

Charles Dickens Museum

Job description

September 2019

1.	Job title: Commercial & Operations Manager
2.	Location: Based in London at the Charles Dickens Museum 48-49 Doughty Street London WC1N 2LX
3.	Responsible to: Director Responsible for: Front of House Manager and Marketing & Events Manager (see staff structure attached)
4.	Salary: £32,000 - £35,000 depending on skills and experience
5.	Main purpose of job: The Charles Dickens Museum is seeking an exceptional person to fill a key position within a small dynamic team. This lynchpin role leads and manages commercial operations and visitor services, taking responsibility for retail, catering, events, visitor services and estates on both a strategic and operational level. The role is responsible for further developing and implementing strategies to improve profitability and increase income, and for contributing to the development and implementation of the Museum's strategic plan.
6.	The following is not an exhaustive list of the tasks but is indicative of the main responsibilities. Commercial: <ul style="list-style-type: none">• Continue to develop the café operation to ensure it makes a positive financial contribution to the Museum.• Work with the Front of House Manager to ensure the café team delivers a quality product and excellent customer service.• Implement annual commercial plans and ensure the strategy remains on track for the café, and both onsite and online shops with the aim of reflecting the Museum's collections and exhibitions as well as maximising income.• Nurture current and develop new supplier relationships ensuring products reflect the Museum's collections and experience, and appeal to visitors.• Oversee e-commerce activity, including web administration and

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developing content (e.g. writing product descriptions).

- Work with the Marketing & Events Manager to continue to deliver commercial hire and events, and to produce and implement a new hire and events strategy to enable future growth.
- Oversee and work with Marketing & Events Manager to manage budgets and meet income targets for Commercial Hire and Events.
- Work with the Director, Curator and other staff as appropriate on the public events programme.
- Increase the net profitability of commercial activities and develop partnerships that could enhance commercial opportunities.
- Collate, analyse and report on statistical information (including core KPIs) about the performance of the shop and café, responding with new initiatives where necessary.
- Ensure food hygiene and trading compliance is maintained in line with legislation.

Visitor services:

- Lead the development and delivery of the visitor experience, including setting customer service standards and ensuring they are achieved.
- Oversee the Front of House team of staff (4.7 FTE) and volunteers and ensure they are customer-focussed at all times.
- Ensure Front of House works efficiently and effectively, ensuring public safety, security of the collections and smooth visitor flow.
- Support the Front of House Manager to develop and maintain good communication with volunteers, ensuring that volunteers are appropriately trained, briefed and provided with an ongoing programme of learning and development.

Operations:

- Be visible in the Museum and actively lead the Front of House team, giving clear direction, creating a coherent and effective operational approach, and ensuring that all staff understand and support the trading remit and their contribution to it.
- Recruit, train and support staff within areas of responsibility.
- Ensure all policies and procedures on health and safety, security, fire evacuation and emergencies are maintained, updated and communicated, and that staff are appropriately trained.
- Implement environmental and access policies, ensuring compliance with relevant legislation and accreditation standards.

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- Contribute to disaster planning and implementation.
- Manage and maintain all IT systems and contracts within area of responsibility, including EPOS, digital ticketing system and e-commerce system, ensuring software and hardware is updated as required.
- Lead on projects to implement and update systems or equipment as required.

Marketing and Communications:

- Work with the Director and Marketing & Events Manager to develop, update and implement the Museum's Marketing Strategy to raise profile and maximise visitor numbers.
- Oversee promotional activity and the production and distribution of material in line with the agreed strategy.
- Oversee the use and development of press & media lists and the implementation of the press & Media strategy and action plan.
- Oversee maintenance and continued development of website content, in consultation with relevant colleagues, related to the Museum's collections, public programme and other initiatives.
- Oversee production and distribution of e-newsletters and associated database and reciprocal marketing partnerships.
- Oversee implementation of agreed digital marketing activity including social media marketing on Twitter, Facebook and Instagram.
- Keep an overview on, and actively use, data and statistical information to increase online presence and efficacy (including Google Analytics, Google AdWords, and social media engagement).
- Represent the Museum with relevant networks, such as Museum Mile and Knowledge Quarter.

Estates:

- Manage and review contracts for cleaning, recycling and waste in consultation with relevant colleagues as required.
- Oversee maintenance programme, working in partnership with the Curator, to ensure that the building's fabric, services and public facilities are maintained to the highest standards, negotiating and managing service and maintenance contracts with external contractors where required.
- Constantly monitor and review security systems and procedures in consultation with relevant staff and external contractors, ensuring compliance with relevant legislation and accreditation standards.

