

## **GSA Enterprises Ltd Job Description**

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### **The Glasgow School of Art**

The Glasgow School of Art is one of Europe's leading independent university-level institutions for the visual creative disciplines, drawing talented individuals from all over the world. Originally founded in 1845, today 2300 students study specialist programmes in Architecture, Design, Fine Art, Innovation, Simulation and Visualisation in Glasgow, Forres and Singapore.

Over the last five years over £65 million has been invested in GSA's estates including the recently opened Reid building. Further investment is planned which will create a cohesive campus with the iconic A-listed Mackintosh building at its core. As custodians of an iconic piece of world architectural heritage, the GSA understands its responsibility to complete an exemplary restoration of the Mackintosh building, after a serious fire in 2014 and subsequent closure for restoration, a project using meticulous conservation, traditional craftsmanship and construction skills combined with technology, design innovation and robust functionality. The building is due to reopen in 2019 as a working art school, visitor attraction and jewel in Glasgow's architectural heritage.

### **Glasgow School of Art Enterprises Ltd**

GSA Enterprises Ltd (GSAE) is the customer focused, commercial arm of The Glasgow School of Art. Managing public access to the School's buildings and cultural heritage for a largely international tourism audience, all profits from GSAE's tour and retail activities are donated to the School, a registered charity, each year. Our vision is to translate the heritage and contemporary culture of the GSA into authentic, inspiring products and experiences. Our mission is to generate revenue for and with the GSA. Our teams combine creative thinking with practicality and sharp commercial focus, and our performance is measured by the contributions we make to our customers' experiences and the creative community of the School, and the achievement of our joint financial and public engagement objectives.

2008 saw the completion of an £8.7m HLF funded project within the category 'A' listed Mackintosh building, including the creation of a new interpretation space, tour route and shop under GSAE's management. In 2014, 6 weeks prior to the Mackintosh building fire, the completion of the 'Window on the Mackintosh' visitor centre in the Reid building included the opening of new design shop, ticketing point and interpretation space funded by the Monument Trust.

GSAE is now embarking on another exciting period of development. Our current challenge is to continue our positive and proactive response to the 2014 Mackintosh building fire, running new interim tours, retail initiatives and online trading activities, whilst simultaneously preparing a headline reopening of 'the Mack'.

The School's ambition is to grow visitor numbers, and GSAE will meet this challenge by reopening with a refreshed, creative and exciting new visitor experience in collaboration with the School's academic community, support departments and fellow public-facing teams. Despite GSA's status as a relatively small, specialist and non-traditional venue, our goal is a swift return to our pre-2014 status as Glasgow's top cultural attraction, central to which will be GSA Tours.

## GSA Tours

### Programme

GSAE currently runs a 7-day, year-round programme of two high quality building and city centre tours, telling the story of Charles Rennie Mackintosh and his relationship with the School and city. Tours range from 45 minutes to 2.25 hours in duration and currently attract around 12,000 participants per annum. From summer 2019 the hour-long Mackintosh building tour will be the School's primary tool for delivering high volume public access and engagement, with anticipated participant numbers of around 33,000, a 25% increase on pre-fire levels. Once re-established in 'the Mack', the appetite and viability for a wider series of tours and immersive experiences themed around Mackintosh, art, design and architecture more widely, will be further explored. Our customers are at the heart of everything we do, with visitor feedback inspiring all of our plans.

### Team

Visitors are welcomed and admissions processed by our sales team. Tours are expertly led by a team of 10 – 25 part-time GSA student and graduate Tour Guides. Our tour scripts are created in-house in consultation with GSA's experts and external networks, and continuously updated to ensure an authentic, accurate and up to date narrative. Our Retail Manager leads the visitor centre's sales and supervisory team, whilst booking systems and communications are designed and overseen by our Communications and Ecommerce Manager.

### Value

GSA Tours are the School's cornerstone for generating commercial revenue in a meaningful and sustainable manner, which supports GSA's educational ethos and brand values, and adds value to the student experience and wider GSA community by:

- Promoting the School's heritage and amplifying its status in the city. Accessible, high quality, meaningful public experiences encapsulating GSA's successes, past and present. A platform to promote the School's wider programmes and disseminate research and key messages.
- Employing students and alumni, with training and schedules augmenting work experience with creative study and practice. A direct connection for students to visiting creative professionals, patrons and enthusiasts from around the world, and a community for likeminded students and graduates.
- Creating a positive and consistent first point of contact for the public, and a channel for building ongoing relationships with visitors. An opportunity for GSA to inspire positive word of mouth and media coverage.
- Generating a customer base for the GSA Shop, itself a hub and support system for GSA's burgeoning community of student, alumni and staff designer – makers, through residual visitor spend.
- Ensuring sensitive management of volume public access, protecting learning spaces and the inner life of the School. Support for student and staff recruitment, and a pool of expert staff to support wider School functions. Public engagement results which support various departments' targets and accreditation.

