



LINCOLN
CATHEDRAL



Application Pack

Commercial Manager

October 2019





About Lincoln Cathedral

The Corporate Body of the Cathedral Church of the Blessed Virgin Mary of Lincoln (to give it its proper title) is first and foremost a church, the seat of the Bishop of Lincoln and a centre of worship and mission led by the Cathedral Chapter. A minimum of three services take place each day of the year. It is the principal 'mother' church of Lincolnshire and holds many of the county-wide services of celebration, commemoration and memorial. Lincoln Cathedral is a place of pilgrimage, where people come to seek God, to learn more about faith, or to take time out of a busy day for quiet reflection. It is a place of welcome and hospitality where all of any faith or no faith are encouraged to feel at home.

There is a real richness and variety in the way the Cathedral building is used. We welcome thousands of visitors from across the world, and provide floor, tower and roof tours throughout the year. Many hundreds of children visit during our annual schools' festivals; Church Schools Festival, Infant Schools Festival, Secondary Schools Festival and we offer schools' tours and trails throughout the academic year. Significant musical and dramatic events take place, whether it is a visit from the Hallé Orchestra; or the thought provoking musical Jekyll & Hyde; Mystery Plays; or international pop musician Ian Anderson, of Jethro Tull fame, coming to perform.

Lincoln Cathedral is an exceptional building that was meant to inspire and it does so. We rely on an exceptional body of employees and volunteers to ensure that the full range of its activities is known to the external world.

Lincoln Cathedral Connected

Lincoln Cathedral Connected is a high profile, multi-million-pound transformational project which will bring economic and social benefits to the Cathedral, as well as the city of Lincoln.

The Connected project is a scheme to radically improve the Cathedral's setting and visitor experience – offering more engaging and dynamic spaces for a wider number of visitors to enjoy.

The project has been designated £12.4million by the National Lottery Heritage Fund to undertake ambitious restorations and renovations to the Cathedral. New facilities that will be introduced as part of the project include a new visitor centre, a larger café and shop, new toilets and a changing places facility, and an interpretation centre to display some of the Cathedral's treasures. We have unearthed some exciting hidden history already, which we are looking forward to showcasing for the first time when the Connected project is complete in 2020.



Role Summary

To develop and deliver the Cathedral's commercial vision and operations, through management of retail, catering, and visitor services, ensuring that the Cathedral's mission, vision and values are delivered holistically across all visitor touch points in a commercial setting. To package and define the Cathedral's visitor offer.

The role will be pivotal to the preparation for and transition to the opening of the new Visitor Centre to ensure a successful launch and business sustainability in line with the business plan, HLF targets and guidance.

Main Particulars of the Post

Salary:	£36,000 per annum
Contract:	Permanent (first two years funded by the National Lottery Heritage Fund)
Location:	The Old Deanery Visitor Centre
Accountable to:	Chapter Clerk and Administrator
Pension:	All eligible employees will be automatically enrolled in the Pension Builder 2014 section of the Church Workers Pension Scheme operated by the Church of England Pensions Board
Working hours:	Working a roster pattern of 35 hours per week on average, including weekends, five days out of seven and covering corporate and museum events involving unsocial hours.
Holidays:	33 days per annum inclusive of bank holidays, 3 days of which must be held for the period between Christmas and New Year
Management:	Volunteers Co-ordinator, Visitor Services Team, Refectory Team and Cathedral Shop Team

Key Accountabilities

- To identify and maximise commercial opportunities within the Cathedral's Visitor's Centre.
- To manage the running of the new Visitor Centre including Health and Safety and Maintenance.
- Generate income through the Visitor Centre and maximise the visitor experience.

Leadership and Development

- Manage, motivate and develop the visitor, refectory and Cathedral Shop team to ensure customer service and visitor satisfaction is delivered to the highest standard, with a hands-on management style.
- Manage staff performance and conduct appraisals, prepare staff reports and manage welfare, discipline and grievance matters
- Identify the training and development needs those managed ensuring these are addressed through performance development reviews
- Compile and deliver the visitor team training programme
- Ensure all staff across the facilities are fully briefed on daily activities and have access to all current information
- Liaise with the Volunteers Co-ordinator regarding volunteer performance and development
- Work closely with the Business Development Manager with regards to promotion of Cathedral events organised for the Old Deanery Visitors Centre by Commercial teams

Delivery of Management Requirements

- Actively drive sales and encourage a target-orientated culture among visitor and retail teams
- Ensure a coherent presentation and theme across all aspects of the visitor experience including exhibitions, education, retail, café and landscape.



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- Ensure the visual merchandising of all commercial and visitor welcome areas is maintained and monitored
- Give clear direction on standards and expectations
- Work with teams to ensure daily checks are carried out and the visitor routes, facilities and Visitor Centre meet Health & Safety and house-keeping standards
- Monitor cleaning standards in the visitor facilities and report unsatisfactory standards to the Facilities Team
- Ensure all Health & Safety incidents are dealt with promptly and that incident reporting procedures are implemented and monitored
- Ensure that the Cathedral's financial, cash handling, cashing up and banking procedures are strictly adhered to, in accordance with security requirements and good practice
- Coordinate any emergency evacuation of the Visitor Centre and provide duty manager support in the event of an emergency.

Customer Care

- To maintain the highest levels of customer service at all times
- Hold the Designated Premises Supervisor (DPS) license for The Old Deanery Visitor Centre.
- To receive any verbal complaints and special requests from visitors. Demonstrate ability to react positively to visitor feedback and to manage conflict effectively.
- Ensure that the Visitor Services team deal effectively with group and educational visits.
- Ensure the delivery of the Cathedral's mission statement, objectives and values.
- Act as role model to staff and colleagues within the Cathedral.

Administration Processes

- Produce and maintain effective procedural guidelines for all activities within designated areas and recommend improvements and changes whenever necessary to the Chapter Clerk & Administrator in line with departmental objectives
- Oversee rotas for all public facing staff and volunteer staff



Additional Duties

- Completing portfolio tasks including project management, attendance at inter-departmental meetings, report writing and being the key contact for any commercial and/or interpretative responsibilities
- Any other duties as directed by line management

Personal Specification

Essential

1. Minimum of two years proven management experience in retail, customer/visitor services operation encouraging high standards of visitor care throughout previous employment.
2. Proven management experience of a large and diverse team of staff and volunteers.
3. Strong commercial acumen and experience gained in a commercial environment.
4. Strong working knowledge of Health and Safety at work regulations with previous experience of evacuation/emergency planning and visitor communications.
5. Good visual merchandising skills and excellent product knowledge.
6. Proactive sales skills and the drive to exceed financial targets.
7. The ability to work under pressure, formulate and implement strategic plans and meet deadlines.
8. Exceptional people skills with an ability to build and maintain relationships with supporters, stakeholders and influencers.
9. Excellent verbal and written communication skills with the ability to communicate with all levels within the organisation and externally.
10. Excellent IT skills – evidence of competency in Microsoft Office, internet and email, with a willingness to learn new systems.
11. Flexible approach to working in a team.
12. Able to work in sympathy with the aims and ethos of the Church of England.

Interview and selection process

Please submit your application using the application form. A CV is not an acceptable substitute but may be attached as an additional document if you wish.

Closing date for applications: Noon, Friday 8 November 2019

Interview date: Thursday 21 November 2019

Applications by email to: hadmin@lincolncathedral.com