

Appointment brief

Saxton Bampfylde

Chief Operating Officer

March 2022

Reference: PAZZHF



Introduction

Established in 1967 the Ironbridge Gorge Museum Trust (IGMT) is one of the UK's largest independent museums and is the custodian of some of the nation's most significant industrial heritage; including Coalbrookdale, which is regarded as one of the most important historic landscapes in the world.

Set within a 6 square mile UNESCO World Heritage Site, and centred on the world's first cast iron bridge, are 10 award-winning museums and 35 Scheduled Ancient Monuments and listed buildings that collectively tell the fascinating story of the Ironbridge Gorge as the birthplace of the Industrial Revolution.

Its nationally designated collections include art, archives and objects relating to industrial history. These include Coalbrookdale ironwork, decorative ceramics – notably Coalport China and Maw's and Craven Dunnill tiles. It also holds collections and records of the Darby family - the remarkable dynasty of Quaker Ironmasters whose innovations in the production and application of iron changed how people live, work and communicate across the globe.

Attracting 450,000 visitors every year the museum is a major contributor to tourism in Shropshire and the West Midlands and a driver to the local economy. Across the sites visitors discover the fascinating stories of the innovators who shaped the world as we know it today, become inspired by the artists, designers and artisans who made the Ironbridge Gorge their home and turned it into a thriving creative hub. At Blists Hill Victorian Town, the most popular attraction, step back in time to experience what life was like in a typical Shropshire community at the beginning of the 20th century.

In spring 2022, the significance of the Museum has been recognised through the award of £10 million from the National Heritage Memorial Fund towards the upkeep of the buildings and structures in its care and an endowment that will help fund future maintenance work and a £1 million award from the Museum Estate and Development Fund towards conservation and security improvements at Blists Hill Victorian Town.



Context

The Chief Operations Officer (COO) is a new role, created at a pivotal moment for the organisation as it looks forward following the global pandemic. The organisation has agreed a 3-year plan to increase financial resilience and its commercial offering to ensure success. A rebrand of Ironbridge is underway and part of that is a fresh look at the customer journey.

There are a number of exciting projects delivered or underway including an outdoor adventure experience for children and an Ironbridge membership scheme. The COO will be a key part of the leadership team contributing to the vision of Ironbridge in a post Covid cultural landscape alongside the CEO, CFO, and Senior Management Team.





The role

Reporting to the Chief Executive the Chief Operating Officer will be required to:

- Be responsible for leading and driving the operational delivery and commercial performance of the organisation;
- Continuously seek to improve the quality of the visitor offer;
- Inspire the operational teams in achieving transformational change in the Museum;
- Develop a motivated staff and volunteer workforce;
- Deputise for the CEO when required; and
- Be responsible for HR, Health & Safety and wellbeing of staff and volunteers.

Leadership

- Lead and manage the Commercial and Operations teams to create a culture of continuous improvement and to deliver the highest standards of customer service and presentation;
- To play an active role in the development of the museum working across functions and sites;
- To effectively contribute to, deliver and communicate the Museum's purpose, principles, priorities and its ethics and standards;
- To provide objectives through business plans and appraisals for direct reports and monitor their performance;
- Use monthly reports that compare performance against KPIs, budgets and have clear plans to enhance performance;
- To work with the CEO, CFO and Senior Managers to maximise existing income streams and identify new business opportunities;
- To deputise for the CEO as required including chairing of meetings, representation of the Trust on external strategic bodies;
- Ensure delivery of the Museum's Equity, Inclusion and Diversity agenda; and
- To provide content for the Marketing & Sales department for communication externally and internally.

Financial Management

- To ensure that the sites are run as cost-effectively as possible and budgets are utilised to their maximum potential;
- Work with the CEO and CFO to agree budgets. Manage, monitor and deliver all financial targets and budgets as set;
- Maintain high standards of financial management to ensure the Trust's trading profits are maximised; and
- Work with the CFO to utilise and analyse management information including Electronic Point of Sale (EPOS) data to manage performance, seize opportunities and make informed management decisions, taking appropriate remedial action as required to reach targets and develop and drive the business.

