



Application Pack

Chief Operating Officer





Contents

3	Introduction
4	About us
5	Working for Quakers
7	About the team
8-11	About this post
12-13	Person specification
14	Salary and benefits
15	How to apply

Introduction



I am delighted that you have expressed an interest in the post of Chief Operating Officer.

Quiet Company is wholly owned by Britain Yearly Meeting of the Religious Society of Friends (Quakers). The company currently oversees two Quaker sites: Friends House, in London, and Swarthmoor Hall, in Ulverston (Cumbria). Both sites are listed buildings, dating respectively from 1926 and the early 17th Century.

In London and Cumbria, we offer a wide range of services including:

- Conferencing, events and retail.
- Facilities and property services.
- Bake The Difference.

As a value led company, we believe in the triple bottom line approach (3Ps: people, planet and profit).

We run our ethical business along these principles and are committed to delivering quality services to our customers.

Our mission is to put faith back into business and to be the venues of choice for those looking for more sustainable alternatives.

I hope that after considering all the information in this application pack, you will be excited by this post and will apply.

Kind regards,

A handwritten signature in black ink, which appears to read "Paul Grey".

**Paul Henderson-Grey,
CEO of Quiet Company**

About Quiet Company

Quiet Company was formed in 2007 to raise income for the charity of Quakers in Britain: Britain Yearly Meeting. Each year, the company gift-aids any profits or surplus to the charity so that Quaker work in the United Kingdom and around the world can carry on.

The company operates as an ethical and sustainable business, in line with Quaker values.

You can read more about our purpose at www.quietcompany.co.uk/our-purpose/.

People - planet - profit

We believe in the 3Ps (people – planet – profit): our activity should not impact negatively on people or the planet.

We seek to minimise our impact on the environment and maximise our positive contribution to the communities in which we operate.

Our values

As an ethical and sustainable business, our company relies on core values to deliver services and ensure everyone gets a great experience in London and Ulverston, Cumbria.

We are:

- **Welcoming:** We welcome everyone in our venues in London and Cumbria. Whether you want to meet, enjoy our cafes, stay the night or just relax in our gardens, our doors are open.
- **Pioneering:** We follow the tradition of ethical Quaker businesses. We are always striving to improve the welfare of our employees, our environmental practices, while making a positive contribution in the communities in which we operate.
- **Responsible:** We are committed to having the least possible impact on the environment. We have fully integrated the UN Sustainable Development Goals in our decision making and processes.



About Quakers

The Religious Society of Friends (Quakers) is a radical faith group with its roots in Christianity. It emerged in the mid-17th century as a group with no separate priesthood, and with a form of worship based in silence.

Quakers have been committed to peace, equality, simplicity and integrity throughout history, and are known for work to bring about social change over the years, such as on the abolition of the slave trade, the relief of suffering in wartime, improving living conditions for factory workers and the introduction of same-sex marriage.

About Britain Yearly Meeting

Quakers in Britain is a national charity that supports the work of Quakers across England, Scotland and Wales. It is formally known as Britain Yearly Meeting of the Religious Society of Friends (BYM).

It employs around 135 people, who are accountable to the charity trustees, who in turn are appointed by and accountable to British Quakers.

As well as supporting Quaker meetings to be well-run faith communities, BYM works to translate Quaker faith into action in a wide variety of ways in the United Kingdom and abroad.

A Quaker workplace

We aim for our workplace to be consistent with Quaker values - broadly the same as most well-run progressive organisations. For example: We expect staff to respect each person regardless of age, race, religion, gender, transgender status, sex, sexual orientation, disability, marital or civil partnership status.

- We avoid unjustifiable and unlawful discrimination in our employment practices
- We follow good employment practice, with clear and supportive line management
- We have a 1:4 ratio between the lowest and highest salaries
- We aim to be open and honest in all our work
- We avoid titles such as 'Mrs.' or 'Mr'.

Very few jobs with BYM are restricted to Quakers, although about a third of the staff are Quakers or linked to Quakers in some way.

All Quiet Company staff are employed by BYM.



