

**EXECUTIVE  
DIRECTOR**

**RECRUITMENT  
PACK**



**WILTSHIRE**  
*Live* **MUSIC**  
**CENTRE**  
BRADFORD ON AVON

# CONTENTS



**WELCOME 4**

**ABOUT US 5**

**THE ROLE OF EXECUTIVE DIRECTOR 6**

**KEY AREAS OF RESPONSIBILITY 8**

**PERSON SPECIFICATION 10**

**FACTS AND FIGURES 2023/24 12**

**ORGANISATIONAL STRUCTURE 13**

**OUR FINANCES 14**

**POSITION DETAILS 16**

**HOW TO APPLY & TIMELINE 17**



**“Without West of England Youth Orchestra (WEYO), I would absolutely not be at music college, pursuing music as a career... I started ten years ago and the support in the past ten years has been unforgettable.”**

Grace White, Clarinet

# WELCOME FROM THE CHAIR OF THE BOARD

## **We're delighted that you're interested in the Executive Director role here at Wiltshire Music Centre (WMC).**

It's a pivotal moment in WMC's recent history: following the departure of our current CEO, James Slater, and an 18-month period of consultation and reflection, we're at the start of a new chapter with a refreshed vision in mind, and a new co-leadership structure. Investing in this new leadership model will provide greater capacity, agility and resilience for our future – and support an aspiring committed office staff of 16 and 70 loyal volunteers.

We're looking for two inspirational, bold, and entrepreneurial arts professionals – an Artistic Director and an Executive Director - to build momentum and drive forward growth, impact and relevance, with a focus on keeping music accessible and live for young people and the wider community in Wiltshire and the South West.

We find ourselves at the most exciting point in our recent history; after the demands of the last few years, we have brought our budgets into balance, have significant reserves and assets, and an ambitious endowment fund plan in place, to secure our future.

As a National Portfolio Organisation comprising a state-of-the-art Concert Hall renowned for hosting national and international artists, music-making opportunities for exceptional young musicians, community groups and our monthly group for disabled young adults, there is much for us to take forward in this next phase.

But we're also striving to re-imagine our place – building on our strong foundations while exploring and understanding where our musical provision needs to grow and diversify – to be a truly dynamic and energetic musical hub at the heart of Wiltshire cultural life.

We hope that you too share our passion for music and music-making. Music, and the arts, are essential – and we want to ensure we're at the heart of our communities for years to come. It's time to make music matter in our communities, and in particular for young people.

We look forward to hearing from you.

**James Wetz**  
Chair of Wiltshire Music Centre

# ABOUT US

**Wiltshire Music Centre is a unique and contemporary 300 seated concert hall in Bradford on Avon. In the heart of rural Wiltshire, we've built an enviable reputation over the years as a professional concert hall of exceptional quality, rooted in community participation and involvement.**

Known for the high quality of acoustics in our auditorium, we've been privileged to showcase live performances from some of the best in classical, contemporary, jazz and folk, including trumpeter Alison Balsom, the Orchestra of the Age of Enlightenment, folk artist Kathryn Tickell and jazz legend Courtney Pine.

Our busy programme of 150 events a year involves more than 1,000 professional, community and young musicians.

But we're more than just that. Over the past 25 years, we've built up a passionate community of music aficionados, players, aspiring young musicians, amateur musicians, and young creatives: we provide a permanent home for local orchestras, choirs and music groups; we deliver an exciting Creative Learning programme for over 5,000 young people for all ages, abilities and backgrounds; and over 800 young musicians rehearse here weekly. Over 55,000 people use the Centre every year.



# THE ROLE OF EXECUTIVE DIRECTOR

## JOB DESCRIPTIONS

**Following an independent review of our current Business Model and a Cultural Needs Assessment, we're looking to appoint two new Executives, who will report directly to the Board.**

The Executive Director (Business) and the Artistic Director will have joint responsibility for the successful strategic development, financial viability, and day-to-day, running of the charity on behalf of the Board of Trustees. These new senior roles will increase the organisation's capacity, agility and resilience as it seeks to strengthen and reimagine its place at the heart of music and cultural life in Wiltshire and beyond.

