

SADLER
ERSWELL
S

Sadler's Wells

**Director of Finance and
Business Performance**



Contents

03	Foreword
04	Background Information
05	How Sadler's Wells Works
06	The Role
07	Responsibilities
09	Person Specification
10	Terms and Conditions

Foreword

Thank you for your interest in joining Sadler's Wells. This is a strategic, commercial role which will make a fundamental contribution to our future growth and development. We hope also that it will be a great opportunity for you in your own career.

Sadler's Wells holds fast today to the vision that Lilian Baylis instilled here almost a century ago: that great art should belong to everybody. As well as being the place where artists come together to create dance, this is the place where people of all ages and from all walks of life come to experience dance – to take part, learn, experiment and be inspired.

When artists and audiences talk about Sadler's Wells, they use the words: 'innovative, exciting and risk-taking'. Trying new things has always been part of our DNA, and it's more important today than it has ever been.

This is an exciting and complex time in the theatre's history as we recover from the impact the coronavirus pandemic has had on our business model and work towards opening a fourth venue in Queen Elizabeth Olympic Park in east London in 2023. This mix of recovery and expansion, which takes place in the context of an increasingly rich and ambitious artistic programme, requires a senior management structure better aligned to the needs and strategic aims of the organisation. This new senior role is a key part of that structure, taking leadership responsibility for a range of functions critical to the operation and future success of the organisation.

This role offers you the opportunity to bring your ideas, passion, knowledge and experience to Sadler's Wells. In return, the successful candidate will be part of a strong and supportive team in a world class arts organisation.



Background Information

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.

In normal times, over 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. Our modern day theatre comprises a main auditorium (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' staff.

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.

In terms of corporate structure: the Sadler's Wells organisation comprises four legal entities.

All are limited companies, and SWF, SWT and SWDT are registered charities. SWL is a wholly owned subsidiary of SWT and operates the commercial activities of the organisation (following a model common in the charity sector). The structure allows for certain tax efficiencies, and also includes two trustee board

subcommittees (Finance, Audit and Risk; and the Development Council).

Financial Overview

Sadler's Wells is a registered UK charity. Whilst we currently receive 9% of our revenue from Arts Council England, we must raise the remaining 91% ourselves. The majority of our income is generated through ticket sales, complemented by commercial income from secondary spend and venue hire and fundraising from individual donors, trusts and foundations and companies.

Our financial position was significantly impacted by the extended period of closure during 2020. Our future depends on regaining our financial health and sustaining that long-term as we ramp up existing activity and open our new venue.

Future Plans

Plans are underway for the development of a fourth venue 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.

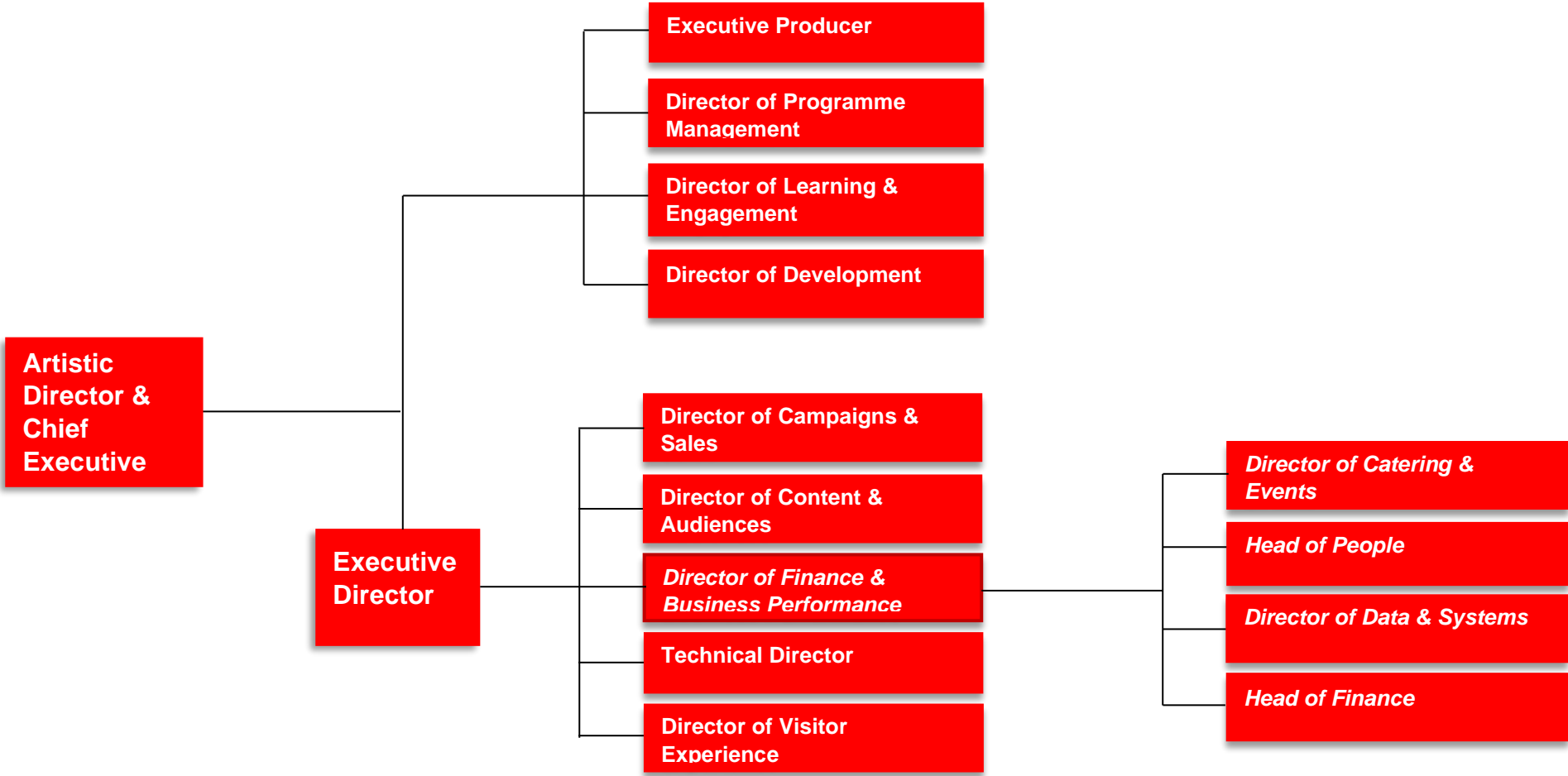
Sadler's Wells' new space will house a 550-seat mid-scale theatre, as well as facilities for a choreographic centre and a hip hop academy, all planned to open at the end of 2023.

