



## Role Overview

Job Title	<b>Visitor Experience Manager</b>
Position	Permanent Contract
Hours	Full-time 35 hours per week (including regular evenings and weekends)
Holidays	33 days including 8 public holidays
Manager	Deputy Director (Visitor Experience)
Responsible for	Assistant Visitor Experience Manager (AVEM)
Location	Chelsea Physic Garden, 66 Royal Hospital Road, London SW3 4HS

### 1. Equal Opportunities

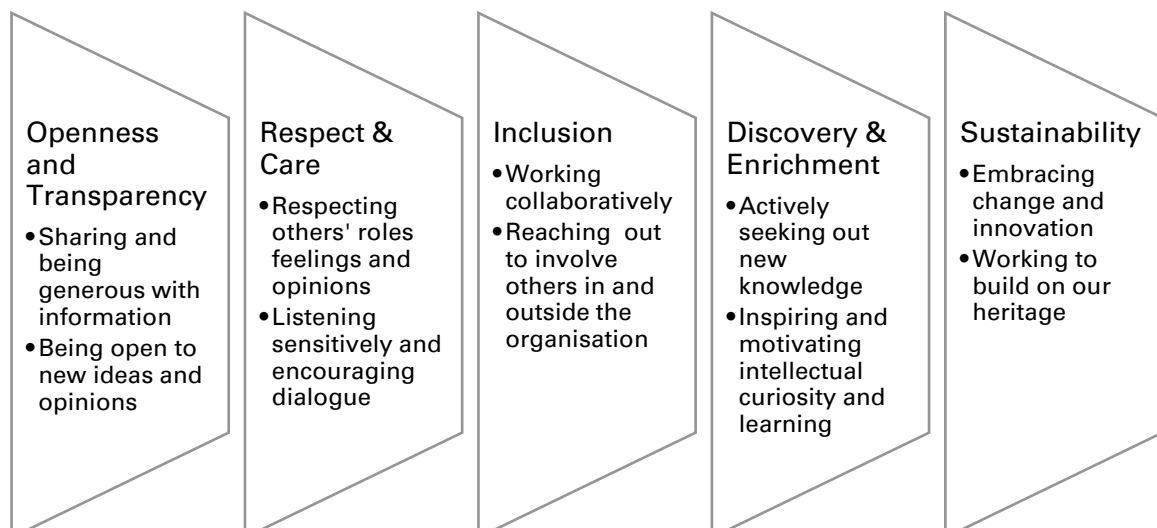
Chelsea Physic Garden is a place for everyone. As an equal opportunities' employer, Chelsea Physic Garden is committed to championing equality, diversity, and inclusion in our workplace. If you are a suitably qualified applicant, we encourage your application whatever your age, disability, gender, gender identity, race, religion or belief, sexual orientation or socio-economic background.

### 2. About Chelsea Physic Garden

Chelsea Physic Garden (CPG) is an independent charity set up in 1983 to promote and preserve the four-acre garden of the same name. The charity's mission is to demonstrate the medicinal, economic, cultural and environmental importance of plants to the survival and wellbeing of humankind. There has been a teaching Garden on our site since 1673. Today we are on a journey to become a Garden for All.

### 3. Our Values

We have a set of five inter linked reinforcing values that support each other.



#### **4. About the Role**

The Visitor Experience Manager (VEM) supports our organisational ambition to be a Garden for All. The postholder is responsible for achieving the delegated admissions income budget through ticketing and admissions and targets associated with voluntary donation and gift aid conversion. They work closely with the Retail Buyer/Merchandiser to ensure that the annual sales targets are achieved through the Visitor Experience & Retail Sales team (VERA's). They will ensure that an excellent experience is delivered to all our visitors on a day-to-day basis across all touchpoints.

The VEM has overall responsibility for the Visitor Experience & Retail team providing an environment in which achieving sales targets, conversion rates and performance improvements are recognised and celebrated. The line management of the team is held by the AVEM.

With a responsibility for achieving the delegated admissions income budget through ticketing and admissions, the VEM works closely with the AVEM providing support to and training of the team to ensure they maximise revenue from admissions and membership conversion, gift aid and voluntary donations. The VEM will collaborate with marketing colleagues to develop campaigns to support visits and membership purchase. They will also work closely with the Retail Buyer/Merchandiser to understand the retail sales target and to ensure that the team have a good product knowledge.

The VEM ensures that accurate and detailed records and reports are prepared on visitor numbers, income generation and conversion targets, membership conversion, gift aid conversion, ticket sales and group bookings. The VEM manages the relationship with our online ticketing partner, with support from the AVEM.

