



Candidate brief for the position of Commercial Director Amgueddfa Cymru – National Museum Wales

March 2019



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Amgueddfa Cymru – National Museum Wales

Established by Royal Charter in 1907, Amgueddfa Cymru – National Museum Wales is one of the largest museums in the United Kingdom, and the most important cultural institution in Wales. The Museum is a leader in Wales and internationally in learning and engagement through cultural participation, and is extending its international partnerships. It is also the custodian of internationally significant, diverse collections.

Amgueddfa Cymru is responsible for Wales' 7 national museums:

1. National Museum Cardiff.
2. St Fagans National Museum of History.
3. Big Pit: National Coal Museum in Blaenavon.
4. National Wool Museum in Dre-fach Felindre.
5. National Roman Legion Museum in Caerleon.
6. National Slate Museum in Llanberis, Snowdonia.
7. National Waterfront Museum, Swansea.

Amgueddfa Cymru also has a National Collections Centre near Cardiff.

The organisation's total operating budget in 2017-18 was £25m, including £21m Grant-in Aid from the Welsh Government. It employs over 600 staff and has around 1.8 million visitors annually, an increase of 70% on pre free-entry levels. The Museum also has approximately 2 million annual visits to the website.

The Museum welcomes 1.8 million visitors to its museums each year, including 180,000 school children and over 600,000 adults and children in family groups. It is a leader in socially-engaged practice and contributes to a wide range of Welsh Government goals including education, health and wellbeing and economic development. There are over 5 million individual items in the Museum's collections, embracing art and design, history and archaeology, and natural sciences.

Amgueddfa Cymru has a wholly owned trading subsidiary, National Museums and Galleries of Wales (NMGW) Enterprises Ltd, (with co-opted Non-Executive Directors with relevant expertise). The main activities of the company are sales at all the Amgueddfa Cymru's retail outlets, catering, car parking charges, image licensing, corporate hire lettings, proceeds from the sale or loan of exhibitions and filming rights. The company remits its profits to Amgueddfa Cymru by means of Gift Aid. The Museum also generates income from many other sources, including exhibition admissions, events and learning programmes.

Amgueddfa Cymru is a Welsh Government Sponsored Body, and mainly funded by Welsh Government. It has a Board of Trustees whose role is to set the strategic direction of the organisation, and ensure proper management of its resources.

Vision

In 2015, Amgueddfa Cymru agreed a new vision, **"Inspiring people, changing lives"**, to guide all future activities. The organisation's purpose is to inspire people through museums and collections to find a sense of well-being and identity, to discover, enjoy and learn bilingually, and to understand Wales's place in the wider world.



The Museum's work is based on the principle that culture is created by people and communities. The Museum's collections and other resources come from the society of which it is part, and are continually renewed through its work with the public. The natural sciences collections are key resources for understanding the biodiversity and geodiversity of Wales and for making comparisons on a global scale. The Museum is accountable for the use of these resources to the Welsh nation.

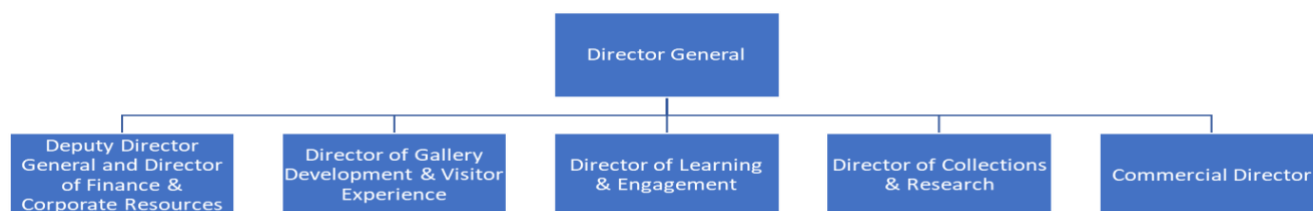
The Museum has made 4 commitments to support the implementation of the vision. The work of every department and member of staff is directed to achieving these commitments:

1. Prosper
 - Acting as stewards of our cultural and natural heritage for the future generations of Wales.
 - Thriving, sustaining and diversifying our resources.
 - Building our cultural tourism offer in support of the Welsh economy.
2. Learn
 - Developing the skills of our staff and the people who use our services.
 - Promoting public understanding of health and well-being.
 - Promoting and delivering learning for life.
3. Experience
 - Building and maintaining welcoming physical and digital spaces.
 - Telling inspiring stories through exhibitions and events.
4. Participate
 - Building sustainable, effective partnership networks and collaborations.
 - Involving people and communities in shaping and taking part in our work.