Commercial

- Provide strategic commercial leadership and oversee the effective management of the Trust's trading and commercial activities reporting to the CEO and preparing reports and presenting to the Trading Company Board;
- Maximise income from ticket sales, gift aid and membership across all Front of House teams;
- Lead on the development and delivery of retail (including exhibits), catering (including Conferencing & Banqueting) strategies that reflect the standards and ethics of the Museum strategy and achieve or surpass financial targets; and
- Lead on the development and delivery of an events strategy (including events and lifelong learning programme) that reflect the standards and ethics of the Museum and achieve or surpass financial targets.

Operations

- To be responsible for the day-to-day operation of the Museum through the Visitor Engagement and Commercial Heads of Department/Managers;
- To be responsible for the rostering of staffing on all sites including the provision of daily duty manager and senior management cover;
- To work with the Marketing & Sales Director to develop and deliver an audience focussed marketing plan to grow audience numbers from existing sources as well as identified new markets; and
- To utilise feedback from visitors to seek to continually improve the visitor offer.

Health & Safety

- To drive a positive health and safety behavioural culture, mitigating risk and providing a safe workplace environment for all workforce and visitors; and
- To ensure the highest levels of Health and Safety are maintained on all sites .

Human Resources/People

- To lead on the development of a People Strategy and delivery of retention, development and welfare plans for employees and volunteers;
- To be responsible for the recruitment and retention of volunteers, ensuring that volunteers are welcomed and utilised across the organisation; and
- To maintain a strong working relationship with the Friends of the Museum.

Other

- Any other duties commensurate with the role.

Budgets held:

- Museum operational budgets for all sites
- Volunteering

- Retail
- Conference & Banqueting
- Catering
- Events
- Front of House

Line Management Responsibility for:

- Visitor Engagement Manager
- Head of Catering
- Retail & Front of House Manager
- Volunteer & Training Manager
- HR Manager
- Health & Safety Manager

This Job Description is subject to periodic review.



Person specification

Essential

- Senior level operations management expertise gained within a busy, public-facing organisation of comparable size and scale;
- Extensive experience of leading high performing teams to deliver excellent customer service and improve quality across all areas;
- Proven ability to deliver revenue targets across a number of revenue streams, whilst controlling costs and managing budgets;
- Demonstrable experience of leading a diverse workforce, staff engagement, instituting organisational and cultural change;
- Very experienced in the management of visual presentation or housekeeping of a public-facing environment to positively reflect the brand and create a high-quality experience;
- Proven experience of implementing Health & Safety in the workplace;
- Proven track record of excellent organisational, negotiation and interpersonal skills;
- Strong commercial acumen and ability to work as part of a team to develop and deliver new opportunities and maintain productive working relationships with colleagues, trustees and external contacts with a broad community of interests;
- Proven ability to prioritise and manage a diverse, complex and time critical workload to deliver results;
- Ability to communicate effectively at all levels, internally and externally;
- Experience of business risk management;
- Relevant degree or equivalent experience;
- Full driving licence; and
- Good ITC skills.

Desirable:

- An enthusiasm for affinity with the Museum and understanding of the World Heritage Site;
- Experience of developing and implementing volunteer and community engagement strategies; and
- Experience of onsite digital audience engagement.

Terms of Appointment

The role is based at Ironbridge Gorge in Telford.

Salary £65,000 - 70,000

Hours 36.5 hours per week. The post holder is required to work such hours as the post demands including some weekends and evenings.

Holidays 25 days plus statutory bank holidays.

Pension The Museum will pay contributions under personal pension arrangements made by you and acceptable to the Museum at the rate of up to 5 percent of your salary per annum, on a pound for pound matched basis of your salary or such lower amount as may be necessary to take account of Inland Revenue maxima from time to time, such contributions to accrue and be payable monthly in arrears. These pensions' arrangements will not be effective until the successful completion of the probation period.

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to The Ironbridge Gorge Museums Trust on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **PAZZHF**

Click on the 'apply' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on Wednesday 20th April.

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.



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