



## Head of Commercial & Operations Dovecot Studios

<b>Location:</b>	<b>Edinburgh</b>
<b>Salary:</b>	<b>£35-40k plus benefits</b>
<b>Reports to:</b>	<b>Director</b>
<b>Full time:</b>	<b>40 hours per week excluding breaks</b>
<b>Days:</b>	<b>Monday to Friday, working flexibly at weekends and evenings</b>
<b>Pension:</b>	<b>Dovecot operates a group pension scheme</b>
<b>Annual Holidays:</b>	<b>28 days + 9 bank holidays pro rata</b>

### The Role

The Head of Commercial & Operations is a key member of Dovecot's Senior Management Team with responsibility for running all commercial and visitor operations, developing business strategy, increasing income and setting excellent standards for the professional delivery of all aspects of Dovecot's day-to-day activities. In so doing, the post holder will ensure a consistently high level of planning, organisation, quality control and excellent customer service to improve the overall visitor and client experience across the building, including the Tapestry Studio.

Reporting to the Director, and working collaboratively with the Dovecot Senior Management team as well as with the commercial operations team, you will implement a strategy that delivers significant incremental growth. You will take full accountability for the successful delivery of sales targets; reaching and building new audiences, whilst ensuring that Dovecot's brand values are maintained and strengthened. You will be responsible and accountable for the management of the Dovecot commercial operations team, ensuring that agreed levels of cost of sales and staffing, and agreed profit margins are met. The post holder is also responsible for supporting the Head of Finance & Resources to bring the buildings, technical and managerial infrastructure of Dovecot to the highest standards.

### MAIN DUTIES AND RESPONSIBILITIES:

The person appointed to this post will be required to work flexibly. Dovecot operates over a seven-day week and is open to the public Monday until Saturday from 10am. On Sunday, except during the Festival period, Dovecot is closed to the public but available for events, meetings, courses and other activities. It is envisaged the post holder will work Monday until Friday including at least one weekend each month as duty manager but the demands of the Dovecot diary will require flexibility to ensure business needs are met, including working evenings and bank holidays.

The post holder will manage the commercial and visitor operations, events and hospitality, sales and marketing, and security aspects within the following service areas:

- Front of House – staffing; visitor experience, tills, exhibition ticketing, cashing up
- Retail & Merchandising – staffing; epos; cashing up, E-Commerce, product and digital apps
- Venue hire – staffing, bookings, business development, catering and hospitality
- Courses, workshops, talks, events and other commercial experiences – planning, bookings, catering and hospitality
- On Site Catering; contract catering for the café and events
- Dovecot Foyer

- Website & social media
- Co-ordinate the Dovecot diary and timetable
- Exhibition marketing and public relations
- Marketing and Communication of all aspects of Dovecot

### **Commercial and Visitor Operations**

- Set the commercial budget and meet sales targets for the Commercial Operations team, including profit targets for the shop, venue hire and events programme (Annual sales are targeted at 500k+ with 50% margin on retail).
- Monthly reporting of sales targets and costs
- Manage commercial performance and delivery of Dovecot's front-of-house, retail, venue hire, events, talks and short courses, including liaison with the Dovecot café and regular financial review meetings with the Director and Head of Finance & Resources.
- Ensure the efficient and effective delivery of all aspects of Dovecot's day-to-day business and maintain a professional, efficient service to customers at all times, maintain, and exceed, Dovecot's status as a 4\* visitor attraction.
- Be responsible for the rotas and duties of the Commercial Operations team to meet the needs of Dovecot and its customers, monitoring performance and providing support and training.
- Line manage Commercial Manager, Marketing & Communications Manager, Event Sales and Venue Managers, and lead the Commercial team and volunteers to ensure a high quality, effective service.
- Develop and oversee delivery of Dovecot courses, talks and workshops programme in line with Dovecot financial targets.
- Ensure Dovecot's retail offering is appealing to our customer base including 'pop-up shops' that complement the Dovecot exhibition programme and the management of the online retail shop
- Oversee the security of retail stock and front of house materials to avoid stock loss, including the physical safeguarding and regular accurate recording of stock – including a yearly stocktake
- Ensure exhibition ticket sales are in line with budget, work with PR company and Marketing & Comms Manager to ensure strategy for publicity are in place prior to, and during, exhibition
- Provide strategic communications leadership and identify external partners where necessary to ensure the Marketing & Comms Manager can maintain and build Dovecot's high-profile position as a world leading tapestry studio. Work with the team to support the creation and dissemination of appropriate publicity and materials to meet sales targets.
- Review and manage effective booking, EPOS and CRM systems, and ensure these are used to efficiently and safely collect income, including the appropriate recording and monitoring of sales data and visitor information.
- Oversee and manage a Volunteering Policy to attract, sustain and develop Dovecot volunteers.

### **Events and Hospitality Operations**

- Develop and oversee corporate and private hire bookings in line with Dovecot's financial targets and set excellent standards for the professional delivery of each client's requirements.

