

Job Description

November 2023

Role: Head of Operations	MNH Division: Operations Manx National Heritage
Reports to: Executive Director (Chief Executive)	Pay Band: 0S7 (73,803 - £86,012) dependent upon relevant experience
Location: Manx Museum, Douglas, Isle of Man <i>This role will involve travel to sites across MNH's portfolio and occasional travel off Island</i>	Type of Contract: Permanent

Manx National Heritage (MNH) exists to take a lead in protecting, conserving, making accessible and celebrating the Islands' natural and cultural heritage for current and future generations whilst contributing to the Island's prosperity and quality of life. MNH has a key role to play in promoting and enhancing the Isle of Man's Heritage, ensuring our places and spaces attract and inspire all those who engage with our Island's built and natural heritage.

Manx National Heritage is the trading name of the Manx Museum and National Trust, a Charity registered in the Isle of Man, operating at arms' length from Government and sponsored by the Department for Enterprise. The charity is responsible for, and holds in Trust, the Isle of Man's national collections and archives. In addition to an annual grant from the Isle of Man Government, MNH has responsibility for self-generated income, to ensure adequate funds to carry out its statutory obligations and charitable purpose. MNH generates its own funds through commercial trading operations and donations and also receives an annual grant from the Isle of Man Government, contributing towards fulfilling its statutory remit for the care of the Island's heritage.

MNH manages c2500 acres of Manx Museum and National Trust land together with 12 principal visitor admission sites, a range of buildings and a number of field monument sites. MNH's digital platforms play a significant role in ensuring our national heritage becomes more relevant to more people. The iMuseum provides free and growing online access to parts of the Manx National Heritage Museum Collections, [Manx National Heritage Library & Archives](#) and the Isle of Man Sites & Monuments Record.

JOB PURPOSE

The Head of Operations will be a self-starter and finisher, a team-player with energy and a positive outlook. The post holder is responsible for all site management of visited sites, all visitor services activities and commercial revenues generated from admissions, event ticketing, retail (physical shops and online), F&B/hospitality income, travel trade group operations, public events, sponsorship and self-catering accommodation. The post holder has specific responsibility for EPoS systems, stock control and Management Information Systems and the provision and

analysis of trading information and Insights to ensure effective business decisions are taken and a proactive approach is adopted across the division. The post-holder will lead on new product development and developing operational interventions, including retail merchandising displays and projects to expand and/or enhance visitor experience, which will include high value transformational projects.

Whilst ensuring high standards of visitor experience, income generation is a high priority to enable ongoing investment in the visited sites. Maximising commercial revenue is an essential part of the Operations function, spanning all areas including retail development on line and on site, events ticketing, optimising the benefits of a CRM system, product development, group bookings, on-site and on-line donation opportunities, venue hire and securing sponsorship for activities. MNH's online strategy for Income generation is poised for further development, not least in the areas of online shopping, donations and event bookings.

The Operations division within Manx National Heritage is the primary interface with visitors/members of the Island's population and is the friendly and welcoming face of the Organisation at our heritage visitor attraction sites. Visitor satisfaction is a high priority to ensure an exceptional standard of visitor experience.

The Head of Operations will lead and develop all visitor services and commercial enterprise activities within the organisation, sponsorship and corporate partnerships, and will constantly evaluate the potential to expand into new areas of business. Visitor experience includes traditional physical visits to the sites and product development for on-line activity and engagement on digital platforms.

Working closely with the Executive Director (Chief Executive) and Head of Marketing, Cause & Communications, the post holder will lead the enhancement and optimisation of commercial enterprise activities across all sites and will be involved with, and lead on, specific product development initiatives to keep online and physical sites refreshed.

As the single largest operator of visitor attractions on the Island, MNH is a significant contributor to the visit economy of the Isle of Man, with regular interaction with industry stakeholders and contributors, including the Visit Agency and the Chamber of Commerce. Our sites also contribute to the wellbeing of the Island's population, with a great sense of pride felt for the heritage of the nation. MNH is an essential part of the visitor economy and an intrinsic element of the current Visit Isle of Man 10 year strategy to grow tourism over that period to achieve 500,000 visitors per annum. This also forms part of the Isle of Man Government's Island Plan.

