



# Director of Operations



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## About us

Sadler's Wells is a world-leading creative organisation, dedicated to presenting, producing and touring dance made today in all its forms. Sadler's Wells commissions, presents and produces more dance than any other theatre in the world – from tango to hip hop, ballet to flamenco, Bollywood to cutting-edge contemporary dance. With an innovative, year-round programme of performances and learning activities, this is the place where artists come together to create dance, and where we welcome everyone to experience dance and be inspired.

Our aim is to reflect and respond to the world through dance: enabling artists of all backgrounds to create dance that moves us and opens our minds; sharing those experiences with the widest possible audiences to enrich their lives and deepen their understanding of what it means to be human.

More than half a million people come to our theatres in London each year, with many more enjoying our touring productions at partner venues across the UK and in cities around the world. Sadler's Wells Theatre has been located in Islington since the 17th century. Today Sadler's Wells consists of the Sadler's Wells Theatre (1,500 seats); the Lilian Baylis Studio (180 seats); three rehearsal studios; bars, a café, facilities for private and corporate entertaining and offices for Sadler's Wells' colleagues.

Our second theatre building and West End home, the Peacock (1,000 seats), is subject to a unique agreement whereby Sadler's Wells and the London School of Economics jointly manage it, with the LSE presenting its lectures to students during the day and Sadler's Wells presenting theatre at night.

## Future Plans

Our fourth venue Sadler's Wells East will open in 2024 in east London's Queen Elizabeth Olympic Park. Sadler's Wells' new space will be located on the Stratford Waterfront site, opposite the London Aquatics Centre, alongside UAL's London College of Fashion and the V&A Museum. The site will form part of a new cultural and education district, which will also include a major new University College London (UCL) campus and have direct links to the creative communities already based in east London.

Sadler's Wells' new space will house a 550-seat mid-scale theatre, as well as facilities for a choreographic centre and a hip hop theatre academy, all planned to open in 2024 as well as facilities for the Rose Choreographic School and Academy Breakin' Convention.

# Our Values

## COLLABORATION



- We are encouraging and supportive
- We work as one collective team
- We listen and empower every voice
- We seek and value diversity of thought and experience
- We pool our knowledge, resources and creativity
- We create opportunities to work strategically and in partnership

## EXCELLENCE



- We are ambitious and driven
- We make and share meaningful, exciting and impactful dance
- We do the best we can each day
- We continuously learn and develop our skills
- We operate sustainably by managing our resources effectively
- We hold each other accountable

## INCLUSION



- We are brave and kind
- We create a safe place so colleagues can bring their full selves to work
- We celebrate and respect our differences
- We remove barriers to access or equality
- We actively address all forms of discrimination
- We engage and reflect the diverse communities we are part of

