

Luton Culture	Job Title	Director of Operations & Customer Care
	Section	Leadership Team (core)
	Grade	M6
	Reports to	Chief Executive

PURPOSE OF THE POST:

The Director of Operations and Customer Care is responsible for leading the strategic and effective day-to-day operation of all sites, venues, facilities, trading and customer services. To maximise the potential of the Trusts properties and sites, services, technology and facilities for the purpose of arts and culture for our customers. To increase capital investment, customer use, sales, satisfaction, resources and donations.

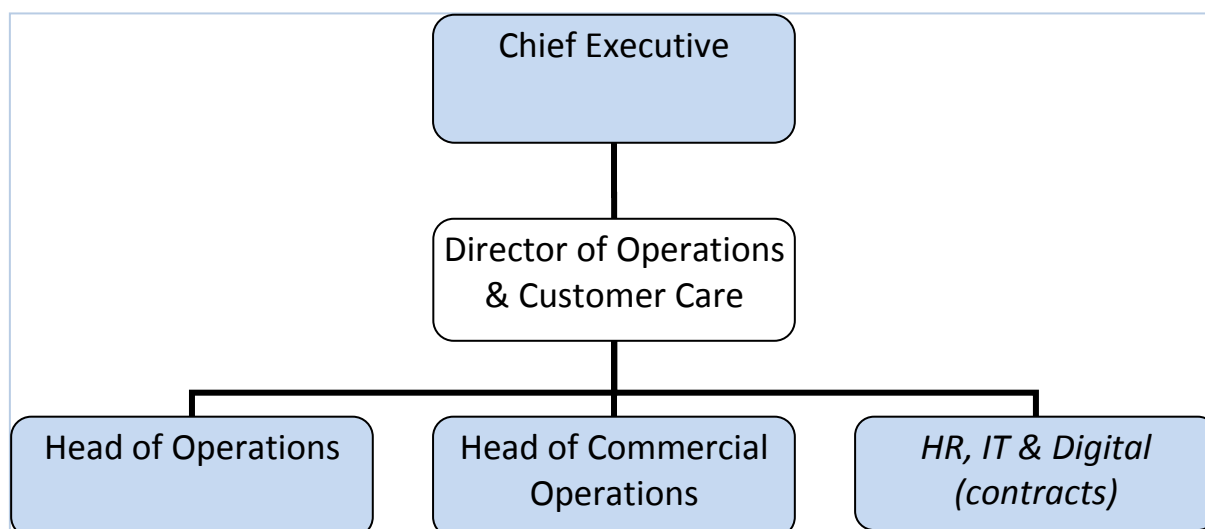
The Director of Operations and Customer Care is driven by high quality, consistent, well organised, presentable and inspiring cultural sites, venues, visitor attractions, services and teams. With a focus on the future asset and operational needs, the post holder will also oversee the day to day control, ensuring that every detail is considered in preparing and presenting fit for purpose operations. The post holder will oversee every aspect of operational planning that will ensure the sites are open, staffed and well-resourced to meet customer and user expectations and Trust standards. The Director of Operations and Customer Care shall inspire and lead customer facing and facilities teams to develop and deliver high quality customer focussed sites, services, and trading activity. The post holder will ensure the development and delivery of the Trust's business plan and inform long-term operational, capital, venue, technology/IT and visitor attraction strategies.

The Director of Operations and Customer Care has two direct reports - Head of Operations and Head of Commercial Operations. The post holder also has IT and HR service level contracted support services. This team shall manage the effective operation of all libraries, museums, arts venues, community centres, creative workspaces and historic gardens and grounds. The Heads of development all work together to share expertise. The Head of Arts and Cultural Programmes, Head of Finance and HR, Head of Marketing and Communication and the Head of Museums and Collections will advise and support the Operations function.