SWARTHMOOR HALL

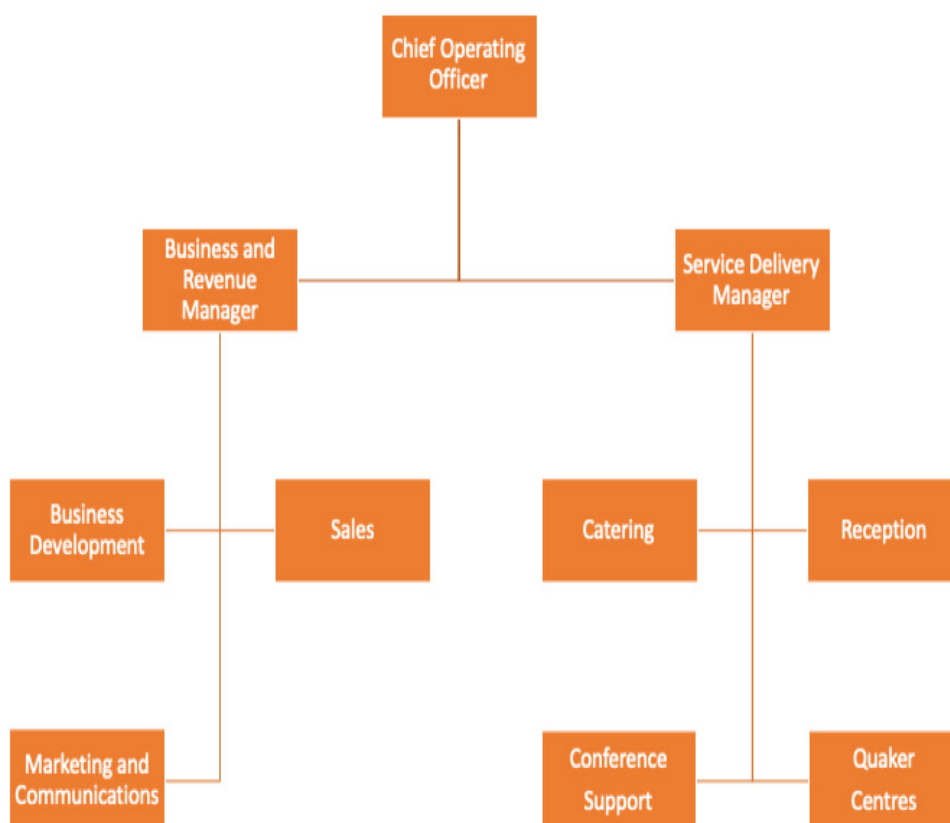
About the team



The award-winning Friends House team looks after 32 meeting rooms and event spaces and the Quaker Centre Bookshop and Cafe. From small meeting rooms for ten to conferences for 1,000 in The Light auditorium, the team always go the extra-mile to provide a great experience to delegates.

The Swarthmoor Hall team looks after the cradle of Quakerism. The hall is surrounded by beautiful gardens and grounds and welcomes many visitors every year. They come to visit the historic house, attend courses, retreats and pilgrimages, or stay in one of the refurbished bedrooms and more. Both in London and Cumbria, operations are run in the most sustainable way possible.

Team structure



About this post



Job purpose

The Chief Operating Officer (COO) is responsible for providing operational direction and proactive management of Quiet Company(QC) to ensure that it delivers and maintains high standards of service, and best business practices, which aim to exceed customer expectations. The COO will motivate, lead and develop the management team to achieve their personal objectives; sustain profitable sales growth and control operating costs to maximise profit, whilst always working within the ethical values of the Company. The profit generated will be gift aided annually to Britain Yearly Meeting (BYM), the parent charity and church.

The role holder works alongside and in conjunction with the Head of Facilities and Property Service who oversees the running of BYM buildings. The role holder will regularly interface with the directors of the Company (the Board).