CPG aims to become a Garden for All, removing physical and intellectual barriers to visiting the Garden. The VEM will develop and implement a Visitor Experience Framework and Visitor Journey Map to ensure consistency of experience across all touchpoints. They will create and implement monitoring processes to ensure that visitor feedback is collected, recorded and actioned where possible. They will proactively engage with visitor feedback and make recommendations to improve visitor satisfaction levels and identify further development opportunities. The postholder will support specific projects and activities associated with CPG's masterplan and their relationship to audience and customer insight.

The VEM is an integral part of the team at CPG and responsible for helping to bring to life key events in the CPG calendar such as Summer Lates, the Chelsea History Festival, Spring Open Days and the Christmas Fair. This involves collaboratively working cross departmentally, and proactively anticipating staffing needs.

The VEM is responsible for and oversees the weekly Operations meeting, they are a member of the Fire, Health & Safety Committee.

## **5. Key areas of responsibility**

### **i. Budget Management, including Admissions & Group Bookings Programme**

The income generated from ticketing, admissions and group bookings are essential to CPG. The VEM is responsible for achieving the delegated income budget. They proactively manage these three areas, with the support of their team and the Deputy Director (Visitor Experience), maintaining a sales/target driven culture.

They work with colleagues across the organisation and within the sector to put forward recommendations for the annual Admissions Pricing Paper, ultimately for submission to the Board. They also prepare monthly and quarterly reports including this information.

- Responsible for achieving the income target associated with the delegated admissions income budget, the overall annual visitor figure target (footfall), group bookings, membership conversion and associated conversion targets
- Control the delegated departmental expenditure budget, particularly staffing
- Manage the AVEM to expand the Group Bookings Programme to deliver a minimum of £35,000 annually in 2025 (to pre-pandemic levels), and launch multisite tours with other local attractions
- Work with the Membership Manager to ensure that the team have the tools and skills including the motivation to sell Membership and be responsible for achieving conversion targets
- Work with the Marketing Manager to promote and drive paid visits to achieve the income targets and to achieve overall visitor footfall and engagement
- Map ticketing onsite and online for the year (e.g. with the correct opening times, etc) for day tickets and public programme events
- Prepare reports on visitor experience and admissions performance for the Senior Leadership Team and Trustees
- Promote and manage the relationships with partner ticketing organisations including but not limited to Edinburgh Botanic Gardens and Historic Houses Association. Ensure that the benefits of these are maximised and there is regular reconciliation of any tickets sold and information passed to the Finance department
- Produce and report on departmental performances against KPI's and wider targets using data analysis

### **ii. Visitor Experience**

As a Garden for All, we aspire to provide a consistently high-quality visitor experience across all touchpoints. The VEM leads on initiatives to increase access to the Garden. The VEM will work with colleagues to develop the Visitor Experience Framework, including a staff training programme, and support the wider Audience Development work.

- To champion and represent the needs of current and future visitors at internal meetings
- Owner of the Visitor Experience Framework and, Visitor Journey Map to support A Garden for All

- Collating and reporting on departmental KPI's in relation to visitor satisfaction, dwell time, and repeat visitation. Noting and responding to trends and areas of improvement.
- Support the AVEM to track and respond to visitor enquiries and comments and ensure they are responded to and acted on within an agreed timescale. Visitor enquiries are made over the phone, in person, and digitally including external platforms such as Trip Advisor. The VEM may be asked to support the Marketing Manager to respond to visitors on social media platforms.
- Leading by example to create and promote a culture of visitor evaluation to monitor satisfaction. Including, pre and post visit emails to encourage visitor feedback, onsite surveys, etc.
- Manage specific initiatives to increase access to the Garden, such as an accessibility map.

### **iii. Operational Management: safety and security**

As a member of the Fire, Health & Safety Committee, the VEM works with colleagues to ensure a safe and professional environment is part of the daily operational management at CPG.

- Manages the weekly Operations Meeting to understand weekly targets, and activities taking place across the site. From horticultural activities to engagement activities, group bookings, private hire events and school sessions to minimise onsite disruption for all visitors and operations.
- Responsible for the annual Duty Manager & Site Manager roster to ensure that there is always a core team onsite during hours of operation
- The VEM trains Duty Managers and the Café management team, to ensure they are updated of any operational changes and fluent in CPG's policies and procedures
- As part of induction processes the VEM will support training staff and volunteers in security, fire evacuations and health and safety and an annual refresher training. They will programme and lead at least two documented fire evacuations exercises each year, with support from the Premises Manager.
- The VEM will ensure that any dangerous or urgent matters are escalated and take such action to stop dangerous or potentially dangerous actions for the wellbeing of all
- Provide support if necessary to the Premises Manager in the completion of the annual maintenance programme including but not limited to alarm, fixed wire testing, PAT testing and emergency lighting testing. This may also include the compilation and maintenance of systems and produce and keep such records relating to fire, security and COSHH regimes as are required or appropriate.

