

INFORMATION PACK

Commercial Operations Director

FEBRUARY 2026

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Introduction

Dear Candidate,

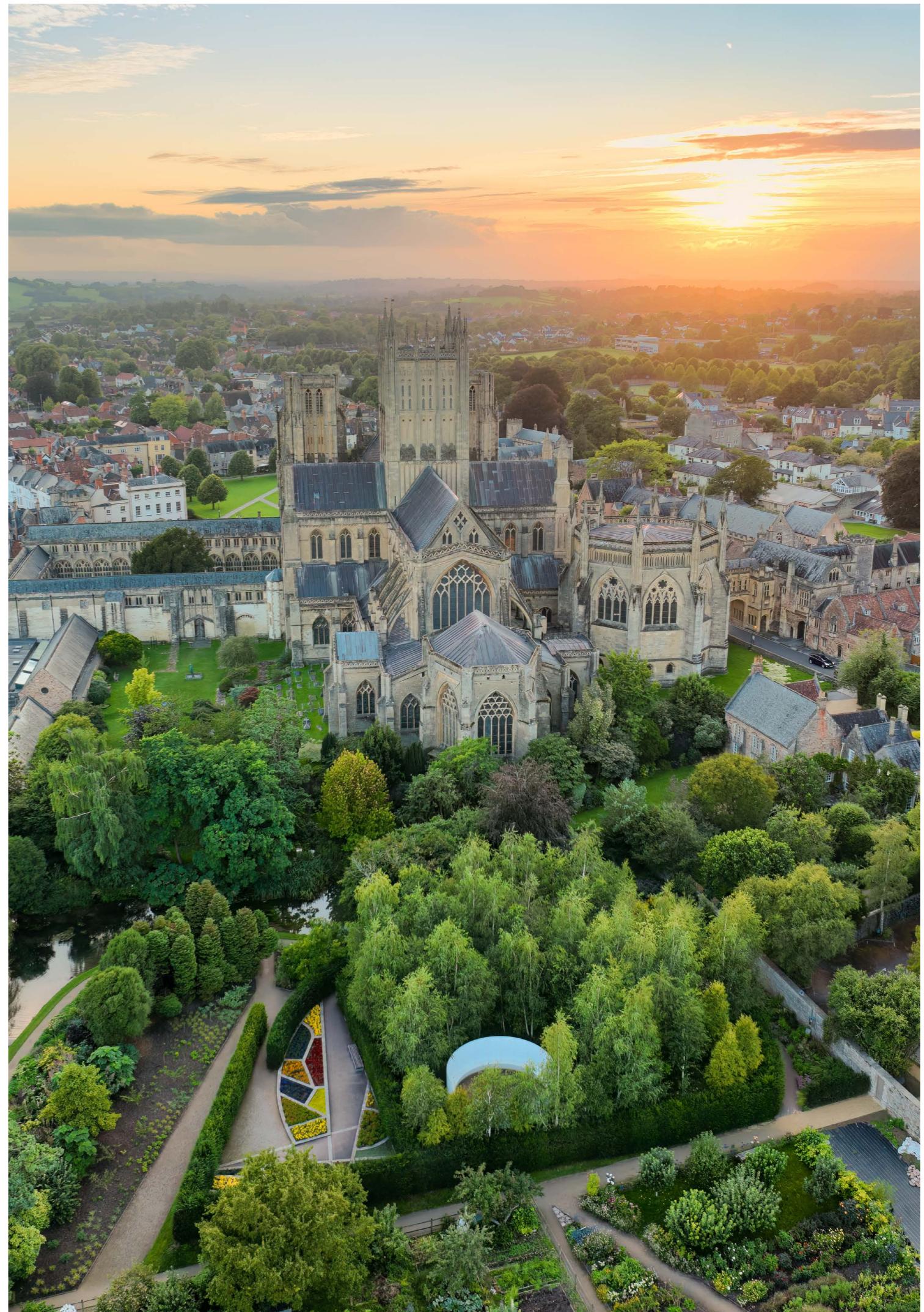
Thank you for your interest in the role of Commercial Operations Director.

