



TAVISTOCK HERITAGE TRUST

Tavistock Guildhall Centre Heritage Centre Manager Job Description

Role Summary

Job Title:	Heritage Centre Manager
Working Hours:	37 hours per week. Normal hours of work will be 9.00 – 17.00 Tuesday to Saturday with some flexible working to cover evening and weekend events (for which time off in lieu will be given).
Contract Term:	Two years in the first instance, with significant potential for the role to become permanent, dependent on the Trust's/postholder's success in developing the Guildhall's revenue streams.
Salary:	£24,000
Location:	Tavistock, Devon
Reports to:	Chair of Trustees, Tavistock Heritage Trust
Responsible for:	THT Volunteers; any <i>ad hoc</i> sessional workers and freelancers required.

Summary

- Do you have great people skills?
- Do you want to look after and bring to life a World Heritage Site visitor attraction aimed at people of all ages?
- Are you commercially astute, always looking for ways to develop and maximise the income-generating potential of operations?
- Do you understand the importance of providing excellent customer service?
- Are you an exceptional organiser of yourself and others?
- Do you lead by example?
- Can you easily adapt to situations working on your own initiative or as part of a team?

This is an exciting opportunity for a confident, proactive and commercially-minded individual to shape the delivery of a new regionally-important high-profile heritage visitor attraction. If you're an experienced visitor services or tourism professional seeking a new opening to make your own, or if you're currently in a more junior role and looking to step up and make your mark, this could well be the opportunity for you. We would also welcome applications from candidates from other backgrounds who can demonstrate excellent organisational, team building and customer service skills. Above all, you'll need to be passionate about making sure that you and your team deliver an outstanding experience for visitors of all ages at all times.

Background

Tavistock Town Council (TTC) and Tavistock Heritage Trust (the Trust) have secured significant funding from the National Lottery Heritage Fund (NLHF) and other bodies towards the Guildhall Gateway Project, a £1.8m scheme to conserve and repurpose Tavistock's nineteenth-century Guildhall. The project will see the Guildhall transformed into a new visitor interpretation centre





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which will serve as the Eastern Gateway to the Cornwall & West Devon Mining Landscape World Heritage Site (WHS). The three themes of the Guildhall Centre will be the position of Tavistock within the WHS, the town's mining history and the story of the Guildhall itself as one of England's first purpose-built combined police stations and magistrates' courts. For more on the Guildhall Project, see www.heritageintavistock.org/guildhall and <https://tavistock.gov.uk/your-council/council-initiatives/guildhall-project>.

The Guildhall is owned by TTC, which is leading the work to repair and conserve the building. The Trust is the Council's delivery partner and will be responsible for running the Guildhall Centre under the terms of a lease and Service Level Agreement with TTC. The Trust already runs the town's Visitor Information Centre, which will move to the Guildhall once building works are completed. The vast majority of the Trust's work is delivered by volunteers, with the Centre Manager being (currently) the Trust's sole employee.

Construction work started in September 2019 and is due to be completed in May 2020. This will be followed by the shop, Visitor Information Centre and interpretation fit-out, and preparing the Guildhall ready for opening to the public in August/September 2020.

It is expected that the Guildhall's general public opening hours will be 10am – 4pm Tuesday to Saturday, with regular opening outside of these times for income-generating events and other activities.

Scope of the Role

The role falls into two time phases:

Construction Phase (from appointment to opening day)

During this phase the Centre Manager's focus (with trustee support) will be on preparing for the opening day. The top priority will be the recruitment and training of Guildhall volunteer stewards and room guides. Other priorities will include preparing the plans, procedures and resources which will be needed once the Guildhall opens, working with the Volunteer Events Team to help plan, book and organise events and activities, and developing relationships with local tourist bodies (such as Visit Devon and the Tamar Valley Tourism Association). The role will also contribute to development of the visitor experience journey for the Guildhall, including the website and other publicity materials, and working with volunteer teams to plan and test how the visitor route will be stewarded.

Operational Phase (from opening day)

After opening day, the Centre Manager's focus will shift to the day-to-day management of the Guildhall Centre and ensuring that visitors have a smooth and positive experience. Managing the volunteer teams as well as planning and organising the public programme and income-generating events will be key responsibilities.

Main Responsibilities

1. *(During the Construction Phase)* Prepare for the opening of the Guildhall by developing the policies, procedures and resources which will be required for its smooth operation including recruiting and inducting around 50 volunteer stewards and room guides.