The Executive Director will be the 'business' head of the organisation. In collaboration with the Board and Senior Leadership Team, they will lead on the commercial growth and financial sustainability of the Centre.

This is a unique opportunity for a high-performing, ambitious leader with a growth mindset to shape the next chapter of WMC, at a critical moment in its development. They will also have substantial financial management and fundraising experience.

## AS EXECUTIVE DIRECTOR, YOU WILL:

- ✓ Provide entrepreneurial, inspirational co-leadership
- ✓ Lead on developing a viable, sustainable business plan
- ✓ Lead on the strategic business development of WMC, maximise income streams, and drive commercial growth
- ✓ Provide strategic and operational leadership, and ensure the sound financial management of the organisation
- ✓ Oversee a staff team covering Communications, Finance, Marketing and Fundraising, HR



# KEY AREAS OF RESPONSIBILITY

## STRATEGIC LEADERSHIP

- ✓ With the Artistic Director, provide clear strategic direction, financial sustainability, and effective team management
- ✓ With the Artistic Director, devise and implement a viable, relevant and inspiring 3-year business plan and Annual Budget
- ✓ Assess operational viability, scalability, legacy and commercial potential

- ✓ Identify opportunities for financial growth, including the use of WMC's spaces, commercial and strategic partnerships, fundraising and philanthropy
- ✓ Secure the financial viability of WMC by establishing an endowment fund
- ✓ Work with Director of Communications to develop income generation strategies

## FINANCES AND OPERATIONS

- ✓ Take overall responsibility for financial planning and management, setting and monitoring targets, annual budgets, forecasts and reporting
- ✓ Oversee the day-to-day finances including monitoring income & expenditure, cashflow, purchase & sales ledgers, VAT Returns and administering finances raised through fundraising campaigns, donations, sponsorship & grants, and Gift Aid from HMRC

- ✓ Produce quarterly Management Accounts and prepare data & documents for key funders including Arts Council England & Wiltshire Council
- ✓ Ensure all organisational/legislation compliance including company law, charity law, GDPR and employment



## FUNDRAISING & DEVELOPMENT

- ✓ Develop, communicate, and deliver a clear strategy for WMC's fundraising and development work, maintain a detailed fundraising roadmap, and oversee the work of the fundraising team
- ✓ Manage the annual fundraising budget
- ✓ With the Artistic Director, oversee local and national trust and foundation funder relationships and applications to support the Centre's Artistic and Creative Learning Programmes
- ✓ Research and source potential support from individual donors
- ✓ Oversee and lead on the delivery of any specific appeals or campaigns

## HUMAN RESOURCES

- ✓ Lead company HR, including induction, support and training
- ✓ Oversee the recruitment, line management and annual appraisal of staff, and ensure appropriate performance management procedures are in place
- ✓ Lead staff training and professional development planning

## ORGANISATIONAL SUCCESS

With the Artistic Director:

- ✓ Ensure effective leadership and long-term financial stability of the organisation
- ✓ Lead, mentor and develop a high-performing team, promoting an environment where individuals can develop and flourish
- ✓ Foster a positive, inclusive, and collaborative work environment committed to equality, diversity and inclusion

- ✓ Revise, monitor, and update WMC's Environmental Policy and Action Plan, and oversee environmental reporting eg Julie's Bicycle
- ✓ With Artistic Director, report in a timely and accurate manner to the Board, ensuring strategic decisions are agreed before implemented and prepare papers for all Board/Sub-Committees as required

# PERSON SPECIFICATION

## EXPERIENCE

- ✓ Experience of working in a strategic role as part of a management team, contributing and implementing business development plans
- ✓ A track record of inspiring leadership and developing teams
- ✓ Degree or professional qualification
- ✓ Extensive experience of event/operations management
- ✓ Demonstrable experience of financial management and risk management
- ✓ Strong knowledge and understanding of the arts and charity sector
- ✓ Experience of maximising income streams and delivering commercial growth
- ✓ Experienced in developing and managing strategic and community partnerships and networking
- ✓ Experience in using CRM and Box Office Systems (Spektrix knowledge desirable)
- ✓ Experience of managing budgets
- ✓ Experience of fundraising, including from individuals and trusts and foundations