If you're motivated by the difference that heritage makes to places and people, and about sharing inspiring stories and creating unforgettable experiences, this job may be for you. You will be joining Wells Cathedral at a pivotal time, with our Strategic Plan shaping our work over the next 10 years and the opening of a new dynamic and high-profile visitor experience celebrating centuries of history. We want more and a wider range of people engaging with the Cathedral, ensuring the celebration and sharing of Wells Cathedral's unique assets and musical tradition.

This role will play a crucial part in our vision for growth and in helping us to achieve our ambitions. As we build connections and relationships with people, open up more of our heritage and expand our visitor experience, and grow income generation opportunities and innovation, you will be joining a wonderful team at a really exciting time in our history, and we'd love to hear from you.



Nerys Watts
Chief Operating Officer, Wells Cathedral



About Us

The City of Wells

Situated on the edge of the Mendip Hills in the County of Somerset, Wells is one of England's most beautiful and compact cities, built around the beautiful Cathedral of St Andrew. Its picturesque surroundings include a charming market square and high street, The Bishop's Palace & Gardens, and the magnificent Vicars' Close, Europe's oldest continuously inhabited street.

The Cathedral

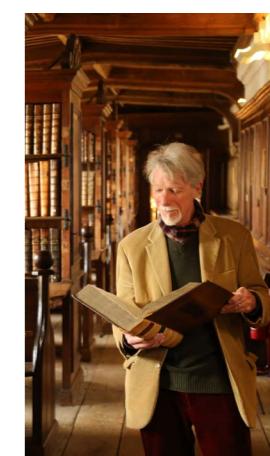
Wells Cathedral is one of England's most beautiful and significant cathedrals, inspiring pilgrims and visitors for nearly 850 years. It serves as both the seat of the Bishop of Bath and Wells and the Mother Church of the Diocese, playing a vital role in Somerset's cultural identity. For many, the Cathedral embodies the area's spiritual and cultural heritage, standing as a symbol of local pride and a place that connects today's community with centuries of history and Christian tradition.

Renowned for its beautifully maintained Gothic architecture, its world-class music, and warm hospitality, Wells Cathedral welcomes some 300,000 visitors each year, alongside 150,000 or so who attend services, concerts, and events.

Underpinning the life, worship, and ministry of the Cathedral is a diverse organisation which oversees a diverse tapestry of activity. The Cathedral is also a regular host to a number of external organisations who provide concerts, events, and private and public gatherings, furthering our links with the community. Following the implementation of the Cathedrals Measure 2021, Wells Cathedral is now registered as a charity and is therefore regulated by both the Charity Commission and the Church Commissioners. Members of the Chapter—the Cathedral's governing body—serve as the charity's trustees.

This is an exciting time to join our team as we deliver the Vicars' Close Project — a major initiative to restore this internationally significant and unique medieval site. Integral to the history and renowned choral tradition of Wells Cathedral since 1348, Vicars' Close will be safeguarded for future generations while offering an ambitious new visitor experience and programme of events that celebrate its extraordinary heritage.

Further details of the Cathedral's life may be found on the Cathedral's website:
www.wellscathedral.org.uk



Job Description

Job title:	Commercial Operations Director
Reporting to:	Chief Operating Officer
Salary:	£60,000 per annum
Term:	Permanent; Full-time: 35 hours per week
Location:	Wells Cathedral, Cathedral Green, Wells, Somerset BA5 2PA



Purpose of the role:

Our new Commercial Operations Director will be an inspiring leader who will drive commercial growth. You will lead the development and delivery of a strong and successful Commercial Strategy for Wells Cathedral and Vicars' Close to support the Cathedral's Strategic Plan, including the celebration of 850 years since the Cathedral's foundation.

We are seeking a forward-thinking Commercial Operations Director to lead and oversee commercial innovation and growth to inspire a wider range of people to visit the Cathedral with a creative and engaging approach. You will have a demonstrable successful track record at a senior level and be an experienced operator and a creative problem solver. You will inspire and motivate your teams and setting a clear shared vision for your department. You will be passionate about identifying emerging trends, technologies and consumer behaviours and working collaboratively across all teams to maximise income generation opportunities.

