



**Post:** Senior Manager, Sales & Operations  
**Reference:** TG2476  
**Department:** Membership & Ticketing Services (MTS), Sales & eCommerce  
**Contract:** Permanent  
**Hours:** Full-time  
**Reporting to:** Head of Sales & eCommerce  
**Responsible for:** Ticketing Services Manager, Membership Services Manager, MTS Administrator & Contact Centre Manager.  
**Location:** Tate Britain

## **Tate**

Tate's vision is to serve as artistically adventurous and culturally inclusive art museums for the UK and the world. We deliver this through activities in our four galleries across the UK (Tate Liverpool, Tate St Ives, Tate Britain and Tate Modern), our digital platforms and collaborations with our national and international partners. At the heart of Tate is our collection of art, which includes British art from the 16th century to the present day, and international modern art from 1900 to the present day.

## **The Team**

The MTS, Sales and eCommerce team is part of the Audiences division, which works to drive reach, revenue and reputation for Tate - growing and diversifying audiences; generating income to support Tate's work, positioning the brand, and creating inspiring and engaging experiences for everyone who visits.

Our aim is to deepen our customers and members relationship with Tate, through providing convenient and personalised interactions that inspire them to buy, join, donate and participate. The department is responsible for the sales and servicing of Tate's ticketing, membership, groups, tours and experiences propositions, alongside Tate's contact centre, eCommerce platform and commercial systems.

For this job, people and a passion for sales are the key.

You can find further information about Tate on our website: [www.tate.org.uk](http://www.tate.org.uk)

## **Purpose of the Job**

To lead, inspire and motivate the membership and ticketing services, sales and eCommerce teams at Tate, creating a customer first culture that delivers marketing-leading customer experiences, drives income and encourages customer loyalty.

## **Main Activities/ Responsibilities**

- Work with the Head of Sales & eCommerce and colleagues to devise and deliver the departments strategic, operational and people culture plans.
- Lead, inspire and develop the teams to provide market-leading customer experience.

- Lead, enable and equip the teams to proactively achieve sales targets for membership, tickets, groups, tours, experiences and other products, creating a single basket sales operation.
- Lead the operational management of the department, including covering operational shifts, effective budget management, processes and procedures, business continuity planning, data protection and GDPR compliance.
- Oversee the operating model of the team, including staff rotas and resources, ensuring high employee engagement and efficiency, through effective forward planning and communication.
- Lead on the development of our on and off-site customer experience, alongside department and business wide colleagues, enabling a 'One Tate' experience and tone of voice.
- Strategically plan and implement initiatives to drive income, including growth in conversion for gift aid and direct debit memberships.
- Create aspirational sales plans and initiatives to meet the departments strategic aims and support Tate's financial sustainability.
- Use performance data and research to inform future initiatives and plans.
- Be accountable for the delivery of KPIs, including, but not limited to: Income generation, on/offsite conversion, customer contact metrics, customer experience, net promoter scores and staff satisfaction.
- Lead Tate's ticketing proposition, alongside supporting the development and leadership of the membership fulfilment and servicing propositions.

## **Leadership**

- Provide outstanding leadership, developing a market-leading sales and service team with high levels of employee engagement.
- Lead and inspire a team of managers to set clear expectations for the wider team, optimising performance, alongside over-seeing recruitment, induction and retention.
- Collaborate with stakeholders from across the organisation to enhance the customer/ member experience and income generation opportunities.
- Develop and embed a culture that acts on visitor and staff feedback, as well as visitor research, to enable and promote a culture of continuous improvement across the team and empower people to come forward with practical solutions to meet customer needs.
- Develop and maintain staff and commercial systems and processes including rotas, staffing levels, systems and equipment. Ensure effective processes and procedures are in place.
- Support the learning and development of staff in relation to market-leading customer service, solution focussed sales and conversion techniques, financial compliance, technology and systems, health and safety, standard operating procedures and business continuity planning.
- Support the Head of Sales & eCommerce to build strong relationships with Trade Unions and staff representatives, ensuring a positive working environment.
- Manage specific projects as directed by the Head of Sales & eCommerce.
- Deputise for the Head of Sales and eCommerce, as required.

## **Person Specification**

### **Essential**

- Senior experience of leading, developing and operating a fast paced, high performing omni-channel sales and service function.
- Senior operations management experience gained within a busy, complex, multi-faceted and public-facing organisation of comparable size and scale.

- Senior experience of devising, setting and achieving stretching income targets, through the inspirational leadership of customer facing teams.
- Proven experience in a line management role, including experience of recruiting, managing performance, coaching and developing the team to enhance their skills and contribution.
- Proven experience in managing change programmes; business and cultural.
- Proven experience in developing, implementing and managing systems, staffing levels, rotas, and standards to deliver high levels of customer service and sales.
- Outstanding people leadership and management skills, with the proven ability to organise and motivate a large, customer facing team to deliver marketing leading service and sales.
- Excellent interpersonal skills including verbal and written communication. Able to respond effectively to colleagues and customer queries and communicate confidently with a diverse range of audiences and colleagues.
- Highly organised with the ability to prioritise, co-ordinate and delegate tasks in order to meet deadlines.
- Clear thinking with sound judgement – able to manage competing and multiple demands, make effective decisions and think creatively to come up with solutions to challenges.
- Ability to remain calm and considered under pressure.
- Proven budget management experience with a commercial approach.
- Computer literacy – knowledge of Windows-based applications and databases.
- Commercial systems, including eCommerce knowledge and experience, with an understanding of how to manage the offline and online inter-dependencies.
- A proactive approach to promoting a diverse, welcoming and inclusive experiences for customers and colleagues.
- An interest in and commitment to the work of Tate.