To adequately fulfil its obligations to conserve, protect and promote the Island's built and natural heritage and national cultural assets, MNH must generate additional income, derived mainly from commercial activities and from philanthropic support and investment returns. MNH's online strategy for income generation is ripe for further development by the post holder, not least in the areas of online shopping, donations and event bookings.

The economic climate has been severely negatively impacted by the pandemic and subsequent world events, including the cost of living crisis. Perhaps more than at any other period in the history of Manx National Heritage, the need to generate independent revenue and to promote the cause is greater than ever. In challenging economic times, MNH must continue to ensure the Heritage of the Island is protected for future generations to enjoy.

Safe Accessibility is a key focus for the post holder, ensuring the provision of appropriate training to deliver high standards of Health and Safety and Safeguarding practices.

CONTEXT

The Head of Operations is a member of the senior leadership team and will have demonstrable successful and relevant experience of multi-site operations across a number of areas of our activities. A hands-on team leader responsible for the development and operational delivery of an integrated visitor attraction strategy to ensure the highest standards of visitor experience and satisfaction are achieved and team members are appropriately trained and supported in this endeavour.

2022/23 marks the 100th anniversary of the Manx Museum and as we enter a new chapter in our history and develop a new strategy for the next five years, the post-holder will play a pivotal role in securing income to invest back into the sites for the benefit of our visitors, Island-based and in-bound. Product development initiatives will be key to keeping our heritage accessible, engaging and dynamic to encourage new and repeat visits and ongoing support of our work.

A substantial management position, the post-holder will contribute to the overall strategy of the charity and its delivery plans and will provide leadership, direction and support to all site staff, colleagues within the Operational Division and more broadly across the organisation for the effective delivery of the Trust's corporate strategy. Working closely with the Executive Director (Chief Executive) and Senior Leadership Team, the post holder will be responsible for reputational management and for developing Manx National Heritage future strategies.

Transformational leadership is required in key areas of visitor engagement/satisfaction/enjoyment, commercial activities and business development, audience development, CRM and Customer journey, MIS and EPOS capabilities and analysis and public and industry sector engagement, to ensure MNH maintains a high profile and makes it easy and desirable for visitors to engage with our heritage and our sites. Creating, leading and sustaining a collaborative and cohesive culture will be key to the effectiveness of the division and the wider success of the charity. The post-holder will lead the team to develop national and site-specific strategies, ensuring the brand and messaging is consistent within the organisation, externally with stakeholders across the Island and further afield.

There is requirement to develop a wider public understanding of Manx National Heritage as a fundraising charity, necessary to support the organisation's ambitions for the years ahead. Close collaboration with the Head of Marketing, Cause & Communications will support the delivery of consistent messaging to our staff and visitors, to effectively communicate the charity message and the immeasurable value of Manx National Heritage to the Island and the visitor economy.

KEY RESPONSIBILITIES AND ACCOUNTABILITIES

Site Operations - oversee and manage site operations to include all aspects of visitor attraction operations management. Responsible for leadership across site operations, to include visitor operations and admissions, retail, hospitality, travel trade/tour operators, and events, operational management staff and their teams. As required, the post holder will also manage the work of relevant consultants, contractors and suppliers.

The Head of Operations will be a highly organised, commercially minded operations professional with 5+ years' relevant experience at senior level managing diverse and geographically dispersed operational teams in multi-site visitor attractions. The successful individual will be data-focused and financially astute, accustomed to setting and managing budgets, and experienced in financial analysis and planning, accurate financial reporting, and making

efficiencies across venue operations. The post holder will possess excellent time management, prioritisation and scheduling skills and be experienced in managing risk, and Health and Safety standards across multiple aspects of site operation.