### Management

The delicate balance of operating commercial tours within a working academic institution is an art in itself, and GSAE are meticulous in exploiting the School's cultural assets for commercial purposes while protecting brand integrity. Robust measures to ensure a harmonious and enjoyable environment for students and visitors alike have been developed over the years around capacity management, timetable design, tour route planning and room management systems, recruitment practices and communications both internally and externally, to maintain this happy equilibrium within GSA's spectacular buildings.

## The Role

- Job title:** Tour Manager
- Location:** Glasgow School of Art Enterprises Ltd. Currently based in GSA's Blythswood House offices, the post holder will be responsible for managing tour routes throughout the Reid building / Mackintosh building (reopening summer 2019), and Glasgow's city centre.
- Reports to:** Commercial Development and General Manager.
- Direct reports:** Tour Guides x 10 – 25.
- Purpose:** Work closely with colleagues, teams, networks and customers to support the smooth running and commercial success of GSAE:
- Inspire and support the tour team to deliver a world class visitor experience.
  - Monitor, manage and develop new tour content, interpretation, routes and resources.
  - Manage timetables and bespoke bookings to support visitor number and sales growth.
  - Support marketing and communications, events and promotional activity.
  - Manage practical health, safety and security measures and support accessibility for all.

## Key Accountabilities

### 1. Tour team

- Act as the first point of contact for the tour team.
- Conduct regular recruitment, selection and team development activities.
- Induct and train new team members to a high standard, ensuring a warm welcome and a confident start.
- Monitor ongoing performance, develop and deliver the annual training programme, covering content and operations for all tour types, communicating live updates, co-ordinating training resources, and identifying experts to deliver specialist training.
- Manage team availability and leave, creating work schedules to support the advertised programme.
- Arrange additional or short notice cover for private tours, access support, events, staff illness/cancellation.
- Design and coordinate extra tasks for Tour Guides to undertake during periods of low footfall.
- Process payroll and perform all administration for the tour team to a high standard.
- Address any issues around timekeeping or underperformance, and support all other HR functions.
- Identify and participate in training and development opportunities with the aim of furthering your abilities, depth of sector knowledge and career with GSAE.

### 2. Tour routes and resources

- Provide Tour Guides with all of the information and resources needed to perform successfully.
- Ensure the appropriate health and safety equipment, keys and security passes are in place at all times.
- Coordinate tour route conditions and room bookings, regularly checking standards, trouble-shooting problems, planning and communicating any necessary changes to regular routes.
- Supervise operations on site during periods of high activity and work closely with colleagues to choreograph the arrival and departure of large and specialist tour groups or bespoke bookings.
- Coordinate access to the Mackintosh Furniture Gallery for all users.
- Design and negotiate new routes and assist with the design of new public spaces as required.
- Coordinate and assist with the design, production, maintenance and inventory of tour resource packs, tickets, visitor badges, maps, kids' activities, translations, accessibility materials, apparel, press packs etc.
- Plan, monitor and record budget spend.

### **3. Tour timetable and bespoke bookings**

- Develop timetables which manage tour capacities to maximise yield, ensure customer satisfaction, and balance team availability, academic and city centre activity, and footfall to boost retail spend.
- Monitor the success of each timetable, recording relevant data to inform future planning.
- Manage ad hoc group booking enquiries falling outside of regular bookings systems. Provide the highest level of customer service and proactively sell to the public, private operators and travel trade.
- Make bespoke arrangements as appropriate, fielding enquiries, costing proposals, confirming bookings, coordinating final delivery and conducting follow-up. Ensure full information is shared with teams to support delivery of tailored welcomes and content, and coordination of staffing and resources.
- Ensure staffing schedules and bookings systems are up to date and coordinated at all times.
- Operate ticketing and EPOS systems to ensure seamless connections between customer, office and floor.

### **4. Tour content and product development**

- Maintain awareness of visitor feedback, consumer, competitor and industry trends.
- Regularly review all tour scripts, ensuring appropriate depth, tone, sensitivity, relevance and appeal, and that key messages and live updates are communicated to all visitors within the timeframe of each tour.
- Review and develop accessibility measures to broaden appeal to diverse and international audiences.
- Propose and develop new tour products and assist in creating new packages and collaborations to appeal to specific markets, in line with strategic objectives.