## INNOVATION

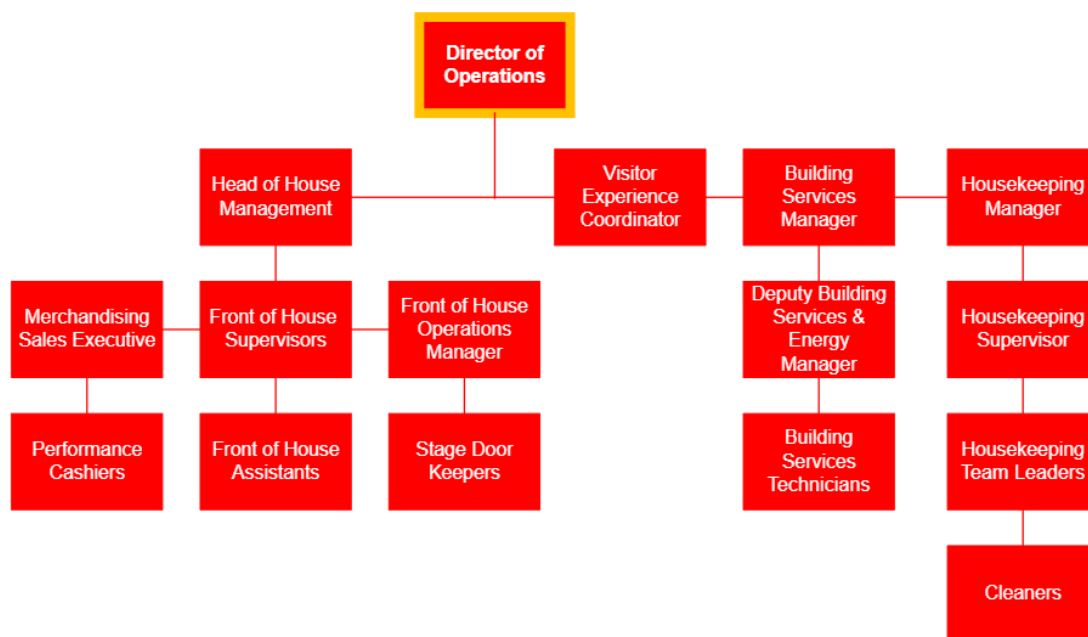


- We are curious and bold
- We find a better way in the every day
- We challenge and question why, and why not
- We take creative and calculated risks
- We cultivate ideas, try new things and embrace change
- We learn and grow from our mistakes and successes

## The Department

The Director of Operations will lead teams to deliver exceptional visitor experience, building services, housekeeping and security across Sadler's Wells. They will also act as Responsible Person for Health & Safety (H&S) and lead Environmental Sustainability work across the organisation.

The role is part of the Senior Management Team. Initially the role will report to the Executive Director and Co-CEO. Given the expansion of Sadler's Wells, consideration is being given to engaging a Chief Operating Officer, to whom this role will report.



## The Role

The Director of Operations will be responsible for inspiring and leading Visitor Services, Housekeeping, Building Services, Security, Stage Door and Health & Safety across all Sadler's Wells' sites and operations.

They will be responsible for providing strategic leadership on all day-to-day management, safety, and security of Sadler's Wells' operations across all venues, as well as leading all Environmental Sustainability work. They will be a licence holder and ensure compliance with all licensing requirements.

The Director of Operations will ensure a consistently excellent experience for audiences and visitors, ensuring a warm welcome and a safe and secure environment. They will ensure housekeeping and maintenance meets immediate needs as well as creating deliverable plans for maintenance, renewal and change for the medium and long term.

The role is also critical in ensuring Sadler's Wells can respond to the unexpected, with suitable plans to ensure business continuity.

## Senior Management Team

The Director of Operations is part of the Senior Management Team. Led by the executive team of the Artistic Director & Co-CEO and the Executive Director & Co-CEO. Consideration is being given to Chief Operating Officer joining this group, to which the Director of Operations will report.

Other members are:

- Associate Artistic Director
- Director of Breakin' Convention
- Director of Catering and Events
- Director of Data and Systems
- Director of Development
- Director of Finance and Business Performance
- Director of Learning and Engagement
- Director of Marketing and Communications
- Director of People and Inclusion
- Executive Producer
- Technical Director

## What are my responsibilities?

The overall responsibility of the Director of Operations is to deliver a welcoming, safe, secure and sustainable service across all Sadler's Wells sites and activities. As part of the Senior Management team, the Director of Operations plays a key role in overall strategic thinking and the operational delivery of that strategy, as the lead on access, health and safety and environmental sustainability.

The Director of Operations will be an inspiring leader, working in line with Sadler's Wells values to develop and support their teams, always focusing on audience and visitor service and working productively with colleagues and partners to deliver the Sadler's Wells mission and vision.

The following headings give a guide to the nature of the working required for the role (note, this is not a complete list).

- Strategic Leadership
- Team Leadership, Training and Development
- Building Maintenance and Housekeeping
- Business Continuity and Risk Management
- Environmental Sustainability
- Financial
- Health and Safety
- Licensing
- Security
- Visitor Experience
- Sadler's Wells East
- Sadler's Wells Peacock