Accountabilities and tasks

Operational

- Deliver and report to the CEO against the strategic business plan for the Company
- To ensure the Company meets its obligations to BYM under the terms of its service level agreement.
- Continuously review and report to the CEO ways to enhance our services over the sites we operate, within the context of the BYM Trustees' visions.
- Ensure staff produce, implement and review operating procedures and service specifications to ensure standards are maintained.
- Ensure appropriate periodic audits or reviews are carried out by managers or third parties.
- Manage customer and supplier relationships in order to develop and sustain long term partnerships.
- Develop new service offers and operating procedures, which improve customer experience, operating efficiency, cost savings or otherwise maximise sales growth and profitability.
- Ensure managers plan work schedules/staffing rotas that are sufficient to meet agreed levels of service and budget.
- In conjunction with the Head of Facilities and Property Services to ensure that duty management cover is provided.
- Develop community relationships, and employment programmes with local and disenfranchised groups.
- Oversee the work of any third party contractors.
- Oversee the procurement of goods and services consistent with the BYM procurement policy, ensuring that a best price policy is in place and that as a business we use sustainable products and promote ethical / fair-trade goods wherever possible.
- Oversee the health & safety of customers, contractors and staff.
- Represent the business within the BYM Environmental, Health and Safety Committee.



Management of staff and departmental leadership

- Manage a growing team (currently 26 people, but expected to reach 50 people once full operations resume post Covid-19).
- Help the Company to realise its aspiration to be an exemplary employer by upholding the values of both Quiet Company and BYM in your management of staff.
- Plan, manage and monitor the delivery of a high standard of work by staff within the company.
- Facilitate the continuing professional development of staff, through regular performance reviews, provision of training opportunities and progression planning.
- Develop and oversee the training academy for the team, providing for skills and personal development for all staff.
- To assist with the leadership of the business by helping to develop realistic goals that contribute to the company's strategic plan and objectives, and by motivating and guiding staff towards achieving those goals.

Operational Management, Planning and Reporting

- To work with the team to produce a three year rolling operational plan, which will link directly to the company's strategic plan.
- To regularly report on progress to the Board. This reporting to include sales performance, customer feedback, opportunities and threats, staffing and performance against budget.
- To oversee a marketing and communication plan, which is updated and reported twice yearly to the Board.

- Implement and report upon achievement against the sustainability and environmental plan targets.
- From time to time, to work collaboratively with other operational managers across BYM to help to achieve shared organisational goals, including working in clusters where appropriate.

Budgeting and Financial Reporting

- Prepare alongside, direct reports and finance colleagues, a three year rolling budget / forecast and to support the CEO in reporting progress to the Board.
- Periodically to make recommendations for the revision of tariffs and rates for forthcoming years.
- To report to the CEO monthly performance figures, which will include a clear analysis of sales, costs and future forecasts.

Governance

- Work with finance colleagues and the CEO to produce formal quarterly company results and updated forecasts.
- In conjunction with CEO manage and update the company risk registry.
- Attend Board meetings as appropriate.
- Support good governance within BYM, including by sharing information, learning and reporting as required.

About this post



Bake The Difference

Bake the Difference started in September 2018, when the first participants stepped into the Friends House kitchen. They all had a history of breaking the law or antisocial behaviour and a diagnosis of personality disorder.

People in circumstances like these can often find themselves excluded by society, finding it difficult to get a job or even secure accommodation due to their pasts. Too often a lack of stability in their lives can result in a return to prison.

For many participants, the workplace is a challenging place. Some have not worked for a long time or have never worked before. They also face many challenges in their lives outside Friends House.

The programme is here to provide them with some stability. For 6 months, they are mentored by an experienced chef and learn the basics of food and hygiene. On top of the baking course, they also learn front of house, barista and kitchen porter skills.

Participants spend nine hours a week (the maximum allowed without affecting their benefits) at Friends House and are paid over the London Living Wage.

Your tasks will include:

- Lead on this programme, which works on reintegrating ex-offenders with a history of mental health issues back into the workplace and society

- Ensure we meet the contractual obligations to our funding partners for delivery of this programme by reporting to regular review meetings and, together with the team, producing twice yearly evaluation reports.
- Work alongside the CEO in promoting this flagship programme, raising awareness about what we do with our customers, Friends and possible future funders.
- Report on the Bake the Difference programme to the Board as required.
- The post-holder will be expected to prioritise



Person specification



Essential Skills & Knowledge

- Operational leadership of a business employing large diverse workforce,
- Running a profitable business unpinning by proactive selling, high quality of service, cost effectiveness, sound financial budgeting, monitoring and reporting,
- Excellent interpersonal skills, articulate and able to communicate both orally and in writing with people from a variety of different backgrounds,
- Decision-making, diplomacy and problem solving ability,
- A proactive commitment to managing and motivating a customer focused team through setting individual / team objectives and managing team leaders performance through a regular review process,
- Demonstrable ability to adapt to an ever-changing environment,
- Customer focused, enthusiastic with an attention to detail,
- Good organisational skills, with an ability to take the initiative, manage priorities and work independently without direct supervision,
- Experience of developing and maintaining a strong customer base,
- Preparing business cases for development and implementation of new service offers,
- Excellent knowledge of the current hospitality and conference market and customer expectations of service,
- Strong IT skills

