

JOB DESCRIPTION

JOB TITLE: Head of Visitor Operations (London)

DEPARTMENT: RCT

SECTION/BRANCH: Visitor Experience

LOCATION: London

REPORTING TO: Head of Visitor Operations (London and Windsor)

Job Context

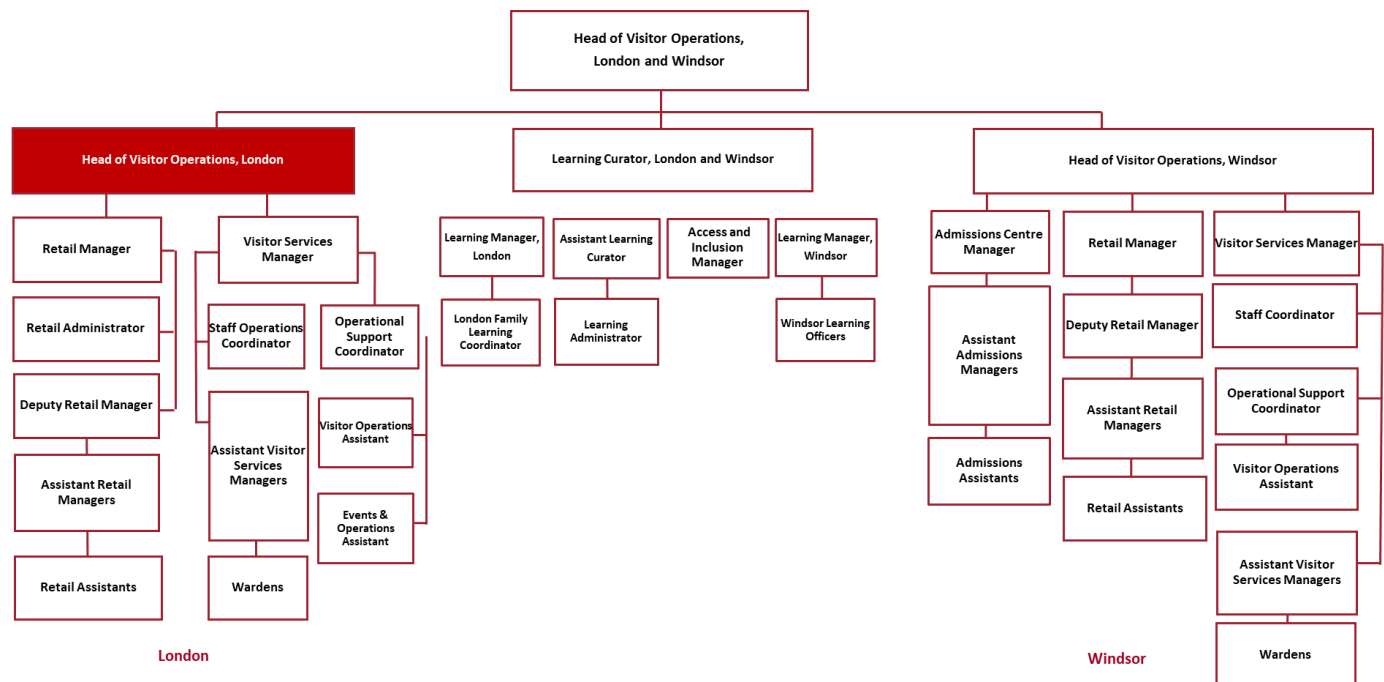
Royal Collection Trust is a department of the Royal Household and the only one that undertakes its activities without recourse to public funds. It incorporates a charity regulated by the Charity Commission and the Office of the Scottish Charity Regulator, The Royal Collection Trust, and its subsidiary trading company, Royal Collection Enterprises Limited.

