



Tonic

Head of Operations

March 2024

Tonic is recruiting for a Head of Operations. This is a new role at Tonic, created in response to the increasing size of our team and the growing scale and variety of our activities. We are looking for an experienced and capable individual who is inspired by the positive change around equality, diversity and inclusion (EDI) that Tonic is leading in the arts and cultural sector, and who wants to play an intrinsic role in further building on the success of our small but thriving charity.

The post holder will be responsible for the effective management of the organisation's operational running, whilst being proactive about identifying ways our systems and processes can be optimised for efficiency. All our activities should point toward maximising our income-generating potential, so we can do more positive work in the sector. This means that the job holder must be able to think at a strategic level whilst being happy to be 'hands on'.

Job description - Head of Operations

Terms and Conditions

The role is offered on the basis of either four days a week (equivalent to 28 hours per week excluding lunch breaks) or five days a week (equivalent to 35 hours per week excluding lunch breaks), depending on the successful candidate's preference.

Salary: £45,000 (calculates as £36,000 if pro rata'd to a four-day week)

Contract: Permanent with a 6 month probation period

Working hours: Typically between 9.30am and 6pm. Although occasional evening and weekend work is required, this is rare.

Location: Tonic's office is currently in Herne Hill, South London. Given the nature of the role and the needs of the organisation, we expect the role to be largely based in the office (typically for 75-80% of the working week), although with scope for remote working for the remainder of the time. The successful candidate can, of course, undertake the entirety of the role from the office should they prefer.

Annual Leave: 25 days per annum plus bank holidays (pro rata)

Reporting to: Director

Role and responsibilities

Operations

- Review Tonic's existing operations systems e.g. IT, cyber security, internal communications. Create and deliver strategies for developing them, in line with our increasing scale of activity and our growing team.
- Ensure the systems and resources are in place to promote the smooth running of Tonic's working environments.
- Work with members of Tonic's Board to identify potential risks for the charity's operations and ensure we are taking an appropriate response with regard to mitigation and insurance.
- Undertake actions to ensure Tonic is meeting the requirements of the Charity Commission and that policies (for example, safeguarding, finance), reporting, and governance systems are kept up to date and effective.

Income generation

- Work with the Director to review the processes and systems that underpin Tonic's income generating activities. Ensure that these are optimising Tonic's ability to make money while remaining in adherence with our charity's values and mission.
- Be attentive to cashflow, income and expenditure across the year to enable Tonic to take informed decisions about re-forecasting, planning and resourcing.
- Ensure systems are in place to monitor and measure the efficacy of Tonic's approach to sales management and marketing.
- Build and maintain relationships in the sector that could lead to sponsorship or strategic partnerships.
- Think strategically about when to commission external expertise that will maximise Tonic's income-generating potential e.g. in relation to fundraising and business development.

Finance

- Conduct Tonic's day-to-day banking including the payment of salaries, pensions, and invoices.
- Use Tonic's bookkeeping system (currently Xero) to reconcile transactions and capture reports (assisted by the Office Coordinator).
- Be Tonic's primary point of contact for HMRC, our accountant, and payroll provider.
- Work with our accountant or other experts to ensure Tonic is compliant with VAT legislation and that quarterly VAT returns are filed with HMRC.
- Prepare quarterly finance reports for the Board and attend quarterly meetings with the Board's Finance Subcommittee.

People

The Head of Operations will line manage the Events & Projects Coordinator (responsible for organising Tonic's range of projects and events, and coordinating marketing activity) and the Office Coordinator (responsible for the day-to-day running of the office and the administration of our training and consultancy bookings):

- Manage the Coordinators' workloads, providing them with a healthy balance of challenge and support.
- Oversee their professional development and provide constructive feedback on their work via annual appraisals and regular check-ins.
- Provide pastoral support to them when required.
- Model Tonic's values of inclusion, respect and integrity in your management style.

People responsibilities in relation to the wider Tonic team:

- Be the first port of call for personnel-related matters such as authorising annual leave requests, logging sick leave and conducting maternity risk assessments (commissioning external HR expertise/provision where necessary).
- Regularly review Tonic's staff policies, terms and systems to ensure they are up to date and in keeping with an organisation that aspires to model best practice in relation to equality, diversity and inclusion.
- Oversee the running of recruitment processes and write contracts for new members of staff.

As a senior member of the Tonic team you will:

- Deputise for the Director, as required, making decisions and taking actions that relate to the operational health of the organisation.
- Model Tonic's values in your interactions with your colleagues by demonstrating the respect, thoughtfulness and inclusive approach that we encourage in ourselves and in the organisations we work with.
- Commit to the hard work that a small charity demands, but be able to create boundaries around your work, managing your workload and your time in a way that sets a good example to the wider team.
- Play an active role in the Tonic team's ongoing reflection in relation to how we can collectively take responsibility for creating the best possible working environment and capitalise on the expertise, experience and perspectives of our entire team.
- Represent Tonic with a high level of professionalism at all times and protect the brand and values of Tonic, keeping organisation information confidential.
- Understand that we are a small team and therefore demonstrate a willingness to help out on the delivery of our activity as needed.