You will be entrepreneurial and highly focussed with a real enthusiasm for the internationally important heritage and visitor experience of the Cathedral and the exciting new visitor experience being developed with the Vicars' Close project. As a commercial leader, you will bring experience in managing large budgets, along with a commercially skilled approach and a high level of self-motivation and the ability to meet demanding targets within tight deadlines will be essential.

You'll relish this role if you're ambitious, focused, commercially astute and committed to providing outstanding customer experiences. We're looking for someone to support our ambition to be the country's most joyful cathedral!



Main duties and responsibilities:

- You will be an inspiring leader promoting a positive and collaborative culture developing, supporting and managing the Cathedral's Commercial Teams to work across the organisation with an integrated approach. You will work closely with the Marketing team to create campaigns to promote the visitor offer and attract new audiences.
- Set and deliver ambitious financial targets, maximising profitability and developing new income streams across ticket sales, group trade and commercial operations, such as Shop, Café, and working closely with the Events team. Develop and successfully implement the Commercial Strategy to underpin this work.
- Work closely with COO, and Chief Finance Officer to analyse and act on business data and to develop organisational performance measures that monitor progress towards financial sustainability.
- Working closely with the Vicars' Close project team to develop and implement an exciting Visitor journey with a compelling, integrated and exciting whole site approach across the Cathedral and Vicars' Close. Build visitor satisfaction and reputation with excellent customer service across all areas and develop creative programming with the Creative Facilitator to engage and inspire.
- Develop and implement an enticing and appealing retail strategy that offers a bespoke and creative range of merchandise aligned with the Cathedral's heritage and visitor experience, including products tied to events or exhibitions, and target audiences, including at Vicars' Close and implement Café strategy. For both the shop and café, integrate successfully into the overall visitor journey, expanding dwell time and encouraging repeat visits.
- Ensure that operations are managed in a cost-effective way that maximises profit for the benefit of the Cathedral's charitable cause, monitoring margins, pricing strategies and supplier contracts to optimise income and ROI. Use visitor insights and sales analytics to identify trends, forecast demand, and adjust and adapt strategies accordingly.
- Successfully lead and develop a high performing visitor facing team, (staff & volunteers), setting & monitoring personal objectives that achieve excellent customer service standards to create a welcoming and memorable experience. Promote and uphold the cultural values and behaviours required by the Cathedral.
- Ensure compliance with all statutory and legal requirements. Executive responsibility for health & safety, safeguarding, UK GDPR and risk management for the Cathedral.

Other duties

- To undertake any other duties or projects commensurate with the nature and grade of this post as required by the organisation. The post holder will be prepared to work at the weekend, bank holiday days as needed, as the busiest visitor times for the Cathedral, and in the evening on occasion.

Person Specification

Qualifications, knowledge, and experience

Essential

- Significant experience of senior leadership role.
- Extensive track record of driving profitability across multiple income streams in an audience focused industry, while inspiring teams to deliver exceptional customer service.
- Significant and evidenced success in setting and delivering stretching income targets and developing profitable new income streams.
- Significant and evidenced success of managing operations cost effectively, to deliver maximum profit.
- Experience of working with multifunctional teams to develop high quality product for programming and refreshment of the offer.
- Responsibility for setting and managing complex budgets.
- Ability to analyse business data and draw evidenced conclusions for implementation.
- Experience of strategic planning and translating high level strategic objectives into focussed personal objectives.
- Leading and managing a multifunctional team.
- Managing operational risk & compliance.
- Experience of working in a complex stakeholder environment.
- To be committed to broad lateral thinking and a solutions focused attitude to support the whole Cathedral.

Desirable

- Recent senior experience within a heritage or visitor attractions environment.