The Director of Operations and Customer Care will contribute as a member of the leadership team and work with;

- *Director of Finance* who is responsible for leading the formal requirements of running a legal charity and trading company through compliance, accounts and reporting. Also in ensuring financial stability and control, managing all policies, procedures and legals.
- *Director of Cultural Activity* who is responsible for leading locally relevant and nationally important cultural engagement, information, creativity and skills growth across Libraries and Learning, Museums and Collections, Arts, Heritage, Creative Industries, talent and skills.
- *Director of Business Performance* who is responsible for reporting customer trends, business plan performance and will ensure that data drives and responds to individual and team performance. They will oversee 1:1 systems, standards and internal communications.

ORGANISATION CHART:



NB. The Head of Libraries and Learning manages all library activity whilst the Head of Operations manages day to day operational issues of libraries. The Director of Cultural Activity is responsible for the public facing activities in Libraries (events, book stock and community/group engagement, libraries development and professional standards). The Director of Operations and Customer Care is responsible for ensuring the libraries are fit for purpose (the buildings, staffing, security, Health and Safety, IT resources and logistics).

PRINCIPAL RESPONSIBILITIES:		%
1.	<p>Lead and ensure high quality building and site operations across a multiple-site estate, some of which are heritage assets. To lead the strategic facility management, site management, customer care and the preparation of all venues to receive customers, events and activities, hirers, tenants and partners. To direct, resource, staff and efficiently and cost-effectively manage all sites/buildings including libraries, arts and creative workspaces and museums. To manage a growing portfolio of heritage buildings and environments, historic parkland and listed buildings. To work with the CEO to set the long-term asset, site and capital project ambition, direction, delivery and funding framework and to raise capital funds. To continually inform the future business plan with data, evidence and strategies to sustain and grow these areas and advise the Board and Chief Executive on emerging trends, products and market/sector issues and opportunities. To balance site and capital growth and regular improvement with high quality design, heritage conservation, excellent and brand alignment with day to day operations. To ensure high quality and compliant operations are consistent across all sites including Wardown House Museum and Gallery; The Hat Factory Arts Centre, the Hat District Cluster, Stockwood Discovery Centre, Central Library, Library networks, Community Centres and any other locations where the Trusts brand is associated with a cultural activity.</p>	25

PRINCIPAL RESPONSIBILITIES:	%
<p>2. To inspire and lead all customer facing, trading and operational teams. To be an exceptional line-manager and leader that motivates, enables and coaches a team of function and front-line specialists, of permanent, full/part time and seasonal/casual staff and volunteers. As a leadership team member, to inspire and motivate the whole team, present and communicate progress, success and performance and encourage everyone to make their very best contributions the Trust and by negotiating, presenting and through engagement, the Director of Operations and Customer Care will be a strong leader, with exceptional communication skills, organisation and people management expertise. Through policy development and implementation the Director will drive a consistent level of efficiency and effectiveness across all the Trust's operations.</p>	15
<p>3. To develop and implement the Trust's approach to customer care, welcoming visitors, ensuring satisfaction and encouraging repeat use and increased sales/donations by managing all aspects of the visitor experience and staff training and exemplary standards at all the Trust's Sites. To ensure all sites and environments are fit for the purpose of customer enjoyment and engagement with arts and culture. To develop systems, teams, procedures and quality assurance that delivers a seamless operation and fully functioning, safe and inspiring spaces and places ready for use by customers, users, visitors, staff, tenants and stakeholders. To ensure all operations and cultural activity align with the Trusts brand values, marketing and communications, finances and service level agreements. To be responsible for all aspects of exemplary customer care and to lead on training and quality assurance to ensure consistency across the whole organisations venues and functions.</p>	20
<p>4. To ensure exemplary site operations, compliance, asset management and capital improvement planning, property leasing and tenancies are of the highest standard and that the Trust facilities, equipment and landlord services are world-class: Establish and maintain relationships with local stakeholders, businesses, creative and digital industries, the Council (as landlord to some of our sites), property agencies, local organisations, neighbours/community groups and partners in order to ensure the Trust's sites are always locally relevant and nationally important. To liaise with specialist Heads of Development to ensure all operations consider the specific needs of the Trusts and Council's heritage assets, listed buildings, historic parkland, public art and museum collections and archives. To identify opportunities for growth to maximise potential and use of all areas of the sites in line with the Trusts business plan and priorities. Develop asset and acquisition plans, reports and business cases for the CEO and board. Identify, bid for and lead strategic capital projects including refurbishment and refits. To oversee policy and legislative requirements relating to operations including Health and Safety, the PREVENT agenda, safeguarding and cohesion. To proactively participate in strategic planning across the organisation and represent the Trust at meetings and events with senior stakeholders, community/user groups and partners.</p>	15