Royal Collection Trust is charged with the care and preservation of the Royal Collection and its presentation to the public. The Royal Collection is one of the largest and most important art collections in the world. It comprises almost all aspects of the fine and decorative arts, runs to more than a million objects and is spread among some thirteen royal residences and former residences across the UK. At The Queen's Galleries in London and Edinburgh, aspects of the Collection are displayed in a programme of temporary exhibitions. Many works from the Collection are on long-term loan to institutions throughout the UK, and short-term loans are regularly made to exhibitions around the world as part of a commitment to broaden public access and to show parts of the Collection in new contexts. The works of art in the Royal Collection are held by The King in trust for his successors and the nation.

Royal Collection Trust is responsible for the management and financial administration of the public opening of Buckingham Palace (including The Queen's Gallery, the Royal Mews and Clarence House), Windsor Castle (including Frogmore House) and the Palace of Holyroodhouse (including The Queen's Gallery). The monies generated from admissions, and from associated commercial activities are invested in the care and conservation of the Royal Collection and the promotion of access and enjoyment through exhibitions, publications, loans and educational activities.

The Head of Visitor Operations (London) is responsible for managing visitor access to the London sites, ensuring the experience is of the highest quality, that visitor expectations are met, and revenues maximised. These requirements must be balanced with the needs of the Royal Household in the context of the spaces being working palaces.

Organisational Chart



Job Purpose

The post-holder is responsible for delivering the highest quality of visitor experience at our London sites, ensuring that standards are maintained and that the appropriate balance is established between the use of the sites as Official Residences of The King and their role as international visitor destinations.

The Head of Visitor Operations (London) will lead the Visitor Services and Retail teams to deliver a visitor focussed offer with exceptional customer services standards. They will be responsible for balancing the revenue needs of the RCT with the wider household requirements.

Principal Accountabilities

Operational Leadership

Responsibility for day-to-day delivery of public-facing operations at RCT's London sites (Buckingham Palace, Royal Mews, Queen's Gallery, Clarence House and Buckingham Palace Road Shop), ensuring that all sites are presented to the highest possible standards, appropriately reflecting their roles as official residences of The King and their profiles as international visitor destinations.

Lead, manage and develop diverse operational teams - Visitor Services (including Duty Management & Security), Retail and Catering to deliver the London Visitor Experience strategy and to facilitate a culture of excellence/continuous improvement across all front-line roles.

Responsible for the delivery of the Buckingham Palace Summer Opening (BPSO) build programme, ensuring that this is delivered to specification, on-time and within budget.

Ensure all contractors responsible for the delivery of BPSO builds work to agreed standards (timelines, quality, H&S regulations, Household procedures etc.), managing as required and flagging any contractual issues to the Head of Visitor Operations (London and Windsor).

Develop a culture of excellence and collaboration across the London visitor operations teams, that is visitor-centric and reduces departmental silo working.

Act as a visible and approachable senior leader for frontline teams – conducting regular walk-rounds, hosting large team meetings, having an ‘open door’ policy and sharing regular team update messages.

Devise and deliver a visitor service training programme, which aligns to and embeds RCT’s quality standards.

Ensure Line Managers deliver appropriate recruitment, deployment, development, and management of all operational teams to achieve objectives, in-line with agreed budgets and headcount.

Ensure Managers anticipate risks and act within authorised parameters to maintain the safety and security of people, property and data and that they are equipped to deal with emergencies and prevent accidents according to regulations, legislation and best practice.

Act as a operational lead in an emergency situation on any of the London sites, ensuring response is appropriate and aligned with other stakeholders – reporting in to the Head of Visitor Operations (London and Windsor) as the RH Incident Management Team representative.

Develop a forward-looking multi-year plan for the sites, in consultation with RH Property Section to ensure planned, preventive and emergency maintenance is carried out promptly and to standard, whilst seeking to deconflict impact on visitor experience wherever possible.

Strategic Planning

Collate departmental section plans to a coherent site-wide plan – ensuring this is aligned with wider organisational priorities.

Actively participate as a member of the RCT Senior Managers’ Group, helping to deliver the priorities of this group.

