme, ensuring that the company's Volunteer Strategy, Policy and Agreement reflect best practice and maximise the contribution volunteers can make to the company's overall performance and that, in return, the company provides its volunteers with a rewarding, stimulating experience.
- 2.4 **Recruitment and Training:** to oversee and, as appropriate, participate in, the recruitment and training of all FOH staff and Volunteers.
- 2.5 **Management:** to supervise and support the front-of-house management and supervisors in motivating department staff and volunteers, encouraging team working through regular communications, briefings and involvement in planning and managing performance through setting priorities, providing feedback and ensuring that issues are dealt with promptly, constructively and decisively.
- 2.6 **Staff and Volunteer Development:** to supervise and support the front of house management and supervisors in identifying and prioritising training needs, encouraging professional skills development and ensuring that Front of House staff and Volunteers receive all mandatory and appropriate training and support (subject to budget availability).

3 Commercial Trading and Events Management

Responsible for developing the strategic direction of the company's commercial / trading operations (in conjunction with the Executive Director), accountable for the success and financial viability of those operations and for the development of all aspects of the visitor experience, ensuring that all corporate objectives are achieved.

- 3.1 **Income generation:** to raise income by proactively developing a full range of commercial activities that can be accommodated around the artistic programme and are appropriate to the specific character of the company including developing an overall strategy for the company's commercial / trading operations, identifying the optimum times, for delivering external events/accommodating hires, costing different levels of event and agreeing profit margins with the Executive Director, setting achievable but challenging income targets, developing appropriate materials and information for potential customers and implementing appropriate marketing activities to secure bookings and developing and

maintaining productive business links and relationships and EPOS management, and other applicable systems/integrations present and future.

- 3.2 **Bar & Kitchen:** To lead and direct the development and management of Sherman Theatre's Bar & Kitchen, ensuring a high level of customer service and the efficient and profitable operation of this important element of the company's offer to visitors, including regularly reviewing the effectiveness of in-house/out-sourcing arrangements, ensuring that the offer is appropriate to the needs of customers, managing relationships with catering suppliers and ensuring that all users of the kitchen are appropriately trained and qualified.
- 3.3 **Sherman Theatre Events:** To take an overview of all events proposed by other departments (e.g. Creative Engagement Team, Marketing, Fundraising and Development) and take responsibility for approving the overall schedule, ensuring that reasonable requests and initiatives are accommodated, that sufficient FOH resources are available to deliver the events to the appropriate standard and that the capacity to maintain the required level of commercial income is maintained.
- 3.5 **Duty House Manager:** To oversee the arrangements for Duty Management, ensuring that adequate back-up arrangements are in place in case of sickness etc; to personally undertake the role of Duty House Manager for performances, events and activities at the Theatre as necessary to ensure a firm understanding of current operations.

4 Facilities Management and Health & Safety

To take overall responsibility for the physical safety, maintenance and effective working of the building and for ensuring safe working environments, thorough risk assessment and effective supplier management.

- 4.1 **Compliance:** To ensure that the company complies fully with the terms of its Entertainment License.
- 4.2 **Policies:** With the Head of Production and Planning, to ensure that the company has thorough Health and Safety and Environmental Health policies and risk-management processes in place for all aspects of Sherman Theatre's public facing operations and for designated backstage and office areas of the building.
- 4.3 **Health & Safety:** With the Head of Production and Planning, to take day to day responsibility for the management of H&S policies, including the reporting of accident reporting, on behalf of the Executive Director and the Board; to prepare a quarterly Health and Safety report for the Board, and to arrange and attend regular meetings of the Health and Safety Review Group.
- 4.4 **Fire Safety:** To oversee the Fire systems; to schedule regular fire safety training and evacuation drills with FOH staff and, in liaison with the Executive Director and Head of Production & Planning, with all other staff working in the building and to maintain all necessary records
- 4.5 **Major incidents:** To take lead responsibility with the Executive Director, during any major incidents, and to act as incident controller in the absence of the Executive Director.
- 4.6 **Building Security:** To oversee the Security systems; to ensure the rota for the locking and unlocking of the building, mirrors the weekly schedules published and takes into account production and building schedules; to act as key-holder.

