



Chief Operating Officer Information Pack for Applicants

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Information for Applicants for the post of Chief Operating Officer

Full-time, permanent post. Salary c. £60,000

Thank you for your interest in Brooklands Museum and the role of Chief Operating Officer. This is a new, senior leadership position in a large, independent museum: it presents the opportunity to make a real mark in a museum with big ambitions for the future.

After 26 years, the museum's Commercial Director has decided to move on, and the new post of Chief Operating Officer has been created instead, to be responsible for all operational and commercial activity, ensuring that staff and volunteers deliver an excellent visitor experience which enables guests on site to appreciate the unique, historic atmosphere of the Brooklands site and that the museum achieves its financial targets. The COO's department includes approximately 30 paid staff and over 300 volunteers. The museum is looking for someone who can transform the way in which it operates, to enable it to grow and develop in line with its vision, mission and strategic priorities.

This is an extremely opportune time to join the museum. In February 2018 the museum's new Director & CEO, Tamalie Newbery, took up her post. The museum has just completed an £8m, award-winning development – the Brooklands Aircraft Factory, together with the Flight Shed and the revival of the Race Track's finishing straight. Over the next 12 months, we will be reviewing our strategic priorities, master-plan and operations, with a view to significantly increasing visitor numbers and completing substantial new capital projects in the next few years. The Chief Operating Officer will play a key role in shaping the museum's plans and will have a wide-ranging remit, to ensure we deliver a unique, excellent experience for visitors.

The person we are looking for will have considerable experience of transforming operations in a similar organisation, in developing staff to deliver exceptional visitor experience, in achieving commercial targets. They will thrive in a complex, busy environment; be able to prioritise and delegate; able to negotiate and build relationships and show the ability to turn strategy into implementable plans, with attention to detail. They will be an enabling leader of others, who enjoys working collaboratively across the museum and with its partners. If you have this experience and these aptitudes and you would like to play a key, wide-ranging, leadership role in a growing, ambitious, independent museum, please apply.

To apply:

If, having read the information in this pack, you would like to have an informal discussion with the Director & CEO, please contact her PA, Ann Watson (01932 857381 ext. 243), to book a 15-minute conversation, subject to availability.

Please send a covering letter of no more than 3 pages, describing your interest in the role and how you meet the person specification. Please also include in the same file a CV of up to three pages. Please email the one file with your name in its title, to Ann Watson annw@brooklandsmuseum.com

- **The deadline for applications is 1pm on 16th July 2018.**
 - Long-listed candidates will be invited to have a 20 minute telephone conversation with the Director and CEO during the week of 16th July.
 - The short-listed candidates will be interviewed on **Monday 30th July.**
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Brooklands Museum's Purpose

Brooklands Museum's vision is:

'Through inventiveness, expertise and above all, a sense of adventure, Brooklands changed the world. Building on that amazing legacy, we will use those qualities to inspire future generations to shape their world.'

The vision was derived from an examination of Brooklands' intangible heritage – 'the Spirit of Brooklands'- and considering what it would mean to share that spirit with future generations. Brooklands Museum aims to be 'best in class' and an internationally recognised 'working museum'.

Brooklands Museum is built on real stories of people with a passion for breaking the mould, their genius and invention, celebrated on the actual tarmac and in the very buildings 'where it happened'. A history of Brooklands can be found at

<https://www.brooklandsmuseum.com/explore/our-history>

Brooklands today

Structure and governance

Brooklands Museum is an independent charitable trust, established in 1987, whose aim is to conserve, protect and interpret the unique heritage of the Brooklands site. The Trust has a wholly-owned subsidiary trading company, Brooklands Limited, and the Brooklands Trust Members organisation also functions as a wholly owned activity of the Trust. The museum generates all its own income to support its running costs and developments. There is a staff team of around 50 people and over 800 active volunteers.

The Chief Operating Officer is a new, senior leadership position, with overall responsibility for operations on the site, including commercial activity, and development of the staff and volunteer teams with visitor-facing responsibilities.

The Site and its History



Brooklands Museum, in Weybridge, Surrey is on the 30-acre site of the world's first purpose-built motor racing circuit and the most productive aircraft factories in Europe in the twentieth century.