Lead on operational de-confliction with the Buckingham Palace Reservicing Programme, ensuring impacts on BAU activities are limited wherever possible and suitable alternative sought via the PMO.

Seek to establish synergies across frontline teams to establish efficiencies in RCT operations wherever possible.

Commercial & Financial Management

Support direct reports with the development and ensure appropriate management of annual income (£24 million) and expenditure (£15 million) budgets, alongside associated forecasting processes and target setting.

Review and approve expenditure for operating budgets, ensuring compliance with Royal Household purchasing guidelines and financial controls.

Through the leadership of the Retail Manager, ensure London Retail Operations maximise the performance of the retail operation, ensuring shops are well presented, stock levels monitored, KPIs are hit and profitability maximised.

Engage with the Head of Visitor Operations (London and Windsor) and the Head of Central Retail (and their wider teams) to continue to improve the onsite retail operation – including range reviews, stock profiling, system developments and site delivery schedules.

Manage the operational delivery of key contracts onsite, ensuring SLAs are consistently hit – including Catering and Multimedia Guides.

Visitor Experience

Lead on resource planning and operational deliver of product development for the London site.

Work with the Learning team to ensure consistent delivery of their offer on-site.

Through the leadership of the Visitor Services Manager, ensure that the Visitor Office and Warden Teams deliver all operational requirements – including security, delivery of talks and tours, ensuring a visible presence throughout the route and exceptional visitor service (along with associated operational support to ensure efficiencies).

Liaise frequently with the Access and Inclusion Manager, to ensure that we continue to develop in this key area and that we remain welcoming for all.

Continually review and provide ad-hoc reports on visitor feedback, to aid product development and continuous improvement of the visitor experience.

Make recommendations regarding site capacities – ensuring an appropriate balance between commercial income and yield, alongside visitor experience.

Stakeholder Management

Responsible for the management of a broad range of internal and external stakeholders – including RCT colleagues, the wider Royal Household, local authorities and the Police.

Play a key role in ‘Heads of Department’ level meetings.

Actively engage with industry peers, to ensure we continue to learn from best practice and continual development – this could include attendance at conferences, networking events, training sessions and sessions arranged by relevant organisations.

Job Dimensions

The post-holder leads a team of approximately 80 staff increasing to 400 in the summer months. They oversee a total operating budget of approximately £15.8 million, with sales targets in the region of £24.6 million.

The London team welcome approximately 700,000 visitors per year.

Decision Making Responsibilities

The post- holder will have day to day independence for operational decision making and will be expected to input into strategic and policy decisions.

Practical Requirements

Based at Buckingham Palace the post-holder will work 37.5 hours per week, 5 days out of 7 and will be required occasionally to travel to other locations, principally, Windsor Castle and the Palace of Holyroodhouse. Due to the nature of the post the post-holder is required to have a flexible approach to working hours that will including a level of public holiday, weekend and evening working.

Person Specification

Essential

- Management experience of a large operation, team and budget in a customer facing environment, ideally in a premier tourist attraction.
- Ability to demonstrate influencing, negotiation and communication skills, building trusting working relationships quickly to achieve successful project management results.
- Is adept and persuasive at encouraging others to embrace change when appropriate.
- Demonstrates a planned and organised approach to work, able to prioritise a varied workload and effectively analyse and master detail.
- Ability to demonstrate commitment to delivering exceptional customer service.
- Experience of managing and delivering projects and programmes, identifying risks and issues, managing stakeholders and budgets.
- Evidence of strong interpersonal and enquiry-handling skills.
- Is a self-starter who seeks the opportunity to assume responsibility and can work autonomously as well as collaboratively with colleagues.
- Exceptional written communication skills.

Desirable:

- Management of commercial operations at a leading visitor attraction including the management of financial processes and relevant legislation.
- Experience managing a Retail Operation
- Day-to-day management of an outsourced catering operation.