PRINCIPAL RESPONSIBILITIES:		%
5.	Manage revenue operational budgets and capital budgets, capital income and trading profit. Take an overview of the management of cost centre budgets for the staffing and operational running costs of all the Trusts buildings and the total operation of the Trading Company (cafes, bars, hires and retail) ensuring profit. Contribute to the development of annual revenue and capital programme budgets and income generation targets, as appropriate, and monitor the budgets, oversee and sign-off all forecasting from Heads, and take prompt action to address any deviations from plan. To actively work with the leadership team and CEO on developing funding bids to improve the Trusts capital assets, facilities and digital infrastructure and to develop the Trust's long-term capital strategies .	10
6.	To grow the digital focus and usages across the Trust, developing IT strategies and infrastructure and maximising digital technology and new ways of working to improve efficiency and effectiveness and connect with today's customer and staff needs. To ensure the Trust is ahead of the game in relation to IT and digital technology and that we pioneer new ways of working. To develop and maximise the digital potential through an efficient and effective IT and technical infrastructure that meets the operational needs of our customers (remotely and on site) and our functions (security and other specialist systems such as Library Management System/box office, 3D/4D technologies).	10
7.	Performance and quality management: To work with the leadership team to set targets and monitor performance across the Trust and with direct reports. Develop, maintain and monitor working practices and methods to ensure that all operations, are consistently implemented, cost-effective, efficient, safe, fair, professional and compliant with the Trusts code of conduct, policies and procedures. To ensure that all feedback, customer and user comments and needs are fed back into an improvement plan for each site. To monitor effectiveness through customer satisfaction, retention and comments/compliments and to advise on surveys and monitoring methods to compare with national benchmarks (eg. Visitor attractions). The Director of Operations and Customer Care is performance driven and gains satisfaction from achievement, success and high performance. To represent the Trust and communicate complex and detailed projects and strategies to a very high standard to mixed audiences. To embrace and respond to working within a changing environment showing the initiative to develop and grow. To take responsibility for delegated or emerging activity deemed by the Chief Executive commensurate with the role.	5

DIMENSIONS:

Supervisory Management: (posts will fall in the following categories)

- Head of Operations
- Head of Commercial Operations

Two direct reports and approximately 46 staff, 50 casuals, 100 volunteers and two *HR and IT contract services*.

Financial Resources and Responsibilities:

Revenue: Expenditure (including Staffing)

£2.8m

All building costs, services, equipment and contracts

Staffing – customer facing and operational

Trading Company (staff, stock and all costs)

Revenue: Income (Gross)

£2.4m

Tenancies and hires

Donations

Trading company (all income)

Projects

Capital and refurbishment projects

up to £4m

Physical Resources:

Buildings/sites (multiple including libraries, arts centres, Museums and community centres).

Other:

To meet and report on funder and partnership criteria for operations and services as per agreements with Luton Borough Council and other funders. To develop the **Operational and Capital Development plan** to inform and align with wider business planning and deliver key performance criteria which will be quantified annually.

Physical Effort:

Nil

Working Environment:

Various site locations, normal office environment.

Equalities:

The postholder will ensure that policies, procedures and activities for service delivery are revised and/or implemented in a way that supports equality for all. These activities should also reflect Luton Culture's commitment to work in active partnership with the community to regenerate Luton and to improve the quality of life for all who live, work or visit the town.