Strategic Context

Sadler's Wells is in recovery and growth mode, with multiple ongoing transformational projects:

- Expanding our digital strategy
- Establishing Sadler's Wells East (the fourth venue, in east London)
- Exploring new revenue streams and enhancing existing ones
- Raising the profile of learning and engagement
- Developing a shared approach to artistic programming. Modernising infrastructure and streamlining business processes.

How Sadler's Wells Works



The Role

Sadler's Wells continues to explore new opportunities to unlock future income streams.

As we prepare for future growth, it is important to strengthen cross-team working, management information and support, and income generation. This new role will be a commercial partner for management information across functions and act as a challenger to the business. It will be accountable for cost and operational discipline, including accounting, and will explore and promote new revenue streams. This role will also lead the following teams: People (formerly HR), Finance, Data & Systems, and Catering and Events.

The new role of Director of Finance and Business Performance is responsible for:

- Steering and developing commercial revenue streams
- Leading HR best practice and a positive working culture
- Driving innovation in IT systems and encourage the use of data to support continuous improvement
- Providing financial vision and discipline across the organisation
- Ensuring good financial governance and statutory compliance

The role has line management responsibility for the Finance, Commercial (Catering and Events), Human Resources, and Data and Systems departments.

Direct reporting lines:

The post reports to the Executive Director and manages:

- Director of Data & Systems
- Director of Catering & Events
- Head of People
- Head of Finance

The post reports to the Executive Director and is part of the Senior Management Team, which works to provide leadership, strategic oversight and support for the organisation, its partners and staff in pursuit of the mission of Sadler's Wells to make and share dance that inspires us all.



Key Responsibilities

Leadership

- As a member of the Senior Management Team, work collaboratively to provide leadership, strategic oversight and support for the organisation, its partners and staff in pursuit Sadler's Wells mission and vision
- Demonstrate behaviours that promote the values of Sadler's Wells and a positive working culture
- Provide clear, effective and visible leadership to the Finance, Catering & Events, People and Data and Systems teams, ensuring that all team members are stimulated, motivated and guided to contribute of their best
- Develop talent within teams, reviewing and measuring performance, building confidence and growing skills among staff members
- Empower team members to identify innovative approaches to enhance ways of working

Commercial

- Identify opportunities to create enhanced revenue streams with an entrepreneurial approach to maximise the effective use of the physical sites in terms of retail, hospitality, events and corporate hire
- Strategic oversight of catering and events functions, seeking all opportunities to refine operations and maximise financial contribution from these areas
- Lead exploration of new revenue-generating opportunities, seeking to build new commercial business models independently or with partners by harnessing the Sadler's Wells brand and other assets
- Support commercial negotiations to ensure that the organisation enters into robust and appropriately risk-assessed arrangements with partners and suppliers