Skills and abilities

Essential

- Strong commercial aptitude, results focussed, analytical and highly numerate.
- Strong organisational and leadership skills, with a successful track record of leading and developing diverse teams. A team player with a collaborative approach who is able to build relationships with a wide range of internal and external stakeholders and positively manage change.
- Excellent written and verbal communication skills.
- Skilled in getting the best out of multifunctional teams and able to influence and inspire.
- Negotiation and persuasion skills.
- Ability to juggle multiple priorities calmly & effectively and work successfully on multiple priorities.
- Innovative, creative lateral thinker with a positive approach.
- Customer and audience focussed.
- IT, digital/social literate.
- Strong understanding of issues relating to equality, diversity and inclusion, and UK GDPR requirements. The successful applicant will also be expected to share in Wells Cathedral's commitment to safeguarding and promoting the welfare of children, young people, and vulnerable adults. An enhanced DBS check will be required.



Knowledge

Essential

- Clear understanding of what makes a world class visitor experience. Passionate about heritage and the wide range of opportunities and experiences it can offer.
- Legal compliance, health and safety and risk management requirements and systems.
- Project Management.
- Visitor Attraction Industry Ticket Selling, group trade, learning and commercial operations knowledge.

Desirable

- Interpretation techniques.

Safeguarding

- The successful applicant will also be expected to share in Wells Cathedral's commitment to safeguarding and promoting the welfare of children, young people, and vulnerable adults.



Main Terms and Conditions

Employment status	Full time; permanent												
Hours of work	35 hours per week, full time. We are open to flexible working and hybrid options for this role.												
Remuneration	£60,000 per annum.												
Discount	A discount of 10% is available from the Cathedral Shop and The Loft Café.												
Parking	One car may be parked in the Cathedral car park. Cars are parked at the risk of the owner.												
Location	Wells Cathedral, Wells. BA5 2UE												
Pension	Defined Contribution Scheme. Contributions as % of salary:												
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>55	5%	10%											
Expenses	All reasonable working expenses will be met in line with Cathedral policy.												
Holiday	6.6 weeks per annum inclusive of bank holidays. The holiday year runs from 1 January to 31 December. Annual leave is authorised by the Chief Operating Officer.												
Probation	This post will be subject to a probationary period of 6 months. The post-holder will, during their probationary period, be required to satisfactorily complete learning in Health & Safety and in Safeguarding, as deemed by the Cathedral to be relevant and appropriate to this post. The appointment is subject to the satisfactory completion of all pre-employment checks, including an enhanced Disclosure and Barring Service check.												



How to Apply

Applications

Closing date: **Thursday 12 February, midnight**

Applicants should provide a completed [Application Form](#) and [Equal Opportunities Monitoring Form](#) (optional) to the Human Resources department by email: recruitment@wellscathedral.org.uk.

Shortlisting

To ensure the fairness of the selection process, shortlisting will be based upon the information which you provide in your application and assumptions will not be made about your experience or skills.

We will look for demonstrable evidence that you meet the criteria set out in the person specification. Information provided on the application form will be viewed by HR, the recruiting manager, and interview panel. All applicants will be notified of the outcome of the shortlisting process.

