



JOB DESCRIPTION

JOB TITLE: Head of Ticketing

DEPARTMENT: Royal Collection Trust

SECTION/BRANCH: Ticketing and Information

LOCATION: Buckingham Palace

REPORTING TO: Director of Communications and Business Development

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 fifteen royal residences and former residences across the UK. At The Queen's Galleries in London and Edinburgh, and at partner organisations around the country, 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 Queen in trust for her 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 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.

Part of the Communications and Business Development branch, the Ticketing and Information section provides an onsite, online and telephone sales service for individual consumers, groups and the travel trade for all the above sites, selling approximately 2 million tickets a year. The Contact Centre deals with around 110,000 telephone calls a year and provides ticketing services for a small number of external clients.



Royal Collection Trust, York House, St James's Palace, London SW1A 1BQ
T. +44 (0)20 7839 1377, F. +44 (0)20 7839 8168, www.royalcollection.org.uk

Royal Collection Enterprises Ltd is a company registered in England and Wales (2778486). Registered office: York House, St James's Palace, London SW1A 1BQ

This document is not contractual and may be subject to change following consultation with the post-holder



Organisational Chart



The post-holder has contact with members of staff at all levels across the Royal Household and with senior representatives of business partners, the travel industry and suppliers, and with members of the public. Internally, they have close working relationships with Marketing, Visitor Services, Finance, Information Systems Management, Retail and Learning. They work particularly closely with Online Infrastructure, who are responsible for the technical delivery and development of the ticketing system.

Job Purpose

Reporting to the Director of Communications and Business Development, the Head of Ticketing is responsible for the strategic direction and the day-to-day delivery of ticketing sales, service and operations by telephone (via a central Contact Centre), on site and online. They set and monitor customer-service KPIs and sales targets (including upselling, cross-selling and Gift Aid) at Buckingham Palace, Windsor Castle and the Palace of Holyroodhouse. They identify opportunities to increase sales, maximise revenue and reduce operational costs, while providing the highest standards of customer service.

Principal Accountabilities

- In close collaboration with key internal stakeholders, create, manage and evaluate a ticketing strategy, with associated annual section plans, to support Royal Collection Trust's Strategic Plan.
- Set and closely monitor customer-service KPIs, sales targets and internal SLAs for ticketing services at all locations.
- Ensure that Royal Collection Trust's programme of visits and events is set up on the ticketing system to meet on-sale deadlines.



- Support business-development initiatives for the consumer, group and travel trade markets, including new visitor products, and third-party promotions and partnerships, advising on operational matters and ensuring service standards are maintained.
- Work with Retail and Publishing to increase secondary spend through all ticket-sales channels.
- Ensure there is a consistent approach to the recruitment, induction, training and development of the permanent and seasonal ticketing staff at all locations.
- Oversee the operational management and administration of the ticketing database, ensuring that all activity is compliant with relevant policies and regulations, and data-entry protocols are observed.
- As the principal internal client, work with Online Infrastructure to create a development roadmap for the ticketing system, commissioning new functionality based on a robust business case and championing the benefits of the system to users.
- Regularly report on and review sales data across all channels with internal clients.
- Working with Finance, ensure that use of the ticketing system, cash handling and banking, Gift Aid transactions and sales reporting are consistent at all locations and in line with audit standards and financial regulations.
- Manage relationships with suppliers, ensuring that value for money is achieved and SLAs are met.
- Ensure the ticketing business-continuity plan is up to date, fully aligned with those of other sections and regularly tested.
- Identify opportunities to provide ticketing services for external organisations and manage the relationship with those clients.
- Ensure all ticket counters and sales materials are of the highest standard and adhere to brand guidelines.

Job Dimensions

The post-holder is responsible for an annual budget of c. £1.2 million and a permanent staff of around 18, rising to 90 during the summer months. They have direct line-management responsibility for the Senior Ticketing and Sales Manager, and the Ticketing and Sales Manager.

Decision Making Responsibilities

The post-holder has extensive decision-making responsibility, but would refer complex policy or strategic issues to the Director of Communications and Business Development.

Practical Requirements

Based at Buckingham Palace, the post-holder is contracted to work 37.5 hours per week, five days out of seven, including weekends. Although the core hours are 08:30–17:00, owing to the nature and seniority of the



The Royal Household

post, flexibility over working hours is expected, and the post-holder must be available to make early starts and work into the evening to meet business needs, especially during the Summer Opening of Buckingham Palace. The post-holder is also expected to make regular visits to other royal residences within the UK.

Person Specification

- Educated to degree level or equivalent.
- Extensive hands-on experience of managing a multi-site and online B2C and B2B ticketing operation, preferably including contact-centre management and within the cultural-heritage sector.
- Experience of managing and motivating a team to exceed challenging sales targets and KPIs.
- A substantial track-record of leading by example and of developing a team to reach their full potential.
- A good understanding of ticketing systems and experience of system implementation, upgrades, and the introduction of new functionality.
- Strong numeracy and analytical skills, with the ability to extract, interpret and present data to influence business decisions.
- The ability to work cross-functionally and collaboratively to achieve organisational goals.
- Excellent verbal communication and negotiating skills, with the ability to establish fruitful relationships with a range of stakeholders.
- The ability to plan strategically while managing the detail.
- Excellent written communication skills.
- Excellent project-management and organisational skills, with the ability to work under pressure and prioritise.
- A confident decision-maker with sound judgement and credibility.
- A creative thinker with an enthusiasm for new ideas.
- Sound knowledge of MS Office, CRM and data-analysis, web-tracking and reporting tools and systems.