The stories of motor sport and aviation at this site are bound together from the beginning and share key themes of inventiveness, adventure, ambition and engineering innovation.



The site includes a large part of the world's first purpose built motor racing Track, which is a Scheduled Ancient Monument. It also includes several extant buildings from the site's days as both a home of motorsport before the Second World War and as an aviation factory during and after the War, some of which are listed. Visitors spend time both inside the different exhibition buildings and appreciating the overall site ambience, standing on the Banking of the Race Track or amongst the historic buildings.

Visitor Experience

The museum welcomed 189,000 visitors in 2017. It offers visitors a diverse experience from the nostalgia of the 'Motoring Village' to the brand new, award-winning Brooklands Aircraft Factory exhibition which is immersive and highly interactive. The offer also includes the 35 minute Concorde Experience, where visitors learn about the Brooklands Concorde and experience a 'supersonic flight', a 4D theatre, the London Bus Museum, and the chance to go aboard a range of large aircraft in the collection, all of which were designed or built at Brooklands. There is an additional charge for Concorde and the 4D theatre.

The museum's philosophy is to be a working museum, running the engines of aircraft and driving cars in its collection wherever possible, so visitors can appreciate the amazing machines as they were designed to be used. In school holidays volunteers provide car-rides for visitors on the historic banking. The site comes alive on event days that capture the heyday of pre Second World War motor racing at Brooklands.





Visitors give excellent reviews of the site, but the museum intends to take steps to improve the experience further, addressing way-finding challenges and ensuring consistently high standards, as well as planning and preparing for the growing visitor numbers expected in the coming years.

Volunteers

The Museum is fortunate to have around 800 active volunteers. Volunteers at Brooklands fulfil many roles such as stewarding the Museum buildings and displays, working on restoration and project teams, working with school and adult groups, helping with administration and site maintenance and marshalling at Museum events. Between 20 and 30 volunteers are involved in stewarding each day that the museum is open, co-ordinated by a daily volunteer coordinator, who is also a volunteer. In 2016 the Brooklands Museum volunteers were awarded the prestigious Queen's Award for Voluntary Service. Working with the Museum's volunteers is key to day to day operations.



Events and Activities

Events help bring Brooklands alive for visitors. The Museum organises over 30 events each year, typically attracting between 1500 and 6500 visitors per day. They range from themed car displays such as Italian Car Day and Autumn Motorsport Day, through general gatherings such as its New Year's Day Classic Gathering (the largest of its type in the country) to social history events such as 1940s Relived. In conjunction with the Vintage Sports Car Club, it keeps active motorsport alive on the site, with the annual Brooklands Double Twelve Motorsport Festival and Winter Driving Tests. There is also an annual Aviation Day which often includes fly-ins of small aircraft, using the grass airstrip on adjacent land.



Other, smaller, pre-booked events include Santa on the VC10, torch-light tours, Concorde Premium Days and Concorde Simulator Experiences, and much more.

Commercial Activity

The museum meets all its operating costs through its own activities, which are vital to the museum's future as well as being a key part of the experience for visitors. The catering and hospitality business is run by an external partner, Creative, who have a permanent team based at the museum. The museum also earns income through its shop, the 4D theatre for which an extra charge is made, group travel, site hire for filming etc.



Learning and research

Brooklands Museum has a successful schools and college programme which explores science, technology, engineering and maths (STEM) subjects with children and young people from pre-school age upwards. The UK needs to encourage young people in STEM subjects so as to meet the skills shortage, particularly in the engineering sector for both young men and, even more so, young women. Through the museum's exhibitions and activities, Brooklands Museum aims to build

on its amazing legacy of expertise and adventure to inspire future generations to develop these skills and shape their world.

The learning programme at Brooklands hosts over 13,000 school children and students on curriculum-based visits every year – a number expected to increase in coming years.



Family activities are provided at many of the Museum's larger events and during school holidays, including the ever-popular car rides on the Brooklands Banking. There is a kids version of the popular Concorde Experience. For adults there is an exciting programme of activities themed around its collections which have been specially designed to engage adult learners, including talks, courses, and tours.