## **Strategic Leadership: Senior Management Team and Operations**

- Live, breathe and role model the Sadler's Wells organisational values of Excellence, Collaboration, Inclusion and Innovation, demonstrating the positive influence and impact of a senior leader.
- Collaborate with the Executive Director and Co-CEO to set and drive the Sadler's Wells operations strategy, policies, service objectives and annual plans.
- Define and deliver the best outcomes for the organisation by working collaboratively to make key decisions and deliver strategic projects and activity.
- Drive the organisational commitment to diversity and inclusion as a leader, in particular our commitments and pledges, challenging the status quo where necessary.
- Lead the operations departmental strategy in line with the organisational mission and vision and ensure team objectives are aligned and met to a high standard.
- Provide strategic leadership on all day-to-day visitor experience, buildings and facilities management, safety and security of Sadler's Wells, delivering the very best experiences for audiences.
- Evaluate operations department performance, analysing data and figures to create reports suitable for a range of stakeholders.
- Identify opportunities for improvement within operations and driving change to improve efficiency and/or reduce cost, without compromising quality or team wellbeing.
- Be transparent about decision making and be aware of your own biases, and be actively open to review, allowing for challenge, clarification, and exploration of possible alternatives.
- Embrace digital ways of working to adapt, grow and in a changing cultural landscape.

## **Team Leadership and Development**

- Provide exemplary line management for direct reports and support them in doing the same.
- Build an effective and diverse team of emerging leaders by providing guidance and coaching to team members and creating opportunities for development and progression.
- Deliver effective annual performance reviews for direct reports, being clear about their immediate and longer term targets.
- Devise and implement training for the operations team which seeks to improve continually service, quality and standards.
- Manage own learning and professional development and remain at the forefront of health and safety and sustainability legislation, best practice and ways to enhance the visitor experience.

## Building Maintenance and Housekeeping

- Oversee regular maintenance and upkeep of all Sadler's Wells buildings including:
  - proactive and reactive maintenance planning with in-house team and relevant contractors,
  - regular maintenance and inspection of all life safety systems in line with relevant guidance,
  - ensuring engineering insurance inspections take place within agreed timeframes and equipment is made available to the surveyor as required,
  - review insurance inspection reports and undertake any actions promptly.
- Oversee the maintenance of all building equipment owned or managed by Sadler's Wells Trust, making informed funding recommendations as necessary.
- Minimise equipment downtime and maximise operational efficiency.
- Oversee the organisational strategy and delivery of cleaning, hygiene and pest control to provide a clean, safe and welcoming environment at all times and ensure that any regulatory guidance is met.
- Ensure the provision of a welcoming, informed and secure Stage Door service.

## Business Continuity and Risk Management

- Act as Duty Director and maintain an expert knowledge of emergency procedures. Including maintaining the Duty Director rota.
- Identify, manage and mitigate all risks associated with the activities, buildings, facilities and services in area of responsibility.
- Ensure consistent availability of facilities, systems and services with plans to achieve appropriate levels of resilience.
- Develop and implement effective disaster recovery arrangements which are documented and tested.

## Environmental Sustainability

- Lead the delivery of the Sadler's Wells Sustainability Policy and Sustainability Action Plan, including chairing the Green Team.
- Track and report on sustainability metrics, such as energy use, water use, waste generation, and greenhouse gas emissions.
- Implement and maintain energy efficient systems and practices, including lighting and machinery.
- Set targets and monitor performance to ensure that Sadler's Wells meets environmental standards and commitments and provide required carbon reporting.
- Develop and drive the pathway to Net Zero by considering further reductions in output to reduce our environmental impact.
- Carry out regular energy audits to identify opportunities for reducing energy consumption and improving efficiency.



- Work to ensure buildings and operations can withstand climate-related impacts, such as extreme weather events.

## Financial

- Manage and monitor budgets, analyse and forecast performance, identifying areas of risk and opportunity.
- Plan for the next financial year in terms of workforce, budget and programme, and ensuring costcontrol and maximising revenue.
- Adhere to Sadler's Wells procurement policy and ensure best price and quality are achieved.
- Ensure financial reporting and monitoring procedures are kept up to date and in line with best practice and audit control.
- Maximise income and minimise expenditure without loss of quality in all areas of responsibility.
- Oversee the selection of Sadler's Wells merchandise working closely with the Head of House Management to maximise sales and customer satisfaction.
- Oversee and liaise with the Director of Finance and Business Performance on insurance surveys and claims.