For more information, please go to: <https://museum.wales>

The Senior Leadership Team

Amgueddfa Cymru is led by the Senior Leadership Team (SLT), consisting of the Director General and four Divisional Directors. A Heads of Department Forum, whose members include departmental managers as well as the SLT, approves policies and reviews significant projects and initiatives.



The role

Main purpose of the post

This is an exciting new role which will lead and strengthen Amgueddfa Cymru's commercial activity. The Commercial Director will develop and implement an ambitious commercial strategy, covering all trading activities, including Amgueddfa Cymru's Trading Company, NMGW Enterprises Ltd. and will lead an entrepreneurial and strategic approach to income generation across the whole organisation.

The post-holder will navigate the wider commercial landscape to develop integrated, profitable and experiential commercial functions that enhance the cultural, educational and social role of Amgueddfa Cymru in alignment with the Museum's vision and values.

The Commercial Director will be responsible for diversifying Amgueddfa Cymru's income base, growing income and profit, identifying and developing new business opportunities and maximising existing ones as well as increasing the profile and reach of the organisation.

This new role will lead retail, licensing, corporate hire, commercial contracts, catering, and other functions directly managed by the Enterprises team. The appointee will also be expected to work closely and collaboratively with the Deputy Director General / Director of Finance and other income-generating departments, including Development, Collections and Research, and Exhibitions and Learning, in helping to maximise commercial opportunities where possible.

The appointee will be a member of the SLT and Chief Executive of NMGW Enterprises Company. As part of NMGW Enterprises Ltd.'s Management Board the Commercial Director will ensure the growth, planning and organisation of trading activities. They will also lead on other key delivery areas for the organisation, depending on their skills and prior experience.

The Commercial Director will contribute to wider commercial activities in Wales, in which Amgueddfa Cymru is a partner, including the Heritage Wales Strategic Partnership.

Responsible to: the Director General and will be accountable to the Enterprises Board for Enterprises activity.

Responsible for: the direct management of £3m budget and a team including the Head of Enterprises Ltd., Head of ICT and possibly other heads of function. Enterprises Ltd. has a team of 50 plus a small number of matrix managed staff and the ICT department has a team of 9.

Key responsibilities

- Provide leadership across Amgueddfa Cymru on commercial issues and on income generation, working closely with the Deputy Director General and other key delivery partners both inside and outside the organisation.
- Lead NMGW Enterprises Ltd. to ensure the business is managed effectively, incorporating best practice in the management and development of staff to ensure delivery of the department's objectives and targets.
- Lead the development and delivery of Amgueddfa Cymru's 3 year Income Generation Strategy.
- Provide expert commercial support and advice to the Senior Leadership Team and other key colleagues to ensure that business decisions are based on understanding of the market and the full range of options available to achieve objectives and limit risk.



- Identify and progress future commercial opportunities and maximise income generation, supporting the establishment of new commercial partners and new business models.
- Enhance the profile and awareness of Amgueddfa Cymru and Enterprises Ltd. and its activities, strengthen its brand and identity to maximise commercial opportunities and impact across stakeholder audiences.
- Act as an agent for change, bringing commercial acumen and judgement to bear throughout the policy making and programme development processes and driving up commercial capability across Amgueddfa Cymru.
- Ensure the organisation correctly reflects its vision and values and trades fairly in all its commercial negotiations.
- Work in collaboration with the Development Director to achieve an integrated approach to philanthropy and fundraising campaigns.
- Contribute to the strategic and operational leadership of Amgueddfa Cymru. as a member of the Senior Leadership Team.
- Contribute to wider commercial activities in Wales, in which Amgueddfa Cymru is a partner, including the Heritage Wales Strategic Partnership.
- Represent Amgueddfa Cymru at a range of public events and meetings, establishing and maintaining excellent relationships internally and externally.