## ESSENTIAL SKILLS

- ✓ Natural ability to champion projects and inspire others
- ✓ A can-do attitude, creative problem-solver, decisive and enthusiastic
- ✓ Excellent people management and organisational skills
- ✓ Excellent communication, interpersonal, influencing, and negotiation skills
- ✓ Demonstrably a good networker and partnership builder
- ✓ Excellent written, verbal, and presentational, public speaking communication skills
- ✓ Current knowledge of the music/wider cultural arts sector and understanding of the challenges the sector faces
- ✓ Understanding, appreciation and passion for the music and the arts
- ✓ Entrepreneurial flair and a commitment to innovation

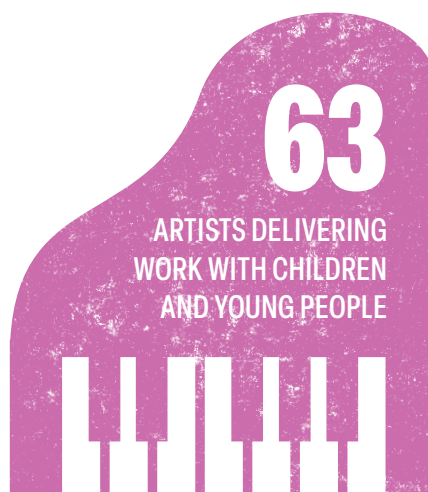
## DESIRABLE SKILLS

- ✓ A good understanding of charity governance and experience working with a Board of Trustees
- ✓ Experience of leading and implementing environmental policy
- ✓ Experience in People Management
- ✓ A passion for arts education



# FACTS AND FIGURES

## 2023/24 SEASON



### HIGHLIGHTS INCLUDED:

Brodsky Quartet 50th Anniversary Shostakovich cycle

16-piece folk band  
Old Time Sailors

First ifOpera Teatime Concert for 80 isolated older people

Adventures with Hairy MacLary – first family concert with West of England Youth Orchestra

I Fagiolini's festive programme 'Angels and Demons' with Rachel Podger

Ronnie Scott's All Stars Hejira celebrating Joni Mitchell (1st tribute show)

Saltlines Raynor Winn/ Gigspanner Big Band as part of Eco:Fest our first climate action festival

# ORGANISATIONAL STRUCTURE

## BOARD OF TRUSTEES

James Wetz (Chair), Rosa Corbishley (Vice Chair), Robert Coleman, Jonathan Cross, Miranda Houghton, Esme Jones, Mark Lee, Emma Sandberg, Alex Seagrave, Ian Thorn, Mike Toft

PROGRAMME AND LEARNING COMMITTEE

FINANCE & RESOURCES COMMITTEE

## JOINT EXECUTIVES

Artistic Director | Executive Director

## SENIOR LEADERSHIP TEAM

Director of Communications (Clare Langrishe)  
Head of Creative Learning and Community Engagement (Cassie Tait)

## TEAMS

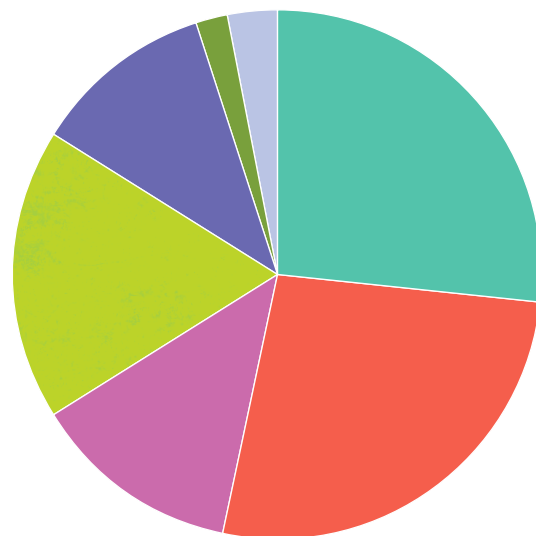
Artistic Programming  
Creative Learning  
Operations

