

National Maritime Museum Cornwall

Candidate Brief:

Head of Visitor Experience

July 2017



Our Mission:

To promote, inspire, educate and entertain people about the sea, boats and Cornwall

Our Vision:

The Museum will be a successful, sustainable, well-managed enterprise achieving excellence

The National Maritime Museum Cornwall

The National Maritime Museum Cornwall is an independent, modern, multi-award winning museum beautifully showcasing the historical, current and future role of the sea in shaping Cornish, national and international culture. We care for an enormous variety of objects, boats, pictures and archive material that relate to the maritime heritage of Cornwall and beyond. These form the basis of our permanent exhibitions.

We are specialists in maritime heritage, particularly that of small boats, supported by the UK's foremost small craft collection. Our in-house boat workshops allow us to conserve historic boats and undertake build projects, supporting the disappearing craft of traditional wooden boat-building.

In our first ten years we welcomed over 1.4m visitors, delivered to over 10,000 adult learners, taught over 50,000 school children and engaged over 200,000 families in hands-on activities providing an average impact of £4.7m pa into the economy.

Winner of the Telegraph's Family Museum of the Year award and silver winner of UK Heritage Attraction of the Year at the 2014 British Travel Awards, National Maritime Museum Cornwall has 15 galleries over five floors exploring our maritime heritage and heroes.

Our two year Viking Voyagers exhibition secured international and national historically significant artefacts for Cornwall with many items on display for the first time in the UK. Loans from major institutions delivered a national exhibition in a regional museum, offering Cornwall's local population and visitors the opportunity to see rare artefacts without visiting a metropolitan city, adding to Cornwall's cultural offering.

Our current exhibition is genuinely ground-breaking: *Tattoo, British Tattoo Art Revealed*, a comprehensive history of British tattooing, featuring cutting edge designers, leading academics and major private collectors. The largest gathering of real objects and original tattoo artwork ever assembled in the UK featuring over 400 original artworks, photographs and historic artefacts.

We are also currently telling the story of endurance, navigation and leadership against extraordinary odds: *Captain Bligh, Myth, Man, Mutiny*. This exhibition brings this gruelling journey to life through a faithful reproduction of the *Bounty* launch and with original relics from the voyage.

Our Commercial Operation:

Retail:



Café:



Events:



Opportunity:

We are seeking a self-motivated Head of Visitor Experience who will lead and manage the visitor services and commercial operations, taking responsibility for retail, catering, events, visitor services and the Museum's estate. They will be responsible for developing and improving their effectiveness and profitability.

As well as continuing to offer a great experience for all of our visitors, the Museum is also working towards a major redevelopment project: Project Enterprise. Working with our community and audiences, we are planning to undertake a complete renovation of the interior of the Museum, giving us new and extended exhibition spaces to tell different stories, and improving the experience for all of our visitors. Our ultimate goal is to secure the future of the Museum for the next 25 years by becoming the most innovative, exciting and creative cultural destination in the South West.

The Head of Visitor Experience will be responsible for the line management of staff as shown on the organisation chart provided on page 5.

It is an essential role of the Head of Visitor Experience to train, mentor and support the existing team so all staff understand the trading remit and their contribution to it. We need the Head of Visitor Experience to bring together the visitor services and commercial operation and give clear leadership and direction to the team.

The initial key priorities for the Head of Visitor Experience role will be:

- Continue to progress the steps taken to provide a café offer which ensures it makes a positive financial contribution for the Museum
- Work with the Retail Manager to develop a buying strategy for the retail operation
- Contribute to the major redevelopment project, Enterprise Project, championing the commercial and visitor services perspective
- Continue to develop our new EPOS system, Merac, to ensure it performs efficiently and effectively for all commercial operations
- Review the current events business with a view to marketing and significantly growing this income stream

