

## Recruitment Pack

# Chief Operating Officer

### Applying for this post

Deadline for applications: 10 am Friday 7 June

Applications submitted after this time will not be considered. For full job information and application details, visit <http://www.theaudienceagency.org/our-people/vacancies/>.

Please contact us on 0161 234 2956 or [jobs@theaudienceagency.org](mailto:jobs@theaudienceagency.org) if you require this information in **an alternative format**.

Interviews dates to be confirmed.

### Introduction to The Audience Agency

The Audience Agency is a mission-led charity: our purpose is to enable cultural organisations to use our national data to increase their relevance, reach and resilience. We believe arts and culture have the power to improve the quality of people's lives, to create meaning and community, to promote empathy and learning. The more citizens are involved in shaping culture and taking part, the greater the power. Our mission is to give the public a voice in shaping a vibrant, relevant culture.

This is an exciting time for The Audience Agency. We operate one of the largest cultural data programmes in the world, with nearly 1,000 organisations using [Audience Finder](#) and related products. In the last year, we have confirmed funding until 2021/22 from Arts Council England, Arts Council of Wales and Creative Scotland and a new programme of growth and development is planned as a result.

Our work ranges widely across a broad mix of interesting projects, but what drives them all is insight. We pride ourselves on providing high quality primary research, experienced consultancy and facilitation, and expert interpretation combined with extensive real-world experience. The team is made up of specialists across a spectrum: learning and participation, access and diversity, audience strategy, consumer research, data analysis and digital transformation.

Our clients and partners include Arts Council England, BFI and other agencies, large cultural institutions such as Historic Royal Palaces, Science Museum, Opera North, Southbank Centre, National Trust, Manchester's Home and Wales Millennium Centre, as well as midscale organisations and innovative and emerging companies across the UK. We work across the cultural sector - performing, outdoor, digital and visual arts, museums, archives, heritage and more.

The Audience Agency has expanded rapidly in response to demand, with nearly 50 staff working across a dispersed UK-wide team. This includes a recently acquired innovation consultancy, operating as a wholly owned trading subsidiary. We operate as a truly national organisation, with offices in Manchester and London, and a team of specialists based across the whole of England. We are also expanding our presence in Wales and Scotland and establishing in a growing international market, working with partners and clients across Europe and beyond. For more information about our organisation and the team please see [www.theaudienceagency.org/our-team](http://www.theaudienceagency.org/our-team).

### **Chief Operating Officer: a key role in the leadership team**

We have recently completed a robust 4-year strategic plan that further embeds our freemium business model and seeks to make extensive content freely available, while maximising income through premium services and reducing our dependence on public subsidy. We are now looking for a gifted operations expert with strong financial planning skills to join the Executive Team and lead the next stage of development of business systems and processes. This role will provide inspirational leadership to our Finance & Admin team and work across the organisation to support the effective efficient delivery of our purpose. The Chief Operating Officer is key to both delivering on our immediate plans, and also to imagining and realising an ambitious, longer-term strategy. We are not looking for experts in audiences, we have plenty of those.

# Chief Operating Officer (COO)

## Job Description and Person Specification

<b>Department &amp; Location:</b>	Finance & Administration Manchester Office, some home-working, London Office at least fortnightly
<b>Reporting to:</b>	Chief Executive Officer Officer
<b>Responsible for:</b>	Leading the Finance & Admin team, including line management the Finance & Admin Director, Office Administrator and IT Manager
<b>Hours of Work</b>	Full-time
<b>Contract</b>	Permanent
<b>Salary Range:</b>	£43,000 - £45,500

## Context

This is an excellent opportunity to join a thriving organisation and help secure its future by developing a robust infrastructure. We are seeking a leader with an excellent track record in financial strategy and organisational development. Knowledge of charity governance is essential and experience of working in an agency or consultancy environment would be highly advantageous. You do not need to be knowledgeable about our purpose, but an interest in arts and culture is highly desirable.

## Scope

The COO is responsible for the leadership of the administrative and financial operations of The Audience Agency. Key responsibilities include:

- Systems Management including business processes and enterprise systems
- Financial planning and strategy, including investment, mergers and acquisitions
- Talent Management including HR policy and staff development

The COO will also oversee the governance and accountability of the organisation, alongside the Chief Executive Officer. As part of the leadership team, the COO will work closely with senior

colleagues to develop, monitor and report on the delivery of the business model and Strategic Plan and the on-going organisational change they demand.

The COO will support and line manage the Finance & Administration Director responsible for the effective management of budgets and HR, the Office Administrator who supports the smooth running of The Audience Agency's London office, and our contracted-out IT manager. An Executive Assistant supports the whole exec team with diary management.