## **Summary of Terms and Conditions of Employment**

### **Type of Contract**

This appointment is offered on a permanent contract.

### **Working Hours**

The working hours for this post are 36 hours per week worked over 5 days per week, Monday to Sunday, with two rostered rest days each week.

Tate is open to the public from 10 am and up until 10pm on selected days. In addition to this, the contact centre opens at 9:45am.

The nature of the role will require some out of hours working to cover early morning and evening events.

### **Salary**

This post is graded on Band 2L of the Tate pay scales.

An appointment to this role will be made at £38,500 per annum.

A review of pay is undertaken annually at Tate through negotiation with the recognised trade unions. Any increases to individual salaries, will be subject to the terms of Tate's annual pay settlement and will be applied from 1 April.

## **Annual Leave and Public Holidays**

Annual leave is 25 working days per annum rising to 27 working days per annum after three years' service. In addition, we offer paid time off for the 8 public holidays and 1 Tate day (on 24 December when the galleries are closed).

## **Pension Benefits**

An important part of the pay and reward package Tate offers employees is the option to join the Civil Service Pension arrangements. These arrangements currently offer a choice of two types of pension:

- Alpha. This is a defined benefit occupational pension scheme that currently has a member contribution rate which ranges from 4.6%-8.05% dependent on your salary. As your employer we meet the rest of the cost of the scheme. Further information about this can be found at [www.civilservicepensionscheme.org.uk](http://www.civilservicepensionscheme.org.uk)
- Partnership pension account. This is a stakeholder pension with a contribution from ourselves. How much we pay is based on your age. We pay this regardless of whether you choose to contribute anything. You do not have to contribute but, if you do, we will also match your contributions up to 3% of your pensionable earnings. The contributions are in addition to the age-related contribution mentioned above.

If you have previously worked for an employer who participated in the Civil Service Pension scheme or other Public Service pension schemes different conditions may apply.

## **Other Discretionary Benefits**

- Interest-free Season Ticket Loan.
- Cycle to Work scheme – enabling you to buy a bike in a tax efficient way, for travelling to and from work.
- Rental deposit scheme – an interest free advance to help towards the cost of a deposit for privately rented accommodation
- Subsidised staff catering arrangements and discounts in the Tate Restaurants and Cafes.
- Access to Tate Benefits which offers access to discounts in high street stores.
- Access to a 24/7 Employee Assistance Programme to support you with any work, personal or family issues. This includes telephone-based support, as well as comprehensive online resources.
- Free entry to paying exhibitions at Tate Galleries. Opportunities for family and friends to visit the major exhibitions out-of-hours.
- Discounts on items purchased in the Tate shops.
- Free access to a number of other galleries and museums throughout the UK on production of a valid staff pass.

## **Safer Recruitment**

Tate is committed to providing a safe environment for all those who work at Tate and all those who come into contact with Tate as visitors to the galleries, as participants in Tate activities, and online. The safe recruitment of all those who undertake work on behalf of Tate is the first step to ensuring that we are fulfilling this commitment.

All positions at Tate are offered subject to the following conditions:

- Receipt of satisfactory references covering the last 3 years of your employment or education.

- Health clearance
- A satisfactory Disclosure Check
- Proof that you are legally entitled to work in the UK

You can find out more information about our pre-employment checks and what they mean for you in our ‘Guidance Notes for Applicants’ document.

## Diversity and Inclusion

Our aim is to become a truly inclusive organisation with a workforce and audience as diverse as the communities we serve. This is fundamental to Tate’s future success and our ability to continue to contribute to culture and society in the UK.

We want our workforce to be more representative of all sections of society at all levels in the organisation. The range of perspectives and experience diversity brings is an asset to our organisation and we want to create an inclusive, welcoming environment for visitors, artists and all those who work at Tate. Tate expects all employees to contribute to this aim as part of their role. More information about diversity and inclusion at Tate can be found on our [website](#).

## How to apply

Our opportunities are open for you to apply online. Please visit:

[www.tate.org.uk/about/workingattate/](http://www.tate.org.uk/about/workingattate/) to create an account by registering your details or, if you are an existing user, log into your account. For all opportunities we ask candidates to complete an online application form for the vacancy they are interested in. If you need an application form in an alternative format, please call us on 020 7887 4997. Once you have submitted your application you can keep track of its progress by logging into your account.

The closing date for the submission of completed application forms is **Wednesday, 30 October 2019 at midnight**.

*Our jobs are like our galleries, open to all.*