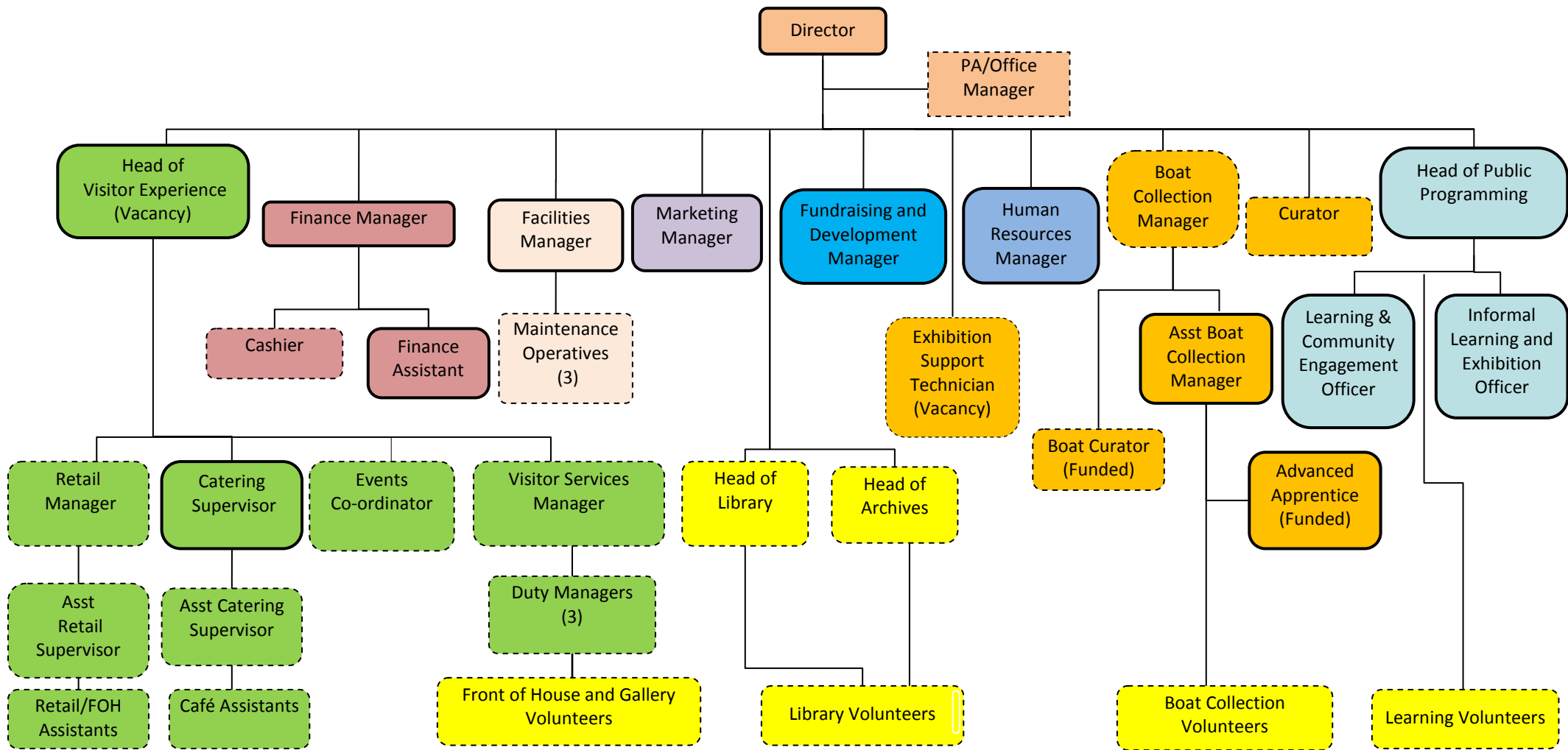
Facts and Figures:

The shop covers some 150m² and turns over circa £250,000 per annum. It is open to both Museum visitors and the general public and contains an eclectic mixture of gifts and nautical paraphernalia.

The café has around 90 covers and turns over circa £170,000 per annum. It has a large fully equipped kitchen serving quality tea, coffee and cakes plus a simple menu of light hot and cold meals.