## Health and Safety

- As the Responsible Person for Health & Safety (H&S) for Sadler's Wells, support colleagues and work collaboratively to maintain a positive safety culture and ensure best practice is maintained.
- Ensure adherence to health, safety and welfare legislation, with a commitment to industry best practice and proactive leadership in the promotion of safe working procedures for staff, visitors and artists.
- Chair relevant H&S governance committees.
- Lead the formulation, revision and training of emergency, safety and business continuity plans.
- Regularly review and update Sadler's Wells' emergency procedures, with focus on evacuation and in-vacuation plans.
- Ensuring all departments are compliant with regular risk assessments.
- Arrange for regular H&S audits and Fire Risk Assessments of all sites, ensuring that any key changes are reviewing and re-assessed between audits.
- Keep abreast of guidance, legislation and best practice.
- Network externally with colleagues at other venues and maintain good relationships with local and statutory authorities, including local authority, licensing officers, Metropolitan Police and London FireService.

## Licensing

- Be accountable for Sadler's Wells licensing to include Premises Licences, PPL, PRS and others where appropriate.
- Manage applications for variations of the Premises Licence as required for new productions, changes to the buildings, opening hours or activities, liaising with relevant stakeholders, and overseeing any necessary pre-application processes.
- Be Sadler's Wells Designated Premises Supervisor and ensure that a personal licence holder is always present during times of alcohol sales.
- Hold a personal license under the Licensing Act 2003 and undertake occasional Duty Management duties as required.
- Uphold and ensure compliance with Premises Licences in force across Sadler's Wells Sites.
- Ensure all relevant staff, especially Front of House, are aware of current arrangements for emergencies.
- Ensure that regular fire and emergency drills are carried out.

## Security

- Maintain Sadler's Wells' physical security policy and managing the practical application of the approach, ensuring overseeing briefings of the external security teams as required.
- Manage the external contract and liaise with the external security supplier to ensure that the provision is appropriate and proportionate to any risk at all times.
- Prioritise the safety and security of patrons in all decision making relating to Front of House practices.
- Oversee the management of any security alerts or incidents and the resulting emergency procedures and response plan.
- Overall responsibility for the capture/review of CCTV footage, where required.
- Keep abreast of the development of relevant legislation, e.g. the Protect Duty.
- Responsible for the Systematic Assessment of Site Security (SASS) and ongoing action plan, and regular review with the Sadlers Wells Counter Terrorism Security Adviser (CTSA).
- Advise the Executive Director and Co-CEO and Trustees on appropriate measures and levels of security cover. Liaise with the police and security services to profile the security threat level at all times and minimise such risks through appropriate actions in agreement with the Executive Director and Co-CEO.

## Visitor Experience

- Ensure the provision of a welcoming, safe and secure customer experience for all Sadler's Wells activity, including setting and maintaining the highest standard of customer care.
- Ensure that the customer experience is as inclusive and welcoming as possible and that staff are equipped to deal with any incidents.

- Lead and support the Visitor Experience team, with a particular focus on role modelling new and smarter ways of working, ensuring workloads are sustainable and supporting individual and team wellbeing.
- Lead and champion the Sadler's Wells Experience Programme; in particular, delivering training for managing audience behaviour and delivering counter terrorism arrangements.
- Lead and have good knowledge of access in our buildings to ensure an exceptional experience for everyone.

### **Sadler's Wells East**

- Continue progression towards Sadler's Wells East opening taking an active role in the opening of the public realm with East Bank partners.
- To represent Sadler's Wells on the Stratford Waterfront Management Company for Sadler's Wells East.
- Support building mobilisation and operating plans.

### **Sadler's Wells Peacock**

- Manage the relationship with the LSE Theatre Manager at The Peacock to maintain a strong working relationship, find solutions to problems and enhanced ways of working. Act as the point of contact to manage building use for Sadler's Wells in accordance with our agreement.

### **Other**

- At all times to carry out duties and responsibilities in line with Sadler's Wells' Equality, Diversity and Inclusion and Health and Safety Policies.
- Attend occasional meetings, training sessions and other events which may take place outside normal working hours.
- Any other duties consistent with the role and as requested by the Executive Director and Co-CEO.