- Commit to any other appropriate tasks deemed necessary for the smooth running of the organisation and for helping the wider team succeed.

As this is a new role at Tonic, we expect there will be scope for it to grow and develop as Tonic continues to expand.

Person Specification

You will be:

- Curious about how systems and structures can be optimised. We'll be asking you to spot what's working well at Tonic as well as what could be better. So you'll possess an appetite for devising new and innovative approaches, but will also know when to leave a successfully functioning process alone.
- Enthused about working in a small charity which receives no subsidy but has developed an entrepreneurial and commercially minded approach towards generating the funds that enable us to drive positive change in the sector.
- Capable of handling responsibility and able to deal calmly and effectively with a varied workload that encompasses multiple priorities and outputs.
- Able to see the big picture in relation to the organisation's strategic direction but excited too to engage in the detail of the day-to-day tasks that are required to make this happen.
- Able to work in a small team which operates across a combination of in-person and remote working.
- Able to build respectful, warm and professional working relationships with colleagues and Tonic's external networks of peers and clients.
- Pleased to be part of an organisation which focuses on increasing equality, diversity and inclusion within the arts and culture. You will respect the thoughtful, sensitive approach that Tonic endeavours to take to these often complex issues. As a member of the team, you will recognise the importance of demonstrating tolerance and professionalism towards everyone we work with, including those whose perspectives on EDI may be at variance to your own.

Essential

- Sympathetic to the charitable aims and ambitions of Tonic
- Previous line management responsibility
- Ability to interrogate and review systems and processes
- Experience of working in a context in which there has been a requirement to make money. This could, for instance, be in relation to trading, fundraising, or sales
- Experience of managing budgets
- Experience of working, volunteering, or participating in arts and culture

Desirable

- Experience working or volunteering in a charity
- Experience of accounting systems
- Knowledge of discourse and developments across society in relation to equality, diversity and inclusion and, by extension, how these are playing out in arts and culture

Please note that your behaviours and skill profile are more important to us than your previous experience. If you are interested in applying but are unsure if you have the relevant experience, we would encourage you to apply and describe your strengths in your cover letter for us to consider. Training and mentoring can be provided for the successful candidate to support their development in areas of the role with which they are less familiar.

How to apply

Applications should consist of:

- Covering letter (no longer than two sides of A4) outlining why you are interested in applying for the role and your relevant skills and experience.
- CV
- Equal Opportunities Monitoring Form. Please complete the form [here](#).

Applications should be submitted by **Monday, 15th April 2024 at 9.00am** via email to info@tonictheatre.co.uk.

If the application formats that we are providing don't work for you, please let us know by contacting us at info@tonictheatre.co.uk.

If you have any questions about the role or working at Tonic relevant to your application or would welcome the chance to schedule an informal conversation about the role, please contact Rodrigo Araújo at rodrigo@tonictheatre.co.uk to arrange.

About Tonic

Since 2011 Tonic has been supporting the arts and cultural sector to achieve greater equality, diversity and inclusion through a combination of cross-sector projects and programmes, training, consultancy and research. We take pride in working across the arts and cultural ecosystem, collaborating with venues, producers, commissioners, festivals, training and educational institutions, businesses in the arts 'supply chain', professional membership bodies, networks, and amateur and community groups as well as individual practitioners and professionals.

Having initially been established in the theatre industry, the success of Tonic's approach saw demand for our work extend into other areas of the performing arts, particularly dance and

opera. Today we continue to work extensively in these fields whilst also increasingly expanding into a range of other areas including music, heritage and museums, visual arts and the wider cultural sector.

When we began, Tonic's focus was purely targeted at improving access and opportunity for women. While this remains an important aspect of what we do, we now look at equality, diversity and inclusion more holistically. In particular, we are keen to take an intersectional approach that supports organisations to create working practices and policies that are inclusive of **everyone**.

Working at Tonic

We are a team of seven, all working four or three days per week. In terms of location, some members of the team are based in our London office for the entire week. Others work remotely with regular trips to London to visit the office.

Like many organisations, since 2020, we have reimagined how we work to respond to hybrid and flexible working needs. However, careful review has shown us that we are currently at the upper limit of what can be accommodated in relation to remote working without compromising the needs of the charity. Consequently, we expect the Head of Operations role will predominantly be conducted from our London office and in conventional working hours. We do understand that some candidates may welcome further information about what could be possible with regard to flexibility and location before deciding whether to submit an application. In this case they should feel free to send any queries to Rodrigo Araújo at the email address above.