National Army Museum

Royal Hospital Road, Chelsea, London SW3 4HT

National Army Museum Trading Limited

Post: Commercial Development Manager **Post No: NAMTL 149**

Reports to: Director

Scope

The current scope of the trading activity includes the management of:

1. The Museum Shop
2. E-commerce and mail order
3. Image licensing
4. The marketing and provision of Corporate hire facilities,
5. Franchised public catering facilities

Job role

To lead the development and implementation of a comprehensive commercial strategy, introduce new income streams and maximise self-generated income and profit for National Army Museum Trading Limited (NAMTL)

Job Description

The post holder is responsible for:

1. Strategy and Business planning:

a. Develop, implement and manage the NAM's overall commercial strategy.

b. Champion commercial development throughout the organisation, to ensure that commercial issues are integrated into the business and corporate planning cycle.

c. Draw up and implement the NAMTL annual business plans (including profit and loss accounts) in conjunction with the Management Team and NAMTL Board.

d. Support the Museum's Phase C strategic development plan through the development of a commercial development plan.

2. Management:

a. Lead or act as a member of project teams for the development of new initiatives.

b. Ensure that the Museum's Accounting and Financial procedures are strictly adhered to and embed a culture of control and financial discipline.

c. Prepare timely, accurate, high quality reports, presentation and briefings for the NAM Council, Director, Management Team and external stakeholders as required.

d. Be responsible to the Director for the motivation, management and development of designated staff, contractors and volunteers to implement and develop the commercial strategy, and to meet all performance objectives set.

e. Assist in the identification and delivery of appropriate training to staff engaged in commercial activity across the NAM.

3. Maximise sales income in existing areas:

a. Maximise the potential of all sales channels, both within the Museum and off-site.

b. Achieve agreed annual trading income targets.

4. Develop new income streams:

a. Identify and pursue new avenues of sustainable revenue generation.

b. Collate information on National Museums assets in relation to trading and specific markets, e.g. collections for licensing, venue hire, and review business activities to establish their current profitability and their potential for further development.

c. Develop the organisation's on-line trading capability, investigate options and develop and manage a plan for growth.

d. Work with colleagues to develop and exploit Intellectual Property Rights (IPR) and licensing opportunities.

5. Contracts:

a. Monitor all commercial contracts to achieve best profit margin.

b. Developing plans in conjunction with the Director and Management Team, for a destination restaurant for 2013; researching and developing the Museum's offer, liaising with contractors and managing the tender process as required.

c. Develop strong links with a wide range of suppliers, and where appropriate, network with relevant staff in other museums or cultural venues.

6. Staffing

a. The post-holder will directly manage the Head of Department Retail Services the Picture Librarian and the Corporate Events Executive.

b. The post-holder will have overall responsibility for the management of the catering franchise.

7. Internal Relationships

a. The post holder will need to work with colleagues to develop new commercial income streams on and off site:

- *Collections*

  To work with the Assistant Director (Collections), to seek revenue opportunities through the exploitation of the archives and collections.

- *Education*

  To work with the Head of Education to exploit the access and learning facilities and programmes to generate income streams.

- *Finance*

  Liaise with the Finance Department to provide management accounting information to the NAMTL Board of Directors.

- *Front of House*

  Work with front of house staff to ensure that retail and catering facilities serve to enhance the 'visitor experience' across our sites.

- *Public Relations, Marketing & Events*

  To work with the Head of PR to seek opportunities for, planning, marketing and executing commercial events.

b. Bring together and give clear leadership and direction to the current commercial activities, creating a coherent and effective operational approach, ensuring in particular that all staff understand and support the trading remit and their contribution toward it.

8. In addition, as a member of the Management Team, the post-holder is required to:-

a. Act in every way so as to preserve the Museum's reputation and good name in all areas of its work and be fully committed to openness and transparency in all its dealings.

b. Participate fully in the running of the National Army Museum for public benefit as a member of the Museum Management Team, which consists of the Assistant Directors under the chairmanship of the Director, who is charged with carrying out the policies determined by the Council of the Museum (its governing body) within the terms of the Museum's Royal Charter.

c. Support the Director in her capacity as the Museum's Accounting Officer and to have due regard to mandatory guidance in *Managing Public Money*; likewise the requirements arising from the fact that the Museum is a Registered Charity, an Executive Non-Departmental Public Body, and a Museum registered with the Museums, Libraries & Archives Council (MLA) or any successor body; also to undertake such duties and responsibilities as are implicit, as well as explicit, in the Museum's Financial Framework (as agreed in 2008 with the MOD), the Financial Procedures Manual and the Museum's Strategic Plan.

d. Effectively managing delegated budgets and projects and be responsible for the proper exercise, as instructed, of any delegated financial powers, having express regard to the Director's appointment as the Museum's Accounting Officer; especially to promote efficient and cost-effective methods of working to keep strictly within planned budget allocations, as set by the Management Team Finance Committee, of which the post-holder is a member. To play a full part in the generation of income, and to avoid breaches of financial regularity and propriety, the misapplication of funds, or waste of resources.

e. Take due care to assess and manage risk, having regard to the NAM's Risk Management Policy; (*Risk Management at the NAM: Matrix of Risks*).

f. Carry out his/her duties in accordance with the NAM's Equal Opportunities Policy.

g. Travel to the Museum's Outstations in the RMA Sandhurst and at Stevenage, or any other Outstations of the NAM or institutions associated with the NAM, as instructed; other UK and some foreign travel may be required.

h. Chair Museum committees, teams and working parties, as delegated by the Director.

i. Make presentations to the NAM Council (Trustees), the Director and Management Team, members of staff and existing funders, and produce financial and non-financial reports.

j. Develop standard clause on Health and Safety responsibilities for themselves, public and direct reports.

k. Develop standard clause on responsibility for management, supervision and development of staff reporting to the post.

9. The appointment is a fixed-term contract for two years, subject to a six-month probation period, and full-time, working 36 hours per week, 5 days out of 7. Additional evening and weekend working will be required.
The salary is £50,000pa inclusive. There is an opportunity to contribute to an in-house Stakeholder Pension Scheme.

10. The appointment will be subject to a security clearance through the Criminal Records Bureau (CRB) at enhanced level.

11. This job description sets out the key responsibilities and tasks of the post and is not exhaustive. It may alter with the changing needs of the Museum. This job description may be reviewed and updated annually.

12. The National Army Museum is an equal opportunities employer.

13. The National Army Museum operates a no smoking policy.

Janice Murray, Director
National Army Museum

December 2010