*THIS JOB DESCRIPTION IS A GUIDE TO THE NATURE OF THE WORK REQUIRED OF THIS POSITION. IT IS NEITHER WHOLLY COMPREHENSIVE NOR RESTRICTIVE AND DOES NOT FORM PART OF THE CONTRACT OF EMPLOYMENT.*

## Who should apply?

The successful applicant will demonstrate the following skills, experience, and personal qualities:

### Skills and Experience

- Commitment to providing the highest level of service to all our customers, internal and external e.g. patrons, members of visiting companies.
- Experience of managing busy locations where visitor experience and public safety are considered essential for company success. Multi-site management an advantage.
- Experience of leading contract tendering processes and formal procurement.
- Experience leading and managing H&S, security and sustainability.
- Strong financial management skills.
- A personal license holder.
- NEBOSH General Safety Certificate.
- Experience of contract management.
- Excellent writing, planning and project management skills, with the ability to prioritise and meet demanding deadlines.
- Strong engagement and communication skills with the ability to build and maintain key internal and external relationships.
- Ability to translate ideas into effective action speedily and within a finite budget.
- Ability to present information clearly to all levels of the organisation, using strong negotiating and influencing skills as necessary.
- Strong leadership skills and strategic thinking, with the ability to flex and adapt your style to match the needs of your team and colleagues.
- Coach, mentor and motivate team members to be the best version of themselves in the workplace, addressing any issues that arise quickly and sensitively.
- Ability to work collaboratively and bring teams together into a cohesive and effective unit.
- Ability to demonstrate an open mindset and deep curiosity about others, listen without judgment, and seek with empathy to understand those around them.
- Committed to driving an inclusive and anti-racist culture in the organisation, and actively implementing ways to increase diversity in our workforce, activity, programme and artists.
- A strong alignment with Sadler's Wells' values, mission, vision and priorities.

If you don't have everything listed here, but believe you have demonstrable experience to take into consideration, please apply. We are aware every applicant will have strengths and development areas to accommodate, and we are open to discussions around how we can support the postholder.

## Why work for us?

You will be a key part of our mission to make and share dance that inspires us all and delivering our vision to create, through dance, a depth of connection beyond borders, cultures and languages, so we see ourselves in each other.

- You will be offered a salary of c.£75,000 per annum based on a 35 hour working week, plus an additional 1 hour paid meal break each day (40 hours per week in total)
- You will get 25 days annual leave per annum, with an additional three days after five years' service
- You will be enrolled into the Sadler's Wells Trust Ltd. pension scheme
- Additional pay for parental and family leave subject to eligibility
- You will have access to our Employee Assistance Programme (EAP) to support your wellbeing
- You will engage in learning and project opportunities to develop personally and professionally, and support your career journey
- You can access an interest-free Season Ticket Loan and a Cycle to Work salary sacrifice scheme
- You will be eligible for a death in service insurance policy covering twice your annual salary
- You will be encouraged to attend performances at both theatres with a discretionary allocation of tickets to employees (subject to availability), and a staff discount at the Garden Court Café
- We welcome everyone through our doors and encourage and enable people to be the best versions of themselves and to feel confident and capable in their roles
- We embrace a blend between home and office working, and we welcome a conversation about flexible working and your needs
- We celebrate diversity in the dance we share and showcase, and in our workplace. We are working hard to be more inclusive and increasing access both on stage and off and have a number of anti-racism commitments to make lasting changes in the way we work

### Making an application

A Job Description and Person Specification are included in this document. If after reading you are still interested in applying, please find further details and information on how to apply [here](#).

If you would like support or have any queries regarding the format or submission of the application, please contact us on [recruitment@sadlerswells.com](mailto:recruitment@sadlerswells.com).

We welcome applications from people from all backgrounds who feel they align with our mission, vision and values. We are international and multicultural on our stages, and we want to reflect that in our organisation. By celebrating difference and incorporating diverse points of view and experiences, we can become closer to our artists, audiences and the communities we serve.

We are proud to be a Disability Confident employer meaning we have been certified by the government as actively taking steps to attract, recruit and retain disabled workers. We understand that some disabled colleagues will need adjustments to help them perform to the best of their ability – these can be changes to the built environment and furniture, the tools and technology they use in doing their job, aspects of the role, ongoing support or working arrangements.

Sadler's Wells also works collaboratively with Parents in Performing Arts (PiPA) in efforts to support parents and carers within the industry.

**We welcome all applications by 11:59pm GMT on 1 August 2024. Interviews will take place, in person, on 8 August 2024. Second stage interviews are scheduled for 14 August 2024.**