Person Specification

This acts as selection criteria and gives an outline of the types of person and the characteristics required to do the job.

Essential (E): without which candidate would be rejected

Desirable (D): useful for choosing between two good candidates

Please make sure, when completing your application form, you give <u>clear examples</u> of how you meet the <u>essential and desirable</u> criteria.				
Attributes	Essential	How Measured	Desirable	How Measured
Experience	Substantial experience strategically developing and leading the operation of multiple sites/visitor attractions which have a strong and visitor focus.	1,2,5	Experience of managing the operation of cultural venues/sites (Museums, Arts, Libraries and/or heritage).	1,2
	Experience successfully leading, developing and engaging with a large team of operational and customer facing staff for multiple venues open seven days a week and some evenings. Providing inspiration and direction that achieve demonstrable high performance.	1,2,5	Successful fundraising for capital and infrastructure improvements.	1,2
	Demonstrable experience of developing customer care and satisfaction strategies for a large-scale organisation.	1,2		
	Demonstrable experience in leading and negotiating leases and tenancies, as both landlord and tenant, to a very high standard of compliance.	1,2		
	Demonstrable experience of managing health and safety legislation across an organisation and other statutory compliance practices.	1,2		
	Demonstrable experience developing digital and IT improvement strategies and implementation programmes.	1,2		

Please make sure, when completing your application form, you give clear examples of how you meet the essential and desirable criteria.

Attributes	Essential	How Measured	Desirable	How Measured
Skills/Abilities	An inspirational leader with a track record and demonstrable skills in leading customer facing team to deliver high standards of excellence. With a demonstrable skill in presenting, communicating and engaging staff and volunteers.	1,2,5	Have set up, implemented and achieved nationally recognised customer standard quality mark.	1,2
	Able to analyse complex situations, data and material and effectively communicate findings internally and externally through professionally written reports, presentations and evaluations. Find effective solutions and make clear recommendations and good professional judgements for continual improvement.	1,2,5		
	Substantial planning and organisational skills, including the management of staff, resources, conflicting priorities and long-term outcomes/stages of planning and delivering major projects.	1,2,5		
	Demonstrable track record in effectively managing large budgets and revenue incomes from operations.	1,2		
Equality Issues	Demonstrable knowledge and understanding of equality issues and legislation. Able to integrate equality policies into business plans, strategies, service delivery and employment practices.	1,2		
Specialist Knowledge	The leadership of strategies that ensure comprehensive and consistent standards in building operational management, facilities, digital infrastructure, staff delivery and customer care.	1,2	Experience leading operations to an award winning standard.	1,2

Please make sure, when completing your application form, you give <u>clear examples</u> of how you meet the <u>essential and desirable</u> criteria.				
Attributes	Essential	How Measured	Desirable	How Measured
Education and Training	Educated to degree level, or equivalent in a subject with venue management, operations and or customer services at its core.	1,2,4	Customer services/attractions management qualification	1,2,4
Other Requirements	Able to work flexibly to include evenings and weekends to monitor /support operation, though the majority of time shall be within normal office hours.	1,2		
	Ability to access and work across all the Trust sites to meet the business and operational requirements of the organisation	1,2		

(1 = Application Form 2 = Interview 3 = Test 4 = Proof of Qualification 5 = Practical Exercise)

NB: This job description reflects the requirements of Luton Culture as at May 2017. The role and duties of the post are subject to change in line with the future development of Luton Culture. Luton Culture reserves the rights to make such changes as are necessary and any changes required will be discussed with the post holder as appropriate.

We will consider any reasonable adjustments under the terms of the Equality Act (2010) to enable an applicant with a disability (as defined under the Act) to meet the requirements of the post.

The post holder will ensure that Luton Culture's policies are reflected in all aspects of his/her work, in particular those relating to:

- (i) Equal Opportunities
- (ii) Health and Safety
- (iii) Data Protection Act (1984 & 1998)