The Head of Operations will be able to manage challenging public facing scenarios, make firm and well-balanced decisions, be hands-on across a range of tasks as needed, and able to balance a busy workload.

Commercial enterprises - income generation, strategy and delivery – lead the development and delivery of a Commercial Strategy which maximises income and growth and supports an integrated approach across all trading operations impacting on visited sites, online, let estate, admissions, F&B, and events.

Head of Division – demonstrate transformational leadership with responsibility for all aspects of strategy and implementation of activities to ensure the highest levels of standards and professionalism across the division, particularly with customer-facing activities and visitor experience. Creating, leading and sustaining a collaborative and cohesive culture across the division. Provide strategic leadership, ensuring that performance standards and KPIs are achieved and organisational requirements are met. Responsible for recruitment, training, reporting, appraisal, professional development and performance management.

Commercial enterprises - income generation, strategy and delivery – lead the development and delivery of a Commercial Strategy which maximises income and growth and supports an integrated approach across all trading operations impacting on visited sites, online, let estate, admissions, F&B, and events.

Develop new commercial proposals in line with the Strategy Plan for consideration by Executive Director and provide risk analysis for potential partnership ventures to assist the Executive Director and Trustees in strategic decisions.

Financial performance, reporting and analysis – as a budget holder, produce regular financial and non-financial performance reports against agreed key performance indicators. Lead the management of operational budgets to ensure the delivery of all activity is achieved within agreed budget and demonstrates value for money. Set, control, and monitor staffing and all commercial activities budgets, analysing all areas of performance and leading a proactive approach to income generation to deliver necessary financial and visitor objectives and all commercial operations deliver best value and financial returns.

Management of multi-site Heritage Visitor Attraction operations - responsible for oversight and standardisation of visitor operations and customer service across all visited sites and working closely with Properties and Curatorial teams, identify priorities for site maintenance and presentation.

Consistent standards of professional multi-site management - ensure all public and private areas of the Visitor Sites are at a high standard of cleanliness including the external areas around sites. As a MNH Environment Champion, the post holder will proactively recommend and implement cost-effective environmentally friendly solutions at sites.

Visitor Experience - Continually review the visitor experience and work with the Executive Director, Head of Collections and Head of Marketing, Cause & Communications to develop ways to build visitor numbers and diversify audiences, embracing new areas of engagement. Ensure the delivery of high standards of customer service and care for all site users.

Technical services input– working with Head of Collections and site staff to maximise MNH technical services skills/resources to support and maintain site equipment and displays/exhibits to an appropriate standard.

Visitor Satisfaction - lead across all areas of admissions, retail, travel trade/tour operator activity and events operations, ensuring that a consistently high level of visitor satisfaction and customer service is achieved.

Operational Risk Management - lead on operational risk management process across areas of divisional responsibility and contribute to strategic risk management planning.

Annual Operating Plans - work with the Executive Director and Executive colleagues to deliver annual Operating Plans, with appropriate financial indicators and KPIs aligned to the Strategic Plan, ensuring successful operational implementation and financial sustainability.

Public events programme – site implementation and delivery - work collaboratively with colleagues to contribute to and support the public events programme, capitalising on all commercial and income-generating opportunities associated with the visitor and corporate events programme.

Safety in the workplace and at visited sites – represent Operations Division/visited sites on MNH H&S Committee and lead on the Health and Safety of the visitor sites and all site operations, ensuring compliance with MNH H&S Policy and using guiding principles of the industry’s Visitor Safety Group. Work closely with Head of Properties / Chairperson responsible for Health and Safety.

Work closely with Heads of other MNH Divisions to ensure the safety and security of exhibits, buildings and all aspects of site presentation. Ensure all H&S policies and procedures for the Visitor Sites are incorporated into training, are fully understood and followed by all site staff, and working with colleagues, ensure a safe working environment throughout the visitor sites. Ensure the appropriate and up to date level of first aid cover and equipment is available across the site teams and staff are adequately trained.