Selection Process

Interview round 1 (online): **Thursday 19 February 2026**

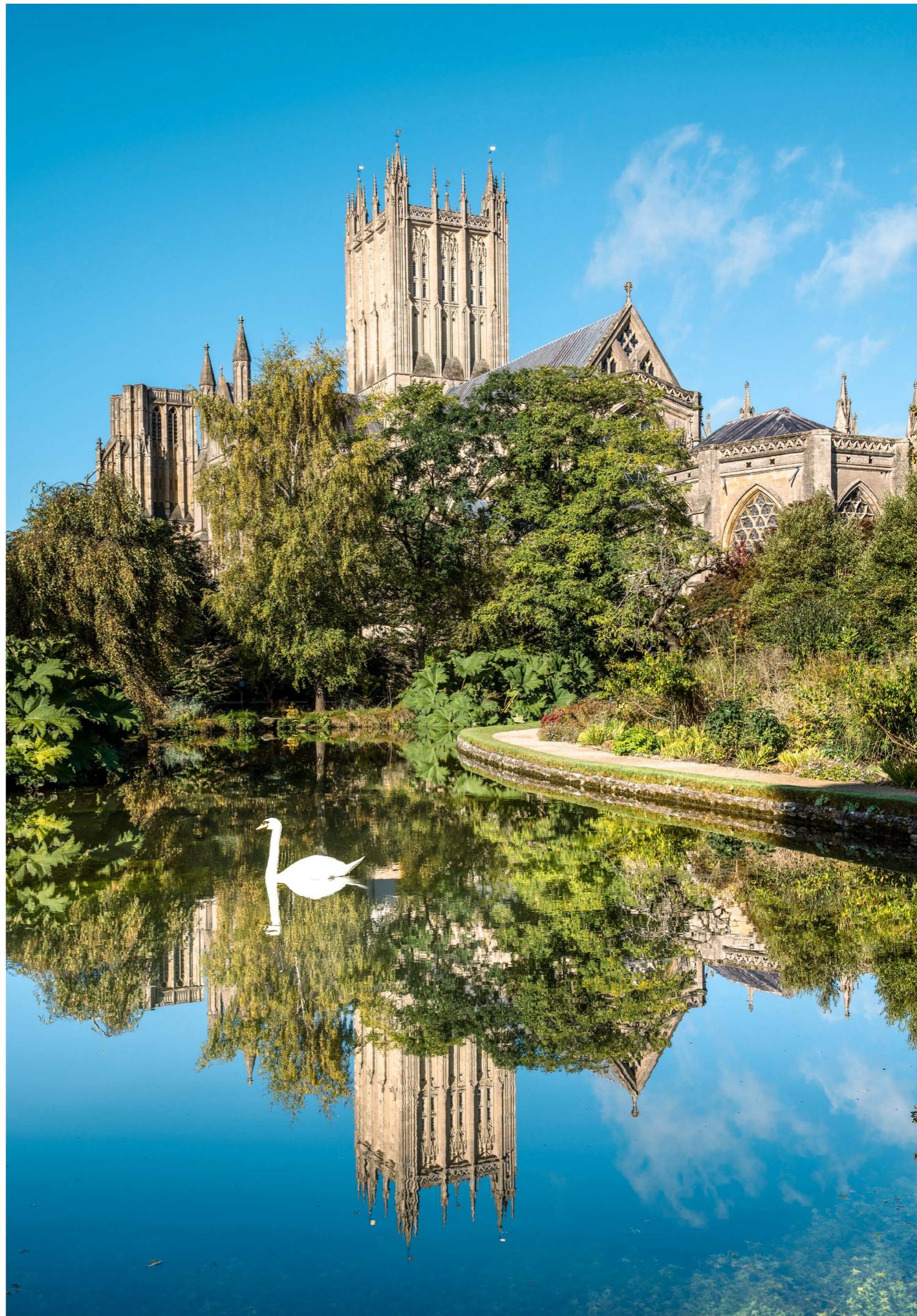
Interview round 2 (in person): **Tuesday 24 February 2026**

Further details will be provided to shortlisted candidates. The appointment will be subject to satisfactory enhanced DBS clearance and references.

Further Information

We hope you find this pack provides all the information you need in order to consider your application for this post.

If you have any questions, or would like an informal conversation about the post, please contact Nerys Watts, Chief Operating Officer by email to recruitment@wellscathedral.org.uk.



Safeguarding

We are committed to the safeguarding and protection of all children, young people, and adults, and the care and nurture of children within church communities. We will carefully select, train, and support all those with any responsibility within the Church, in line with Safer Recruitment principles.

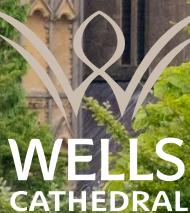
This means that we will:

- Ensure that our recruitment and selection processes are inclusive, fair, consistent, and transparent;
- Take all reasonable steps to prevent those who might harm children or adults from taking up positions of respect, responsibility, or authority where they are trusted by others; and
- Adhere to safer recruitment legislation, guidance, and standards.

Further information can be found in our Safeguarding Policy available on the Cathedral website at www.wellscathedral.org.uk

The successful candidate will be required to complete a Confidential Declaration Form as part of our recruitment process when an offer of employment is made. This form is strictly confidential and, except under compulsion of law, will be seen only by those involved in the recruitment/appointment process. All forms will be kept securely in compliance with the UK General Data Protection Regulation and the Data Protection Act 2018.





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www.wellscathedral.org.uk

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