Corporate

- To participate actively in supporting the principles and practice of equality of opportunity as laid down in Amgueddfa Cymru's Equality & Diversity Policy.
- To support the department's compliance with Amgueddfa Cymru's policies on Sustainability and the Welsh Language.
- To take reasonable care for the health and safety of all staff and other persons who may be affected by acts or omissions and to comply with all health and safety legislation as appropriate.
- As a term of employment, the appointee may be required to undertake such other duties and/or times of work as may reasonably be required of them, commensurate with their grade or general level of responsibility within the organisation.

Outcomes

- Amgueddfa Cymru's commercial strategy is developed and successfully implemented.
- Amgueddfa Cymru sees significant growth in income and profit.
- Amgueddfa Cymru's income generation activities are more diverse.
- Commercial awareness is improved and income generation opportunities are maximised.

The individual

Skills and experience

- An experienced and credible senior leader who has led sales or commercial functions and teams.
- Proven commercial experience, demonstrating strategic and entrepreneurial thinking and customer focus.
- A successful track record in growing income within an organisation of complexity and breadth.
- Experience in leading positive change and performance improvement.
- Experience from within a related sector such as: cultural & heritage attractions, theme parks & leisure attractions.
- Demonstrable leadership and management experience including creating and sustaining highly motivated teams and of using expert advice and influencing skills to achieve results.
- Experience or understanding of managing staff at multiple remote sites, where day to day management is provided at local level.



- An empathy for and understanding of the social, cultural, economic, educational and commercial purpose of a National Museum and the complexities this brings
- A strong communicator, who can motivate and inspire others, influence effectively and build relationships internally and externally.
- Astute commercial awareness and judgement, with the ability to understand, control and mitigate risks, in a complex and changing environment.
- In-depth understanding of market analysis and developing and delivering commercial strategies.
- Demonstrable understanding of audiences and stakeholders and how to apply this knowledge creatively and innovatively when developing new commercial opportunities.
- While the ability to speak Welsh is not essential for this role, we would support applicants who are interested in learning Welsh.

Remuneration & location

The role will be based in Cardiff. The salary for this role will be commensurate with the market and dependent on experience. The package includes:

- A base salary.
- 27 days holiday on appointment, rising to 32 days after 5 years' service plus bank holidays.
- Pension contributions by: employer 21%: employee 9%.
- Relocation support is available.

Search process

Approach candidates

We will have an initial discussion with you over the phone to determine your interest and suitability for this role, and discuss a little about your background and suitability.

Interview candidates

Once your interest and suitability has been determined we will arrange for you to meet with the Partner leading this search.

Short listing

Having met with candidates who will differ on experience, ambition and background, we will put forward a number of candidates whom we feel most meet the criteria.

Meeting our clients

Our client will meet the candidates on the shortlist. This will give you the opportunity to really understand the role, the organisation culture and their expectations of you. You will more than likely have multiple meetings with key stakeholders to get a feel for the organisation.

Due diligence

As you will appreciate, you will have conducted due diligence on the hiring organisation and they will expect us to do the same for the candidates who they anticipate would really be appointable.



Offer and acceptance

Our client puts together the offer which we convey to you. We will fully support you through your resignation period and beyond.

Ongoing communications

We like to maintain contact with all candidates from a search. If you have been successful in this activity we will meet with you after your first month to ensure that your expectations have been met. If you have not, we will ensure that you gain full feedback and we will maintain a relationship with you for the future.

Inclusion & diversity

We aim ensure that each and every stage of the search process is as inclusive as possible and we work to support our client in their own commitment to inclusivity.

Confidentiality

We guarantee that any approach we make to you and any discussions we have will be in the strictest confidence.

How to apply

Please apply online at www.odgers.com/68079. All applications will be acknowledged. If unable to apply online or if you require further information, please call the Cardiff Odgers Berndtson office on 029 2078 3050.

You are welcome to apply in Welsh and this will not lead to a delay. Please let us know your language of choice when you contact us.

Personal data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and / or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (eg referees) who have not previously agreed to their inclusion.

Jemma Terry

jemma.terry@odgersberndtson.com



Organisation chart