As the Executive Lead Safeguarding (ELS) for MNH, ensure all visitor services (visitor facing) staff receive appropriate training. The ELS is responsible for ensuring that MNH’s Safeguarding policy is kept up to date and reviewed at least every 3 years (or when there is a material change in legislation if earlier) and will provide support to the Designated Safeguarding Officer to ensure that all aspects of the policy are followed across the Organisation.

Oversee security of sites, including the operation of emergency evacuation procedures, fire and security systems, ensuring line reports and Visitor Services/Operations staff at all levels (and volunteers) are fully competent and trained for such emergencies and appropriate records are maintained. Working with Head of Properties, ensure necessary risk assessments, accident and incident reporting, and routine inspections in relation to public areas are completed, logged, and communicated as required. Ensure appropriate up to date level of first aid cover and equipment is available across the sites.

Fundraising and Cause – identify opportunities for external funding through grants, donations, sponsorship, promotional partnerships or other sources.

Staff training product knowledge – have oversight and ensure all visitor services staff and Operations staff are adequately trained in relevant areas of factual historic information pertaining to our Heritage Visitor Attractions.

Communications, Internal - working collaboratively with colleagues across the organisation to ensure strong, proactive and effective internal communications.

Communications, External – ensure dynamic, professional and consistent MNH visitor messaging across the division, for physical visitor communication, online and with all external parties interacting with Operations. Personal responsibility for communication in crisis management situations, working closely with Executive Director and Head of Marketing, Cause and Communications, to ensure maximum protection of corporate reputation. Ensure ongoing delivery of effective communications across all channels falling within Operations Division areas of responsibility.

Website/digital platforms – customer and visitor site information - oversight of website content, apps, search engines and social media platforms. Working closely with colleagues to ensure effective and dynamic content and work closely with Retail and Visitor Services colleagues and Head of Marketing, Cause and Communications to develop online retail capability, donation and income generation opportunities.

CRM and Customer Journey – working with Divisional colleagues in Operations and Fundraising, Marketing and Communications for effective deployment of CRM systems, devising effective customer journeys, and ensuring dynamic engagement with visitors and donors in a compliant and ethical manner. Working closely with the Head of Marketing, Cause and Communications for successful delivery of CRM to provide a personalised experience for customers and visitors to encourage and inspire loyalty and ongoing support.

EPoS – responsibility for an effective and functional EPoS system, incorporating retail, admissions/ticket sales, online sales, event bookings, donations and other metrics, analysis and metrics, insights, MIS.

Audience development – devise and implement an audience development programme (in conjunction with Head of Marketing, Cause and Communications and Head of Collections), championing the importance of audience understanding across the Operations division as a foundation for future planning.

Line management - provide excellent line management support to individuals and across the division to create a cohesive, collaborative team with a professional and positive 'can-do' approach.

External resource management – ensure procurement and effective management of appropriate external partners, contracts and relations, securing an excellent support service/network to support the needs of the business and provide value for money. (eg in the areas of Health and Safety, Safeguarding, MIS, Hospitality, F&B, Venue Hire, Events, retails/EPoS systems).

Public Engagement programme delivery at MNH sites – devising and implementing a strategy and delivery of an effective public engagement programme, including events, with a key focus on income generation and increasing footfall and public engagement with Manx National Heritage at our sites.

Income generation – manage the development, tracking and delivery of the income and expenditure plan for the division. Ensure all commercial operations deliver best value and effective financial returns for the Charity.

Insights - Work closely with the Head of Marketing, Cause and Communications to develop and disseminate effective summaries of the changing trends in the visitor marketplace following the pandemic. Review customer feedback and using industry insights, benchmark performance and proactively incorporate targeting mechanisms through KPI's.

Executive responsibilities as Head of Division and a member of the senior leadership team -

Contribution as Head of Division – provide effective representation when required internally (to Board of Trustees and colleagues). Contribute to the overall strategy of the organisation, at executive meetings, through provision of board papers and when undertaking wider corporate duties externally when required. A shared leadership responsibility for devising and delivering transformational change across the organisation is an essential requirement of this role.