Brooklands Trust Members

The museum has a very active membership (or Friends) run by a semi-autonomous, volunteer committee. As well as collecting membership fees, they fundraise for the museum and support it in a range of ways. The members run a successful evening talks programme and events both on and off site. The Brooklands Trust Members make a vital overall contribution to the museum's finances and its appeal.



Partners On and Around the Site

Two organisations lease properties on the site – London Bus Museum and Historic Cars. London Bus Museum is a separately constituted museum, run by volunteers, based in its own building on site. Admission to the Bus Museum is included in the admission charge and the Bus Museum works with Brooklands Museum in different ways, for instance contributing to the visitor offer in school holidays by providing bus rides.

Historic Cars is a vehicle restoration business based on part of the site. The museum also works closely with Mercedes Benz World next door and uses their track for some of its events. The museum works with a range of other partners, particularly in delivering events.





Chief Operating Officer

Job Description

Details of the Role

Hours:	Full time
Reports to:	Director and CEO. Member of Senior Leadership Team.
Responsible for:	Retail and Admission Manager, Head of Track and Air Events, Concorde Manager, Volunteer Resources Manager.
Salary:	circa £60,000

Purpose of the Role

The Chief Operating Officer is a new, key leadership role in the museum, responsible for developing and delivering the museum's operations to achieve the museum's vision, mission, strategic priorities and financial objectives and ensuring the highest standards of visitor experience and customer service.

The COO will work very closely with the Director & CEO, and with the Senior Leadership Team. The COO's specific areas of responsibility will include visitor experience, operations, commercial activity, staff and volunteer development. They will work closely with property and facilities management, the learning department and marketing.

Key Success Criteria

- Volunteers and staff are enabled to give their best, are working in alignment with the museum's values and policies and are effectively supported, developed and managed.
- Visitors have a unique and memorable experience, with a consistently high quality of customer service.
- Revenue and profit targets are met.
- As part of the senior leadership team, to contribute to the museum's overall success in achieving its vision, mission and strategic priorities and ensuring the museum's visitor numbers increase in line with targets set.

Leadership Responsibilities

- Be a member of the Senior Leadership Team (SLT) and play a key role in the leadership and management of the museum, deputising for the Director & CEO when appropriate. Build a strong working relationship with the Director & CEO and other members of the SLT.

- Play a pivotal role in developing the organisation in line with its mission, brand and values, working with the Director & CEO and SLT. Translate the vision and strategy into detailed operations plans. Implement, monitor and review the museum's implementation plans and other policies and procedures, and assist in reporting on these at Board meetings.
- As part of the SLT, contribute to fundraising and support income generation and the meeting of strategic and business plan objectives across all areas of the museum.
- Build effective relationships with the museum's partners and other organisations and champion and represent the museum.

Departmental Responsibilities

Planning, Strategy, Partnerships

- Work with the Finance Director to ensure robust forward and business planning and the accountability of staff within agreed budgets.
- Ensure the museum's standards and values are upheld in dealings with everyone with whom the museum has contact and the museum is a trusted partner.
- Ensure Brooklands Museum is compliant with statutory and legal requirements including but not limited to the areas of employment, safeguarding, licensing, health & safety, events, fire risk, emergency and evacuation procedures. Ensure effective risk management across the organisation.
- Ensure high quality information is provided to the Board of Trustees to enable it to fulfil its governance role.

Human Resources

- Foster a positive work environment and team spirit at the museum across staff, volunteers and those working for key partner organisations. Champion equality, diversity and inclusion.
- Ensure the best staffing structure is in place to enable Brooklands Museum to deliver its strategic plan, in an affordable way.
- Support the Director & CEO in developing and implementing a staff appraisal system that supports and develops staff and enables the museum to ensure that the right people, with the right skills, are in the right posts.
- Work with the Director & CEO and SLT to develop and implement an organisational development programme to enable staff and volunteers to understand the museum's vision, values, brand, audiences and priorities and align these to their work. Create an in-house training programme incorporating these areas, as well as customer service and other relevant training.
- Coach own reports and team members by providing specific feedback and holding them accountable for performance. Ensure they have learning and development opportunities. Ensure line managers in your departments do the same.
- Work with the Volunteer Manager to ensure that volunteer stewards are recruited, trained, supported and thanked, as well as other volunteers who support the museum in areas for which the COO is responsible.
- Work with the Volunteer Manager to ensure the highest standards of volunteer management throughout the museum.