- Develop the venue hire business and lead from the front in managing the venue hire business
- Lead and manage the Commercial Operations team to plan and deliver Dovecot tapestry and exhibition press events and private views.
- Oversee the management of catering contracts and negotiation with third party suppliers to ensure exceptional standards, including the Dovecot café contract.
- Broaden and extend the ambition of Dovecot Events to include opportunities for fundraising, partnership and sponsorship.

### **Building and Facilities Management**

- Ensure Dovecot spaces and equipment are utilised to optimum efficiency by internal and external users, including out-of-hours events and venue hire.
- Monitor and report building and equipment defects to the Head of Finance & Resources and liaise with third-party suppliers as necessary to oversee the fixing of any faults.
- Ensure the effective operation of a range of Dovecot systems, including IT systems, collection of customer and sales data, etc.
- Ensure the training of the Commercial Operations team to meet Health & Safety objectives including systems to report any Health & Safety issues to the Head of Finance & Resources.

### **General Responsibilities**

- Undertake such other duties as may be reasonably required to ensure the smooth day-to-day operations of Dovecot, including being prepared to assist at the Dovecot information desk and front-of-house or other areas of the business as required.
- Attend internal and external meetings as required, including Board Meetings.
- Be one of the emergency points of contact for the Dovecot building – Monday to Sunday 24/7.

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 Dovecot. This job description may be reviewed and updated annually.

We are committed to equality of opportunity for all staff and applications from individuals are encouraged regardless of age, disability, sex, gender reassignment, sexual orientation, pregnancy and maternity, race, religion or belief and marriage and civil partnerships. As part of our equal opportunities monitoring process we will email all applicants an equal opportunities form to complete and return.

## Head of Commercial & Operations Dovecot Studios Ltd

Person Specification		
	Essential	Desirable
Skills/Abilities	<p>Excellent people management, project management, administrative and organisational skills.</p> <p>Strong commercial skills in negotiation, liaison and ability to build and develop relationships with a range of customers and stakeholders.</p> <p>Target driven and numerate with excellent sales skills including use of EPOS retail systems.</p> <p>Proven ability to contribute and successfully deliver against a business strategy.</p> <p>Excellent communication and written skills, including writing reports.</p> <p>Initiative and a proactive approach to problem solving.</p> <p>Computer literate with proven ability to use Microsoft Word, Excel and PowerPoint.</p>	<p>Understanding of mixed model economy cultural organisations.</p> <p>Ability to source or deliver appropriate training and skills development programmes.</p>
Knowledge	<p>An understanding of personal and collective responsibility with regard to Security and Health &amp; Safety regulations and procedures.</p> <p>Knowledge of marketing and PR, including digital technology and interactive media.</p> <p>Awareness of the issues and challenges associated with engaging with young people and harder to reach groups.</p> <p>Commitment to equality and diversity</p>	<p>A knowledge of modern and contemporary visual arts and design.</p>
Qualifications and Professional training	<p>Educated to degree level or equivalent experience.</p>	<p>IOSH Managing Safely certificate</p> <p>Scottish Personal Licence Holder</p>
Experience	<p>10 or more years business experience within a target-led environment, ideally in the retail, events, gallery or arts sector.</p> <p>Experienced in managing relationships at a senior level and leading a team of customer-facing staff.</p> <p>A track record of increasing and sustaining sales growth and profitability even in challenging market conditions such as the current economic climate.</p> <p>Specific experience of setting, monitoring and controlling project budgets.</p> <p>Proficient in motivating and developing an effective team.</p>	<p>Management of volunteers.</p> <p>Management and organisation of fundraising events.</p>
Other requirements	<p>A flexible and adaptable approach to working hours that will include some evening and weekend work.</p>	<p>Creative and commercial sensibility</p>

## **Organisational Chart**

### **Dovecot Foundation (TDF)**

Dovecot Foundation exists to champion and support Dovecot Tapestry Studio and its place in the world of contemporary art, design and making. We do this both literally and figuratively by putting the Dovecot Tapestry Studio at the heart of all we do: in our exhibition programming; in our apprenticeship programme; in our commissioning of and collaborations with leading artists from around the world; and in the cultural and educational partnerships we develop. Most of all, however, we do this by continually seeking to bring the extraordinary work of contemporary artists and makers to a wider audience.

### **Dovecot Studios Ltd (DSL)**

Dovecot Tapestry Studio is a world-renowned producer of hand-woven tapestry and gun tufted rugs. We continue a century-long heritage of making and collaboration with leading international contemporary artists to produce extraordinary and engaging works of art. Dovecot Gallery is a landmark centre for contemporary art, craft and design built around a leading international tapestry studio. We occupy an extraordinary building in the heart of Edinburgh, from where we programme, commission and produce exhibitions and events for audiences and clients who share our passion for making and the creative arts.