Essential qualifications

- A degree in hospitality/ hotel management or equivalent NVQ or substantial relevant experience and track record within the sector.
- Possess a valid advanced Food Hygiene and Health & Safety qualification.

Essential experience

3 to 5 years' of working in senior leadership role within the conferencing, hotels and events industry with proven experience in:

- People management,
- Operational and financial management,
- Setting and maintaining service standards,
- Effective planning and reporting,
- Responding to environmental priorities, Contract management of third party provider's.



Desirable skills/knowledge

- Knowledge of and sympathy with Quaker values,
- Experience of working with a board of directors,
- Marketing and communications,
- Events management,
- Preparing grant funding applications,
- Working in a unionised environment,
- Championing sustainability and environmental issues,
- Working with ex-offenders,
- Running a small historic house museum
- Running a café
- Running a retail outlet and bookshop
- Knowledge or experience in delivering building facilities services,

The role holder will be required to uphold Quaker Values in the performance of this job.



Salary & benefits



Salary

£52,137- £59,828 per annum

Location

Friends House, Euston Road, London NW1

Hours of work

35 hours per week with some weekend and evening work. There is some flexibility over the daily start and finish times.

Flexible working options

While the role is London-office based, we are open to discussions about flexible working patterns such as working from home or compressed working patterns.

Holiday

27 days a year plus bank holidays and three days for Christmas closure

Sabbatical scheme

Staff are able to take a nine-month unpaid sabbatical leave after five years' continuous service.

Subsidised café

We have an on-site café which provides subsidised meals as well as a bookshop selling ethically sourced goods.

Cycle to work scheme

We offer a cycle to work scheme which helps you save money on a new work bike and spread the cost of the bike over monthly tax-free instalments.

Annual Season Ticket Loan

We will provide with a loan of up to £7,500 to cover the cost of your season ticket repayable in 11 monthly instalments.

Pension scheme

Quakers have a generous pension scheme where we contribute 8% of your salary and you contribute 3% of your salary. You have the option to increase your contributions should you wish and to pay your contributions via salary sacrifice.

Sick pay scheme

We have a very generous sick pay scheme:

- If you have less than 12 months service, you are entitled to full sick pay for 3 weeks followed by three weeks at half pay.
- After 1 years' service, you are entitled to full sick pay for 3 months followed by 3 months at half pay, subject to a maximum of six months since the start of your service.
- After 4 years' service you are entitled to full sick pay for six months followed by six months at half pay, subject to a maximum of 12 months.

Private Health Insurance

If you are off work due to sickness for more than 52 continuous weeks you will be eligible, subject to requirements of the scheme, to sick pay.

Employee Assistance Programme:

Quakers offers access to an independent, confidential employee assistance programme, which is available 24 hours a day.

Family Friendly Policies

Our family friendly policies give enhanced maternity and adoption leave. Once you have one year's service by the 15th week before your baby is born or you adopt, you will be entitled to six weeks at full pay, 20 weeks at half pay and 13 weeks at SMP.

How to apply



To apply for this role, please visit <https://quietcompany.co.uk/careers/> for the application form.

Closing date for applications is **27 January 2022**

Interviews will be held on **10 February 2022**

Quakers have a faith commitment to equality and encourage and welcome applications for posts from all sections of society. You do not have to be a Quaker to apply for this post, but we expect you to uphold the values of our organisation.

The principles of equality and diversity are important to Quiet Company and Britain Yearly Meeting in all aspects of their work. The information you provide will help us to monitor and refine our employment practice and respond to the needs of the diverse range of people that the company comes in to contact with.

Quiet Company and Britain Yearly Meeting are committed to safeguarding children and adults at risk and expect all our staff and volunteers to share and uphold this commitment.

Quiet Company and Britain Yearly Meeting are committed to equality in all of their employment practices.