Marketing & Fundraising  
Finance  
Technical

Front of House  
Volunteers

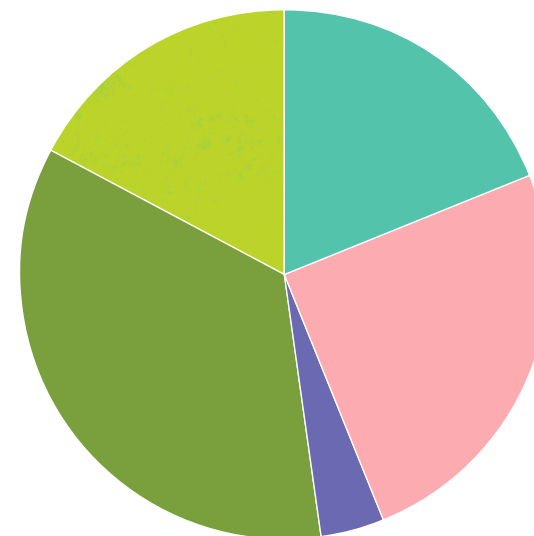
# OUR FINANCES

WMC is a venue-based music charity based in Bradford on Avon with an annual turnover of £1.1m and a total of 10% public funding.



## INCOME

- Concerts and Events: 27%
- Creative Learning Projects: 27%
- Other Fundraised Income: 13%
- Lettings, Bar & Box Office: 18%
- Arts Council England: 11%
- Wiltshire Council: 2%
- Investment Income: 3%



## EXPENDITURE

- Concerts & Events 19%
- Creative Learning Projects 25%
- Lettings, Bar & Box Office 4%
- Staff: 35%
- Other Overheads: 17%



# POSITION DETAILS

## SALARY

£50k-£55K per annum

## CONTRACT

Permanent

## WORKING HOURS

Full time, 37.5 hours per week, plus some evening and weekend work

## LOCATION

Office-based, flexible working patterns are available

## RESPONSIBLE FOR:

Marketing & Fundraising  
Communications  
Finance

## REPORTING TO

The Board of Trustees

## PROBATIONARY PERIOD

Six months

## ANNUAL LEAVE

32 days per annum, including statutory holidays, plus two extra days at Christmas

## WHAT WE OFFER

Complimentary tickets for WMC core programme performances

The People's Pension – contributions in line with statutory auto-enrolment

Hybrid/flexible working arrangements





# HOW TO APPLY & TIMELINE

Please send your CV and an accompanying cover letter (max. 2 pages) which outlines why you are interested and suitable for this role to [recruitment@wiltshiremusic.org.uk](mailto:recruitment@wiltshiremusic.org.uk).

Please include details of x 2 referees.

For an informal chat about the role, please contact **Cassie Tait, Acting Co-Chief Executive & Head of Creative Learning:** [cassie.tait@wiltshiremusic.org.uk](mailto:cassie.tait@wiltshiremusic.org.uk)

*As an equal opportunities' employer, WMC is committed to the equal treatment of all current and prospective employees and does not condone discrimination on the basis of age, disability, sex, sexual orientation, pregnancy and maternity, race or ethnicity, religion or belief, gender identity, or marriage and civil partnership.*

*We aspire to have a diverse and inclusive workplace and strongly encourage suitably qualified applicants from a wide range of backgrounds to apply and join WMC.*

## TIMELINE

### CLOSING DATE FOR APPLICATIONS

12pm, Thursday 19th September

### INTERVIEWS

First Interview: In person,  
Thursday 26th September

Second Interview: TBC





“Full house and an attentive audience... we greatly enjoyed our time at Wiltshire Music Centre and would very much like to return.”

Bournemouth Symphony Orchestra