Creating, leading and sustaining a collaborative culture with effective interface with Heads of MNH divisions to ensure consistently high standards of customer and visitor experience, physically at our sites and through on-line interaction.

Contribute to MNH's long term financial stability and organisational resilience by creating an environment which builds the Trust's reputation as the national heritage organisation, and an employer of choice.

Anticipate, recognise and manage strategic risks and issues facing the organisation.

Play an active role in the overall leadership of Manx National Heritage, making a significant contribution to the future direction and working with colleagues to help embed an appreciation and understanding of the need to deliver self-generated funds through Operational activities. Ensure all staff fully understand our charitable purpose.

Be a visible senior ambassador for MNH, develop effective relationships and partnerships with stakeholders.

The post holder may be required to perform other duties in line with the level of seniority of this role, including deputising for the Executive Director where appropriate and requested to do so.

DIMENSIONS AND SCOPE OF JOB

People Management – line management of personnel responsible for all visited site staff, visitor services, travel trade and hospitality, cruise ship trade, event management, retail and merchandising, self-catering/holiday accommodation, safeguarding, site supervisory staff, technical services support, business development.

Finance Management

As a budget-holder, financial acumen is an essential requirement of the role. Effective analysis of data from management information systems is essential to ensure optimisation of revenue potential.

Workplace context

This role is based within MNH's headquarters at the Manx Museum, Douglas. Interaction with other post holders across all Manx National Heritage's operations is ongoing, with a need to ensure effective communications when in attendance at MNH sites and in contact with site staff across the MNH estate and with external stakeholders dispersed across the Island and beyond.

Example key performance indicators and targets - the post-holder is responsible for supporting the delivery of a set of KPI's in support of the Executive Director's responsibilities, accountabilities and strategic direction.

Health and Safety – the post-holder will be responsible for their own health and safety and for staff across the Division and at MNH sites, in conjunction with the Head of Properties/Chairperson of H&S Committee.

Integrity - Manx National Heritage staff are expected to recognise that public service requires the highest level of personal integrity, and have a personal responsibility to respect the needs and values of fellow staff users, visitors and residents. The mission of the Organisation is to conserve, protect and promote the cultural and natural heritage of the Isle of Man and the post-holder will need to demonstrate their commitment to this.

Demonstrate awareness of equal opportunities for all and a deep understanding of diversity and social inclusion through your work and communications. A broad interest in the long-term success and development of Manx National Heritage is essential.

Competencies – to appropriate standard for the pay band and seniority of the role.

Performance Management and Improvement - with personal responsibility for performance management, the post holder will be expected to contribute to their annual performance and development review and all interim performance reviews and ensure best practice is followed across all areas of the Operations Division.

37 hours per week, permanent, full time. Flexibility is required as this post will involve occasional weekend, bank holiday and evening work

The Key Responsibilities, Scope of Job, and Required Qualifications, Skills, Experience & Knowledge reflect the requirements of the job at the time of issue and is not a fixed specification as the scope may change. MNH reserves the right to amend these with appropriate consultation and/or request the post-holder to undertake any activities that it believes to be reasonable within the broad scope of the job or their general abilities and as appropriate to the grade. The job description may be reviewed as necessary to reflect future requirements to enable delivery of the Organisation's needs.