Both operations are dependent on visitor numbers which are highly seasonal. In August we can welcome over 30,000 visitors, whilst in winter it can be less than 4,000 in a month. Visitor numbers can also vary greatly from day to day and so staffing needs to be flexible.

The museum building contains five unique spaces that are available for hire. The events business turns over circa £50,000 per annum.



Part time staff shown in boxes with dotted lines

Job Description

Job Title **Head of Visitor Experience**

Department **Commercial**

Reporting to **Director**

Summary

The Head of Visitor Experience will lead and manage the visitor services and commercial operations, taking responsibility for retail, catering, events, visitor services and estates. You will be responsible for developing and optimising the effective organisation and profitability of those activities.

The Head of Visitor Experience will play a central role in overseeing, coordinating and championing the experience of every visitor to the Museum, making the Museum a must-see museum and attraction, acclaimed nationally and internationally and loved locally.

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This is a broad role but experienced managers/supervisors are in place heading up each area.

Key Responsibilities

- Responsible for the visitor experience, ensuring staff and volunteers work as a team to deliver an unforgettable visit for a wide range of audiences
- Manage the retail, catering, events and visitor services offer at strategic level, ensuring the delivery of each areas' operational objectives
- Increase year on year the net profitability of commercial activities and develop income generation from new sources
- Bring together and give a clear leadership and direction to the commercial team, creating a coherent and effective operational approach, ensuring in particular that all staff understand and support the trading remit and their contribution to it
- Promote team-working within and across the departments of the Museum
- Lead on the commercial development throughout the Museum, to ensure commercial opportunities are integrated into the business
- Advise on measures to enhance performance of the commercial activities of the Museum and other income generation activity
- Play a key strategic role in all projects which impact on the visitor experience
- Set, monitor and benchmark annual targets for all commercial areas within agreed performance measures
- Recruit, train, support and mentor all staff within areas of responsibility, to bring best practice and excellent standards of customer service to the Museum

- Maintain and report on any allocated budgets and ensure income budgets are met and where possible exceeded, to ensure income potential is maximised
- Maintain high standards of health and safety for all commercial areas and activities
- Support the development of income opportunities via collections based activity
- Ensure the organisation maximises revenue from intellectual property rights and copyright issues across the Museum

Retail/Front of House

- Oversee the retail activities for the Museum
- Work with the Retail Manager to develop new product lines which aim to reflect the Museum's exhibitions, galleries and collections
- Ensure sales are maximised, the shop is profitable and there is a regular turnover of stock, including approving margins on all product lines
- Ensure products on sale reflect the NMMC brand, collections and experience, and appeal to our visitors
- Ensure the existing ranges of merchandise are procured efficiently and within an agreed budget and that appropriate stock controls are in place
- Oversee the supplier relationships, defining the terms of business, product specifications and supplier logistics
- Oversee and support the Front of House team who are responsible for admissions
- Ensure a staff rota is produced to provide adequate cover for operational requirements for both teams

Catering

- Responsible for the successful operation of the catering business, from strategic development of day-to-day management to the overall catering offer, ensuring the café makes a positive financial contribution
- Work with the Catering Supervisor to ensure the café team delivers a quality product and excellent customer service
- Monitor staff allocation, ensure staff costs are kept to a minimum
- Ensure margins achieved on sales (food costs) are acceptable for the type of offer and have a positive impact on profitability

Events

- Oversee corporate hire and events within the Museum
- Encourage and develop marketing campaigns and materials to increase sales and activity for corporate hire and events
- Work with the Events Co-ordinator to drive increased sales from corporate hires and events
- Work with the Events Co-ordinator to review existing income streams and pricing structure, make recommendations for future improvements
- Develop partnerships which could enhance commercial opportunities at the Museum
- Investigate, source and manage external contracts for outside caterers, for out-of-hours events or special functions, e.g. weddings, to see if this is a viable option for the Museum