## Job Description

### Organisational governance & development

- Work with the CEO and Board of Directors to ensure that The Audience Agency is an effective, exemplary company with sound governance and operational systems in place.
- Contribute fully to the development of strategy, challenging assumptions and providing financial analysis and guidance on all activities, plans, targets and business drivers.
- Enable effective delivery of the Strategic Plan through the development of a talent management plan, leading on team planning, learning and training to ensure staff have the necessary skills and experience.
- Support the effective operation of the Board of Directors.
- Oversee investment, development and management of all operational plans, including business systems, IT and Health and Safety.
- Develop and monitor organisational policies, such as diversity and equality, customer charter, talent management etc.
- Lead robust performance review processes, including excellent and practicable line management practices, and strategy development.
- Work with the CEO to anticipate change and manage it effectively.

### Financial Planning & Systems Development

- Lead the finance and accounting strategy to optimise the company's financial performance, taking ultimate responsibility for company cash management policies.
- Working closely with the Exec, lead on the development of robust financial plans and working budgets which respond to a range of financial scenarios.

- Work with the Finance & Administration Director to ensure that the company's financial systems are robust, compliant and managed effectively, in accordance with clear and sound financial strategies and company regulations.
- Ensure that the regulatory requirements of all statutory bodies are met.
- Manage company financial policies regarding charitable practice, capital requirements, debt, taxation, equity, disposals and acquisitions, as appropriate.

### Line Management

- Oversee the effective delivery of work by the Finance & Admin team.
- Line manage the Admin & Finance Director, including regular meetings, and appraisal review, setting work plans and targets.

### Analysis and Reporting

- Analyse performance and advise the Exec and Board on progress against financial and other operational targets.
- Prepare and present accounts to the Board.
- Review and communicate the company's financial procedures.
- Maintain the Risk Register and ensure mitigation strategies are in place and operational to limit the organisation's risk.
- Prepare and present reports as required for funders, stakeholders and The Audience Agency leadership and Board as requested.

### Representation

- Represent the company to clients, strategic partners, funders and policymakers.
- Encourage The Audience Agency as a learning organisation and model appropriate behaviour.
- Keep abreast of, and share internally, the latest developments in policy and management practice within the arts and cultural sector and beyond.
- Develop and demonstrate a cross-functional, collaborative style of working.
- Be aware of and act within the guidelines laid out in The Audience Agency's Equal Opportunities and Diversity policies.

- Represent The Audience Agency's values and conduct business with stakeholders in their spirit.

## Additional details

### Progress Monitoring

In accordance with standard business practice, this role is subject to the successful completion of a three-month probationary period.

### Salary

The post is offered on a permanent basis. The salary offered will be commensurate with skills and experience at around £45,000.

### Location

The post will be based at our Manchester office, alongside the majority of our Finance & Admin staff. We anticipate that the post-holder will be needed in our London office at least one day per fortnight. Regular travel to other parts of the UK will be required.

### Hours

Working hours for this role are 35 per week (5 days per week, 7 hours a day), which can be worked flexibly, in agreement. Core office hours are between 10 am - 6 pm daily. The normal working day includes one hour for lunch (unpaid). We are flexible in allowing staff to adopt hours to suit circumstances as long as there is no negative impact on work effectiveness.

### Holiday

The leave entitlement is 25 days per annum. Public/Bank holidays are in addition to this personal leave entitlement.

### Pension

The Audience Agency has a workplace pension scheme in line with current legislation. You will be provided with details of this scheme directly by the pension provider. Automatic enrolment into this scheme commences after three months in employment. Employees may opt out of this scheme if desired.

### Contract

The post is offered on a full-time permanent basis commencing as soon as possible.

For more details of the specific role please contact Anne Torreggiani, Chief Executive Officer.

E: [anne.torreggiani@theaudienceagency.org](mailto:anne.torreggiani@theaudienceagency.org)

T: 020 7407 4625 No recruitment agencies, please.

## Person Specification

The successful candidate will have the following experience, knowledge, qualities, qualifications and skills (E= Essential / D= Desirable):

### Experience

- E Significant experience leading the financial and administrative operations of a charity or agency
- E Of sound financial and scenario planning, and financial oversight
- E Proven experience of leading teams, and developing strategies to improve performance
- E Experience of driving organisational strategy and managing change
- E Experience of working effectively with a Board of Director

### Knowledge

- E Of Business Systems Management and procurement policy
- E Of the regulatory requirements for a charity
- E Of varied business models and OD planning approaches
- E Of good HR practice
- E Of agency organisational models and business practices
- D Of IP and contract law

### Personal Qualities

- E Strategic thinker with an ability to implement at a tactical level
- E Diplomatic and sensitive to needs and views of others
- E Focused on effectiveness
- E Strong, clear communicator

### Qualifications

- D Qualification in financial planning, organisational change, HR or other management
- D Accounting

### Skills

- E Highly skilled in interpreting and analysing financial data



E Excellent negotiation skills