PERSON SPECIFICATION	Essential or Desirable	Method of Assessment
Credibility		
Hold GSCE English Language at Grade B or above	E	CV/Interview/Checks
Educated to Degree level	D	CV/Interview/Checks
Relevant professional qualification in at least one of the key areas of responsibilities of the role eg Business Management qualification <i>(or evidence of significant CPD in areas relevant to this position)</i>	E	CV/Interview/Checks
Excellent IT skills including use of Microsoft Office, Excel at an advanced level, data base management, EPoS and CRM software management (Project Management software experience would be an advantage).	E	CV/Interview/Checks
Extensive and demonstrable successful experience in relevant senior management positions with responsibility for (paid-for) multi-site visitor attraction operations	E	CV/Interview/Checks
Knowledge and understanding of the Charity sector	D	CV/Interview/Checks
Demonstrable experience of generating income and successfully developing commercial enterprises in at least one area relevant to Manx National Heritage operations	E	CV/Interview/Checks
Successful and relevant experience of working in a comparable role for a Charity and/or Heritage Visitor Attraction sector	D	CV/Interview/Checks
Breadth and depth of experience and demonstrable entrepreneurial flair for maximising benefits to and from Customers.	E	CV/Interview/Checks
First class leadership and organisational skills including the ability to prioritise work, balance conflicting priorities, monitor progress and exercise judgement about chasing progress as necessary.	E	CV/Interview/Checks
Highly developed interpersonal and influencing skills, with a proven track record of developing and maintaining effective relationships with a wide range of internal and external stakeholders up to Board level.	E	CV/Interview
Business analysis and report/Board paper writing skills	E	CV/Interview

Relevant IOSH for senior Managers qualification, or commit to completing the course and must secure the certificate within 6 months of appointment.	E	CV/Interview/Checks
Proven experience as budget holder for multi-site operations and have advanced knowledge, experience and understanding of financial reporting and reporting systems	E	CV/Interview/Checks
Experience working in an organisation with a high level of visitor/public interface and/or a high profile organisation in the community	E	CV/Interview/Checks
Capability		
Strong and highly developed communication, Influencing and negotiating skills.	E	CV/Interview/checks
Outstanding leadership skills with the ability to motivate, manage and inspire multi-disciplinary teams, and to set a compelling vision for driving improvements and outstanding results and building capability	E	CV/Interview/checks
Commercially astute, with outstanding financial and commercial acumen. Demonstrably entrepreneurial with an innovative and creative outlook and proven capacity to work innovatively and independently	E	CV/Interview
Excellent business analytical skills. Breadth and depth of experience of monitoring commercial performance, using MIS/EPoS to monitor and improve financial performance across all commercial activities	E	CV/Interview
Able to work on own initiative, organising and prioritising own workload and that of subordinates to set deadlines	E	CV/Interview
An ability to maintain a high degree of confidentiality and trust	E	CV/Interview/Checks
Excellent interpersonal skills and confidence to interact at all levels	E	CV/Interview
Excellent communication skills with ability to communicate professionally and effectively, both orally and in writing to ensure good working relationships with colleagues and stakeholders where information is shared clearly and easily	E	CV/Interview
Able to effectively manage a high-volume workload.	E	CV/Interview
Innovative and creative approach to problem solving and developing solutions.	E	CV/Interview
Ability to deal with people at all levels with confidence, tact and diplomacy	E	CV/Interview

Ability to achieve results, work collaboratively and positively influence colleagues and wider stakeholders	E	CV/Interview
Encourages innovation and supports change	E	CV/Interview
Integrity – clear understanding of and demonstration of integrity	E	CV/Interview
Experience of public speaking and acting as ‘the face and voice’ of the organisation, including media interviews	D	CV/Interview
Character		
Has an interest in cultural and natural heritage	D	CV/Interview
Reliable and self-motivated	E	Interview
Positive and innovative	E	Interview
Ability to remain calm under pressure	E	
Resilient	E	Interview
Approachable and flexible, agility to react swiftly when required	E	Interview
Has positive energy and drive	E	Interview
Pro-active approach to finding solutions	E	Interview
Other requirements		
Full, valid driving licence	E	Application /Checks
Isle of Man Worker	D	CV/Interview
Own vehicle for work	E	CV/Interview
Project management experience	D	CV/Interview
Care		
Committed to delivering an excellent service to the Executive Director, fellow Divisional Heads and colleagues within the Organisation	E	CV/Interview