Visitor Services

- Oversee the Visitor Services team; staff and volunteers
- Ensure and maintain an overview of the presentation of the Museum and to be customer-focused at all times
- Ensure the Visitor Services team provide an excellent visitor experience at all times helping visitors to get the most out of their visit
- Ensure the Visitor Services team works efficiently and effectively, ensuring public safety, security of collections and smooth visitor flow
- Support the Visitor Services Manager to develop and maintain good communication with volunteers
- Ensure all policies and procedures on health and safety, security, fire evacuation and emergencies, including a disaster plan, are regularly reviewed
- Be part of the management team for on-call out of hours emergency cover

Membership

- Carry out a review of our current membership package and make recommendations
- Work with the Visitor Services Manager to manage and maintain reciprocal deals with other organisations in the sector

Internal Operations

- Manage and maintain all IT systems and contracts including IT support, EPOS and telephone system
- Lead on projects to implement and update systems or equipment as and when required
- Manage and review contracts for cleaning, clinical waste, window cleaning, recycling and other environmental contracts

Staff Management

- Direct line management for Retail Manager, Catering Supervisor, Events Co-ordinator and Visitor Services Manager
- Manage and motivate the retail, catering, events and visitor services team
- Responsible for the completion and setting of appraisal objectives for all direct reports
- Ensure that adequate staff cover across all areas of responsibility is maintained at all times

Estates

- Main point of contact for issues and matters for our commercial tenants, ensuring a quick response to any building issues, including the management of leases and rents
- Effective management of the Museum car park, reviewing the car park contract and signage on a regular basis
- Support the Board for Discovery Quay Square Limited ensuring the smooth operation of the public space known as Events Square
- To support the Boat Collection Manager with the effective management of our Boat Store and open space at our Ponsharden facility

The Person

The Director and Board of Trustees wish to appoint an outstanding individual who will have the energy, drive and ambition to increase year on year the net profitability of our commercial activities in order to contribute to the sustainable future of the Museum.

Competencies - you will be required to demonstrate:

Essential

- A proven track record in managing commercial activities at a senior level
- Applicants must be able to demonstrate strong experience in either catering or retail activities (preferably both)
- Strong commercial acumen and a successful track record of driving sustained growth
- A proven ability to establish and deliver key priorities in a busy and demanding environment
- Proven success in managing budgets and schedules as well as in financial and management reporting and analysis
- Demonstrable line management experience with a track record of delivering results
- Excellent people management skills to lead and motivate teams
- Highly effective communication and interpersonal skills, including the ability to convey complex information clearly to your team and across the organisation
- Proven negotiating and persuasion skills, able to join or lead internal and external networks
- Conscientious and self-motivated whilst being a strong team player
- Proven ability to manage change and growth in a positive and constructive manner
- Ability to analyse problems and to propose and implement decisions
- Excellent organisational and time management skills, along with meticulous attention to detail
- A high level of computer proficiency in Word, Excel, Outlook and PowerPoint, particularly experience of EPOS systems and the ability to maintain, create and generate spreadsheets and reports in Excel
- The ability to work unsociable hours, including weekends, evenings and public holidays

Desirable

- Experience of managing external out-of-hours catering contracts
- Commercial experience in the heritage and culture sector
- Knowledge of commercial licensing or copyright law

Salary and Benefits

- Circa £40,000 depending on experience
- Pension contribution equal to 5% of your annual salary
- Death in service benefit of 2 x your annual salary

Application Process

- Closing date for applications is **Monday, 14 August 2017 at 5.00pm**
- Interviews will take place at the Museum on **Thursday, 24 August 2017**

How to apply

Please return your completed application form to lindafrost@nmmc.co.uk or Linda Frost, Human Resources Manager, National Maritime Museum Cornwall, Discovery Quay, Falmouth, TR11 3QY.

Equal Opportunities

The National Maritime Museum Cornwall is an Equal Opportunities employer and is committed to creating a culture where individual differences are valued and respected.