### **iv. Line Management:**

The VEM reports to the Deputy Director (Visitor Experience). The VEM manages the AVEM. Through the AVEM they have responsibility for the team of VERA's. The VEM has overall responsibility for performance management of the department. The department is supported by volunteers, and the VEM is the volunteer lead for those who donate their time to support the visitor experience at CPG. All volunteer leads work with the Volunteer Manager to provide for volunteers.

- Identify required training programmes to invest in the skills of the Visitor Experience team. These may be delivered through external partners or in some instances developed and delivered by the VEM
- Embed a culture of sales excellence and target driven performance identifying development needs and performance improvements within individuals or the team overall
- Have regular one-to-one catch ups with the AVEM, and work with them ahead of annual performance appraisals of the wider team.
- Regularly spend time front of house to help support the team and identify training needs, etc.
- Support the annual training of volunteers in areas such as ‘when to get in contact with the Duty Manager’, H&S, evacuation procedures, lost children, etc.
- Support the Volunteer Manager as a volunteer lead for volunteers supporting Visitor Experience.

## 6. Person Specification

<b>Skills and Experience</b>	<b>Essential (E)/ Desirable (D)</b>
Sales and targets focussed, experienced in achieving a range of performance targets	E
An accomplished and experienced line manager with an empowering and motivating nature	E
Demonstrable customer service skills and a desire to exceed visitor customer expectations	E
Excellent communications skills (written and verbal)	E
Knowledge of managing ticketing systems and admissions teams	E
Ability to balance complex stakeholder interests in a constrained site, and to work as part of a small team	E
Experience of supervising volunteers	D
Experience of monitoring and evaluating initiatives/projects	D
Knowledge of current trends, resources and information relating to the voluntary sector	D
First Aid Qualification	D
A working knowledge of, and training in Safeguarding	D
Knowledge of working in values-led organisations such as charities, or the cultural sector	D
An interest in Gardens or Garden history and a willingness to understand basic botany and the role of a modern Physic Garden	D
An interest in working sustainably in a time of climate emergency	E

## 7. Competency Framework

We have a set of eight competencies that are common to all employees and within the framework each competency has four levels which relate to the level at which individual roles need to operate. The competency assessment for this role is set out below and more information will be provided to support this assessment.

	<b>Competency</b>	<b>Descriptor</b>	<b>Level for this role</b>
1	<b>Leadership</b>	Setting the pace and behaving with integrity	2
2	<b>People Management</b>	Making clear what you expect and what is to be achieved; enabling and supporting your staff to deliver	2
3	<b>Analysis and use of Evidence</b>	Collecting, analysing and using information and evidence, assessing risk and taking decisions	3
4	<b>Communication</b>	Communicating with colleagues, visitors and stakeholders	3
5	<b>Collaborative Working</b>	Working together with people within and outside of CPG to help us achieve our goals	2
6	<b>Delivering Results</b>	Organising and managing the work to deliver results	2
7	<b>Using and Managing Resources</b>	Using resources cost effectively	2
8	<b>Know How</b>	The knowledge, skills and expertise you need to do your job and help others to do theirs	3

## **8. Terms and Conditions:**

This is a permanent full time post. The post holder will be required to work an average of five days per week but the nature of the role means that flexibility over the days and hours worked is required to meet the needs of the business. There is a requirement to work regular weekends and bank holidays as part of a roster, for which time off in lieu will be provided.

Salary: £29,000 - £31,500

The Garden operates a salary exchange pension scheme with Royal London. The equivalent contribution rates are 5% employer and 3% employee at the end of the probationary period. Matched additional 1% if employee contributes more than 3%.

33 days holiday including 8 statutory holidays. The role is based at Chelsea Physic Garden, 66 Royal Hospital Road, London SW3 4HS.

## **9. To apply**

Our Application form is available to download on our website, please use it for the job you wish to apply for, clearly stating the role you are applying for. Send this together with your equal opportunities form to [jobs@chelseaphysicgarden.co.uk](mailto:jobs@chelseaphysicgarden.co.uk)

Closing date for applications: 11.59pm, Sunday 01 September, 2024.

First interview date: Wednesday 11 or Thursday 12 September 2024.

If required, a second interview will be held on: Tuesday 17 September 2024.

Please note, that we cannot accept applications via a CV or resume, and we can only consider applications from UK residents or those with the right to work in the UK.