Finance

- Provide financial strategic vision and forward financial planning through the forthcoming period of change and beyond, supporting and influencing senior management and board decision-making, and identifying risk and maintaining oversight of relevant mitigation measures
- Lead the delivery of the financial strategy, including budget setting and provision of robust and relevant management information to budget holders, senior management, trustee boards and committees. . Ensure the finance team provides a comprehensive business partnering service to budget holders, challenging plans where appropriate and always seeking opportunities to optimise financial performance
- Develop and lead effective and robust procurement policies for the organisation, ensuring that needs are understood and resourced appropriately, and that the correct level of support is provided to high value procurements
- Support the good governance of the three corporate charities, subsidiary company and board subcommittees through maintenance and development of a risk management framework, financial reporting and internal controls
- Ensure the finance team delivers a high quality financial accounting, transaction processing, payroll and statutory compliance service, maximising the use of modern technology to simplify and automate. Lead a process of continuous improvement to ensure systems and processes remain current and cost effective

People

- Strategic oversight of HR to ensure a skilled and motivated workforce in line with business plans for the future

- Ensure best practice and promote equality and diversity
- Ensure that a positive working environment is created for staff and resources are managed effectively

Data and Systems

- Strategic oversight of Data and IT Systems department, ensuring the operational IT infrastructure is fit for purpose and seek to optimise the use of data to support improvements across the organisation
- Facilitating collaboration and ensuring strategic alignment with Campaigns and Sales, and Content and Audience functions

General

- Attend occasional staff meetings, training sessions and other events, which may take place outside normal working hours
- Undertake other duties as may be reasonably required
- At all times to carry out duties and responsibilities with regard to Sadler's Wells' Equality, Diversity and Inclusion and Health and Safety Policies. This may include providing assistance with evacuation procedures or building searches in the event of an emergency at any of Sadler's Wells' premises

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.



Person specification

The ideal candidate will have previous experience as a Finance / Commercial Director of a multi-dimensional organisation. The successful individual will be able to demonstrate entrepreneurial flair as well as high-level strategic planning and budgeting experience and excellent leadership qualities.

Qualification

A qualified accountant (ACA, ACCA, CIMA, CIPFA) able to demonstrate evidence of continuing professional development.

Skills and Experience

- Broad spectrum of commercial or charity finance experience (ideally both) at a senior level and a track record of sound financial management
- An effective and flexible leadership and management style with demonstrable ability to motivate, coach and develop a team across a range of functions
- Demonstrable ability to contribute to strategic discussions relating both to finance and to broader issues
- Experience of leadership and management at a senior level through periods of organisational change and growth
- Analytical and problem-solving ability, motivated to evaluate and challenge the status quo
- Experience of risk-based management, including identifying and managing/monitoring mitigation measures
- Commercial acumen/ability to identify and develop revenue-generating opportunities
- Effective report writing and presentation skills
- Excellent communication skills and proven ability to present complex financial information to non-finance colleagues and trustees.

Personal attributes

- Strategic thinker with an ability to implement at a tactical level
- Strong sense of accountability
- Open and collegiate style, able to accommodate diverse styles and backgrounds
- High energy, proactive and solutions-focused
- Positive, determined and resilient – able to inspire confidence and respect and exemplify high standards of conduct

- Personal integrity of the highest order including confidentiality, tact and discretion
- Empathy with the work, aims and mission of Sadler's Wells including an appreciation of the balance between charitable purpose and commercial imperatives
- Affinity with the arts and culture and strong appreciation of the public benefit delivered through the subsidised arts sector
- Ability to protect the financial integrity of the organisation

Terms and conditions

Competitive salary, dependent on experience, based on working 35 hours per week, plus an additional paid meal break each day. Regular evening and weekend work will be required.

Annual leave entitlement is 5 weeks for each Holiday Year. If you complete five years' service with the Trust, your holiday entitlement will increase to 5.6 weeks per annum

If you are an eligible job holder, you will be automatically enrolled into Sadler's Wells Trust Ltd. pension scheme

The company offers:

- Employee Assistance Programme (EAP) – Free confidential support service.
- Season Ticket Advance – Interest free loan to purchase a home to work travel ticket.
- Cycle to Work Scheme.
- Death in Service Benefit – Equivalent to twice your annual salary.
- Staff discount at Garden Court Café.
- Discounted performance tickets (subject to availability).

Making an application

A Job Description and Person Specification are included in this document. Read this carefully and if you are still interested in applying, please find further details and information on how to apply here; <https://candidates.perrettlaver.com/vacancies/> quoting reference 4624.

Please complete your application form by midday (12:00pm GMT) on Monday 19 October 2020. Late applications will not be considered.

Interviews with Sadler's Wells will take place on week commencing Monday 30 November 2020.