Visitor Experience, Operations and Events

- Ensure that Brooklands Museum provides a consistently excellent and unique experience - delivering the museum's mission and values and aligned with its brand - for all visitors and customers, both on and off site. Develop new visitor experience initiatives with other members of the SLT as relevant.
- Ensure that the museum is a welcoming, safe and secure place for visitors, volunteers, staff and collections.

- Ensure there is clarity of responsibility for day to day operational issues on weekdays and at weekends, and that both staff and volunteers are supported to deliver an excellent experience for visitors.
- Ensure that the museum regularly collects feedback from visitors, and that the feedback is analysed and used by all departments.
- Ensure all the museum's events are delivered profitably and to high standards including in visitor experience and safety and that the museum is a trusted partner for other organisations who are involved in the museum's events.
- Work with the Director of Collections, Interpretation and Heritage and other members of the SLT to develop the ways in which events contribute to the museum's mission, vision and values.
- Work closely with Brooklands Trust Members to support the delivery of their talks and events on the museum site.
- Anticipate the needs of large groups or high-profile guests to deliver flawless service.

Commercial Activity

- Lead the evaluation, review, development and delivery of commercial activity at Brooklands Museum - including but not limited to, retail, events, groups, digital, and licensing - balancing the organisation's mission and values and maximising income.
- Analyse business information to proactively adapt and manage activity to achieve targets.
- Manage the contract and relationship with the company delivering the Museum's catering and hospitality, to ensure excellent service for visitors and customers and income is maximised for the museum.
- Ensure the effective implementation of the admission and retail services, ensuring targets are set and met and accurate accounting is maintained.
- Work with the Director & CEO and Finance Director to develop pricing strategies.

Marketing

- Contribute to the development, review and implementation of the museum's marketing strategy, to deliver growth in visitor numbers, working with the Director & CEO and Marketing Manager.
- Implement the brand development strategy for the museum across commercial and operational areas.

Other responsibilities

- To keep up-to-date with developments in the museum and heritage sectors and ensure the museum embraces best practice in response to locally and nationally recognised initiatives
- To perform all tasks in line with the museum's standard statutory policies
- Any other duties required by the Director & CEO, commensurate with the level of responsibility

Brooklands Museum

Chief Operating Officer

Person Specification

Experience

- Substantial experience of leadership and management in a visitor-facing, income-generating, operational environment, ideally in the visitors attraction, museum, heritage or arts sectors. Management of substantial budgets.
- Turning vision and strategy into operational plans.
- Change management and organisational development.
- Substantial experience of managing staff including hiring, training, development and performance management. Management and development of staff and volunteer teams.
- Delivery of income generation and profit targets and management of commercial activities.
- Delivering excellent customer experiences, consistently, through a diverse team.
- Contributing to growing visitor numbers through marketing and delivering brand-aligned experiences to customers.

Skills

- Leadership – inspiring, supportive, enabling. Acts with integrity and fairness. Champions equality, diversity and inclusion.
- Self-reflective and ensures own personal development.
- Develops others, encourages leadership behaviours throughout the organisation, can lead as part of a team. Consults where appropriate.
- Communicates consistently, clearly and effectively with a range of people and stakeholders.
- Can negotiate and handle difficult situations with diplomacy. Steadfast when necessary.
- Thinks and analyses strategically. Able to set direction and objectives in line with overall strategy.
- Open to new ideas and methods. Willing to take calculated risks.
- Thrives in a complex, busy environment. Can prioritise and delegate. Can complete multiple projects simultaneously. Proven decision-maker. Resilient. Attention to detail.
- Strong analytical and financial skills. Able to understand data, research processes, ticket sales patterns, demographic trends.
- Able to be passionate about Brooklands

Key Terms and Conditions of Employment

1. 37.5 hours a week (with flexi-time), including weekend and evening work for which time off in lieu is given
2. Annual leave entitlement of 25 days plus public holidays
3. Initial six month probationary period
4. Membership of the pension scheme
5. Willingness to work in accordance with the Brooklands' Museum's policies including Equal Opportunities policy, Health and Safety policy and Environmental policy