- 4.7 **Maintenance:** To manage maintenance contracts and services for all public areas of the building; for designated backstage areas; for all heating, cooling and water treatment plant; for general electrical, emergency lighting and data circuits and for all passenger lifts, supervising and overseeing all work undertaken by external contractors in these areas, ensuring that requirements such as Hot Work Permits are fully adhered to; to arrange for reviews of tendering of agreed services on a triennial basis.
- 4.8 **Building Management:** To take day to day control of the computer-based Building Management System, access control and CCTV.
- 4.9 **Cleaning:** To manage and oversee the work of the cleaning contractors, including weekly inspections, arrangements for patterns of work based on performance and event programmes, agreeing which areas are to be cleaned and ensuring value for money services are provided within budget.
- 4.10 **Waste:** To arrange and manage waste disposal contracts, liaising with the Head of Production and Planning as required regarding technical and production waste, ensuring that services provided are value for money.
- 4.11 **Sustainability:** With the Executive Director, and the Head of Production and Planning, contribute to plans to increase the theatre's contribution to environmental sustainability such as the control and reduction of energy consumption, and participation in any sustainability project opportunities, the recently published Green Book.

It is a duty to abide by the current Equal Opportunities Statement and other Policy statements as detailed in the Staff Handbook.

Note: You are employed as Head of Operations. However you may be asked to perform other duties at the same grade and remuneration package and to the same total hours of work. You will be given four weeks' notice of any proposed changes in duties.

This is a new post and job description and as such may be subject to changes made by your line manager, or may be part of discussions at either your annual Appraisal, or other appropriate meetings depending on the urgency of the discussion required.

PERSON SPECIFICATION: HEAD OF OPERATIONS

ESSENTIAL

- *Significant experience of a Front of House / Operations Management position preferably in an arts / heritage venue or visitor attraction.*
- *Business acumen and an understanding of commerciality within the arts with experience of managing and developing trading activities and demonstrable success in the achievement of commercial and service targets.*
- *Experience of setting and working within agreed budgets and of cash handling, stock management and reconciliation systems.*
- *Financial management including the ability to manage and analyse a P&L, and to budget, and business model strategically, and to manipulate financial data, undertake statistical analysis and generate realistic forecasts.*
- *Experienced people performance manager of self and large teams, with the ability to lead and motivate, to assume responsibility, to delegate appropriately and supervise effectively.*
- *Evidence of the management, leadership and motivation of teams of professional staff towards the achievement of agreed targets and objectives.*
- *Knowledge and understanding of audience / visitor needs and expectations and evidence of successful customer service delivery*
- *Experience of identifying hazards, assessing risk and implementing effective safety procedures.*
- *Technical knowledge of facilities management and the practical capacity to identify basic technical issues, find and manage solutions.*
- *Procurement and product/price analysis knowledge*
- *Results and solutions driven manager*
- *Demonstrable interpersonal and line management skills, with good listening, influencing and verbal communication skills and the ability to write clearly and simply.*
- *Strong personal management skills: the ability to plan and prioritise work, deal effectively with pressure, manage competing demands and retain a positive and optimistic approach.*
- *Competency in a range of software applications and ability to learn bespoke packages quickly. Well versed in EPOS and other relevant IT systems, including CRM.*
- *The ability to communicate across multi levels with sensitivity, direction and confidentiality*
- *An understanding of, and commitment to, diversity and inclusion, coupled with the imagination and application to identify the specific needs and preferences of current and potential visitors.*
- *The ability to work on a number of different projects concurrently, sometimes across several departments within the company.*

HIGHLY DESIRABLE

- *Ability to work through the medium of Welsh and English.*
- *Level 3 or 4 Food Safety Certification*
- *iOSH*



DESIRABLE

- *An interest in working within a theatre*
- *A desire to develop and improve procedures and practices*
- *Experience of tendering for services and the ongoing management of contracted services*
- *A commitment to keeping up to date with current legislation related to the specific areas outlined in the job description.*
- *First Aid Certificate*
- *Personal Licence Holder*
- *Full driving licence*