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	<ul style="list-style-type: none"> • Manage emergency call-out contacts and be part of the management team for out-of-hours emergency call-outs. <p>Other:</p> <ul style="list-style-type: none"> • Work with the Director to set income targets and expenditure budgets for all areas of responsibility. Manage and report on allocated budgets and ensure that income targets are met and where possible exceeded. • Provide reports to the Board and attend meetings as required. • Cover basic essential duties in the absence of other staff. • Any other reasonable duties as may be required by the Director.
7.	<p>Key relationships</p> <p>Internal:</p> <p>Director Front of House Manager and team Marketing & Events Manager</p> <p>The Charles Dickens Museum relies on a small team of staff, and although each role has clear responsibilities, no one works in isolation and a spirit of cooperation is essential to maintaining a culture of mutual support and a positive working environment.</p> <p>In addition to a small team of paid staff, we have an extensive team of dedicated volunteers.</p> <p>External:</p> <p>Suppliers and contractors Marketing partners (e.g. Museum Mile, Small Historic Houses) Public</p>
8.	<p>PERSON SPECIFICATION:</p> <p>Essential:</p> <ul style="list-style-type: none"> • Substantial experience of leading successful commercial and visitor operations in a similar environment. • Strong commercial acumen and a successful track record of developing successful strategies and driving sustained growth. • Clear thinker, able to prioritise, problem-solve and find creative solutions. • Proven leadership skills and excellent people management skills.

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- Excellent interpersonal and communication skills with personal impact and the ability to lead and work collaboratively in a friendly and helpful manner.
- Conscientious and self-motivated, with energy, drive and ambition.
- Positive attitude and ability to establish good working relationships with colleagues at all levels.
- Keen financial awareness and experience of budget management.
- Excellent organisational and time management skills, as well as meticulous attention to detail.
- Experience in using audience intelligence to successfully inform strategy and operational effectiveness.
- Excellent IT skills including Microsoft Office, EPOS systems, Digital ticketing systems and e-commerce systems.
- Enthusiasm for the work of the Museum and the ability to engender enthusiasm and commitment in others.
- Willingness to work flexibly as required, including occasional evenings, weekends and public holidays.
- First Aid trained (or willingness to undertake training)

Desirable:

- Experience of working in the cultural and/or charitable sector.
- Experience of working with volunteers.
- Experience working with social media channels.
- Level 3 Food Hygiene certification.

9.

General terms and Conditions:

Contract: This is a full-time permanent position conditional upon successful completion of the probationary period.

Hours: 37 ½ hours per week, exclusive of lunch breaks. Normal hours are Monday – Friday, 9.30 am – 5.30 pm but the nature of the role means that periodic evening and weekend work is required, for which time off in lieu applies.

Salary: £32,000 - £35,000 depending on skills and experience of the successful candidate.

Holiday allowance: 25 days' annual leave plus 8 days' statutory public holidays.

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	<p>Probationary period: 3 months</p> <p>Notice period: 1 month during the probationary period and 3 months thereafter.</p> <p>Pension: The Charles Dickens Museum is part of the NEST pension scheme.</p>
10.	<p>APPLICATION PROCESS:</p> <p>To apply for this position, please complete the application form and send, together with your full CV, by email to: penelope.prince@dickensmuseum.com</p> <p>Closing Date: Monday 30th September 2019 at 12 noon BST</p> <p>Interview Date: Monday 7th October 2019</p>
11.	<p>Background Information:</p> <p>The Charles Dickens Museum is a fully accredited independent museum dedicated to promoting the life and work of Charles Dickens, writer, journalist and social reformer.</p> <p>Our mission is to be the world's leading centre for the study, appreciation and enjoyment of Charles Dickens's life and works, and to achieve this we have three aims:</p> <ul style="list-style-type: none">• to care for, develop and provide access to our outstanding buildings, collections and knowledge;• to provide a high-quality and inspiring experience to a wide range of audiences; and• to operate with the highest levels of organisational and financial efficiency. <p>The Charles Dickens Museum was founded (as the Dickens House) in 1925 and is constituted as a charity (charity number 212172).</p> <p>The Museum holds the world's finest and most comprehensive collection of material (over 100,000 items) relating to Dickens's life and work. It was here at 48 Doughty Street (a Grade 1 listed building) that Dickens established himself as a writer in the 1830s and rose to international fame.</p> <p>The Museum also houses an extensive archive and research library used continually by leading scholars, and it is the headquarters of the international Dickens Fellowship.</p> <p>48 Doughty Street is a place of pilgrimage for people from all over the world – fans, scholars, researchers, writers – and it is a place of learning for</p>

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thousands of children and young people. We receive 200-300 visitors daily, as well as 50+ school pupils each day during term time.

In addition to permanent displays, the Museum presents an ongoing series of temporary exhibitions exploring different aspects of Dickens's life. The current special exhibition – Global Dickens: For Every Nation Upon Earth – explores the impact of Dickens's travels on his life and his writing, and examines how Dickens was not only influenced by these places but went on to be a global cultural force, shaping the lives of people around the planet.

Website: <http://www.dickensmuseum.com>

The Charles Dickens Museum Limited of 48-49 Doughty Street, London WC1N 2LX acting as the sole trustee of The Dickens House and the Dickens House Fund (registered charity number 212172).