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2. *(During the Operational Phase)* Oversee all aspects of the day-to-day operation of the Tavistock Guildhall, including the Visitor Information Centre, shop and volunteers.
3. Manage and develop the Trust's volunteer groups, including recruitment, writing and implementing policies, identifying ongoing training needs, creating and managing rotas and internal communications.
4. Work with the Trust's Learning and Participation Volunteer Team to organise and manage the Guildhall learning programme, including:
 - Establish good working relationships with local schools;
 - Engage any specialist sessional or freelance workers to deliver learning activities as required;
 - Manage school bookings;
 - Purchase equipment and materials;
 - Ensure that the Guildhall is appropriately set up and that there are sufficient volunteers to deliver activities.
5. In consultation with the trustee responsible for events, plan, coordinate and manage the delivery of events and activities for people of all ages, including:
 - Procure and manage third-party service providers;
 - Organise/roster volunteers to support the event's delivery and work with the volunteer team to ensure the site is prepared (e.g. AV equipment) and that events run smoothly;
 - Produce and ensure sufficient promotion in a timely manner;
 - Manage bookings and ticket sales;
 - Manage the Guildhall bookings' calendar;
 - Ensure risk assessments are done for all occasions when the public will be on site and that there is always suitable first-aid provision;
 - Attend events to manage/oversee operational arrangements, to observe them in action, to obtain evaluation feedback from participants, and to assess whether there's a need for change or improvement.
6. In consultation with the trustee responsible for marketing, contribute to marketing and audience development for the Guildhall to ensure a cohesive visitor experience journey, such as ensuring that website content and social media channels are kept updated.
7. Work with the Chair and other trustees to identify and implement possibilities offered by the Guildhall for income generation, adopting a proactive and commercially-minded attitude throughout.
8. Liaise regularly with TTC regarding any premises-related issues affecting the Guildhall's operation.
9. Work with trustees in building strong relationships with other visitor attractions, tourism bodies and key stakeholders such as the WHS and Tavistock Business Improvement District. Identify and implement opportunities for collaborative working, such as co-delivered activities in the Guildhall.
10. Oversee the delivery of the three remaining events from the NLHF-approved Activity Plan and coordinate with the Guildhall Gateway Project Evaluation Consultant during the remainder of the NLHF-funded period (June 2021) to ensure that project outputs and outcomes are captured and measured effectively, such as seeking feedback from event attendees.
11. Work with the Chair and other trustees to develop the strategy for the ongoing development of the Guildhall Centre.
12. Undertake other such duties as may be reasonably required to ensure the safe, smooth and successful operation of the Guildhall Centre.





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Reporting lines

The Centre Manager will be responsible to the Chair of Trustees but will work closely with other trustees who have particular responsibilities in various areas (e.g. marketing and income generation).

The role will also liaise with the Project Manager and wider Project Team during the remainder of the NLHF-funded period of the Guildhall Gateway Project (June 2021).

Person Specification

Since this role is new and quite diverse, we are open to applications from candidates from a range of backgrounds. The following, however, are essential regardless:

- Excellent administrative, planning and organisational skills
- Experience of recruiting, managing and developing volunteers
- Aptitude and enthusiasm to organise events and activities for diverse audiences of all ages
- Commercial, entrepreneurial attitude
- Proactive and able to work with limited daily oversight
- Willingness to get involved and 'get your hands dirty' (i.e. leading by example)
- Outgoing, positive and pleasant personality, confident working with large groups of all ages and backgrounds
- Willingness to be flexible, including working occasional weekends and evenings and being 'on the end of the phone' outside of working hours
- Passionate about delivering an outstanding visitor experience at all times.

A background in tourism or visitor services management in the heritage sector would naturally be an advantage, as would experience of developing and managing schools' learning activities. Experience working for a charity (especially one with an active board of trustees) would be a benefit. Some basic practical knowledge of premises management issues related to a publicly-accessible building, including in respect of site security and health & safety requirements, would also be an advantage. You should also be confident and comfortable with using computers and other technical equipment (e.g. EPOS systems).

Ultimately, however, this role is something of a 'blank slate' that the successful candidate can shape and make their own. General skills, personality and attitude will be as important in the selection process as experience.

Closing Date: Friday 6 March 2020 at 9am

Interview date: Thursday 12 March 2020