### **5. Support marketing and communications**

- Represent GSAE and act as an ambassador for GSA Tours both internally and externally. Represent the tour team in regular management, School and external meetings and events.
- Work closely with colleagues to ensure tours are well represented across all channels, providing high quality information to support the visitor journey from pre-visit orientation to post-visit follow up.
- Track company and School news, communicating key information to relevant teams and clients.
- Develop connections and assist in exploiting opportunities for cross promotion across public programmes.
- Liaise with fellow managers and GSA departments to organise and execute press visits, photo and film shoots, collaborative events and trade visits.
- Assist in developing existing customer relationships and identifying new business leads and travel trade partners, researching new markets and maintaining a full client database.
- Support the collection, collation and management of invaluable visitor feedback.
- Monitor performance and report regularly on KPIs, successes and development activity.

### **6. Health, safety and security**

- Ensure the duties and responsibilities defined in the company's Health and Safety Policy are implemented.
- Complete regular risk assessments for each tour and ensure the resulting arrangements are routinely monitored and meet best practice.
- Supply Tour Guides with all necessary equipment, training and practise to perform their duties safely.
- Support and develop practical accessibility measures to ensure all audiences can safely be welcomed.
- Ensure the security of GSAE's physical assets, intellectual property and key data is maintained at all times.
- Identify and act on any maintenance or development need for health, safety and security procedures.

### **7. Other**

- Any other duties, projects or assignments appropriate to the post and in line with the needs of GSAE.

## Key Challenges

- Creating a nurturing, supportive environment for our team of impressive part-time student and graduate Tour Guides. Balancing training and shift patterns which fulfil the needs of the business, with generous support and flexibility for the team's dynamic academic schedules and varying levels of experience.
- Sensitively managing the delicate balance of tour operations taking place in a shared working environment, amongst dynamic teaching and learning or bustling city centre activity.
- Proactively managing a live schedule of multiple tours and a large team, whilst behind the scenes developing plans for new tours and business growth.
- Operating within a unique context; an ambitious small business, functioning successfully within a creative community, within a larger, more complex academic institution, with a world-famous, soon-to-reopen, heritage building at its core. Embracing with enthusiasm, perspective and, crucially, good humour, the resulting opportunities, inspiration, frustrations, challenges and variety this brings each day.

## Person Specification

### Knowledge / Experience / Qualifications

#### Essential

- Educated to degree level or equivalent.
- A minimum of 2 years' experience leading a visitor-facing team in a customer-focused, commercially driven environment.
- A keen interest in art, design, architecture, heritage, history and storytelling. Admiration of Charles Rennie Mackintosh's work, comprehension of his legacy within GSA and the wider world, and desire learn more and share this narrative with visitors.
- Familiarity with high end cultural or heritage visitor experience operations and audiences, and an awareness of Glasgow's heritage and cultural tourism landscape.
- Experience of developing, or assisting in the development of high quality tours, visitor experiences, events, packages or collaborations to appeal to specific markets. Data analysis, thinking independently and making decisions which withstand commercial scrutiny.
- Background in sales and stewarding relationships with clients and partners.
- Working knowledge of Microsoft Office (Excel and Word) and Outlook and experience in producing high quality written communications, reports and presentations.

#### Desirable

- Successful track record of managing a workforce ideally including young people/students/volunteers.
- Operational experience within a non-traditional visitor experience setting or 'working' heritage building.
- Background in leading and managing guided tours, or a similar visitor experience centred on storytelling.
- Some understanding of the nuances of working within a small business and an academic setting.
- Some experience of working with online ticketing or bookings systems, EPOS and online calendars.
- Some previous involvement in designing systems, policies and procedures.

## Skills and attributes

### Leadership

- Creative, entrepreneurial and ambitious.
- Capable of setting a consistent example with professionalism, positivity, enthusiasm, and high standards.
- Forward thinking, able to plan effectively, anticipate challenges and pre-empt potential problems.
- A demonstrable skill in communicating and presenting credibly at all levels. Presence and authority to hold the attention of large groups and motivate colleagues and customers into action. Patience and soft skills to generously support all sorts of personalities, backgrounds, levels of experience and interest.
- Strong negotiation skills balanced with the flexibility and resilience to adapt and compromise.
- Ability to work efficiently under pressure and demonstrate resourcefulness during quieter periods.

### Interpersonal

- Open, engaging and friendly.
- Proactive and positive in engaging with colleagues, contacts and customers at all levels.
- Equally comfortable in taking initiative, working independently and with a high level of autonomy, and working collaboratively within a close-knit team dynamic or project group.

### Practical

- Highly organised, with great precision and attention to detail.
- Effective time management skills, ability to prioritise workloads and coordinate multiple tasks and teams.
- Hands-on approach to operations and the ability to cope effectively with the physical demands of tours.
- Confident in delivering practical training including basic H&S, emergency evacuation, and accessibility.
- Capacity for creative problem solving and trouble-shooting on the spot.
- Commitment to move deftly between high level management work to nitty gritty 'floor' tasks as needed.
- Willingness to learn new skills, take on challenges and develop professionally with the growth of GSAE.

## Relationships

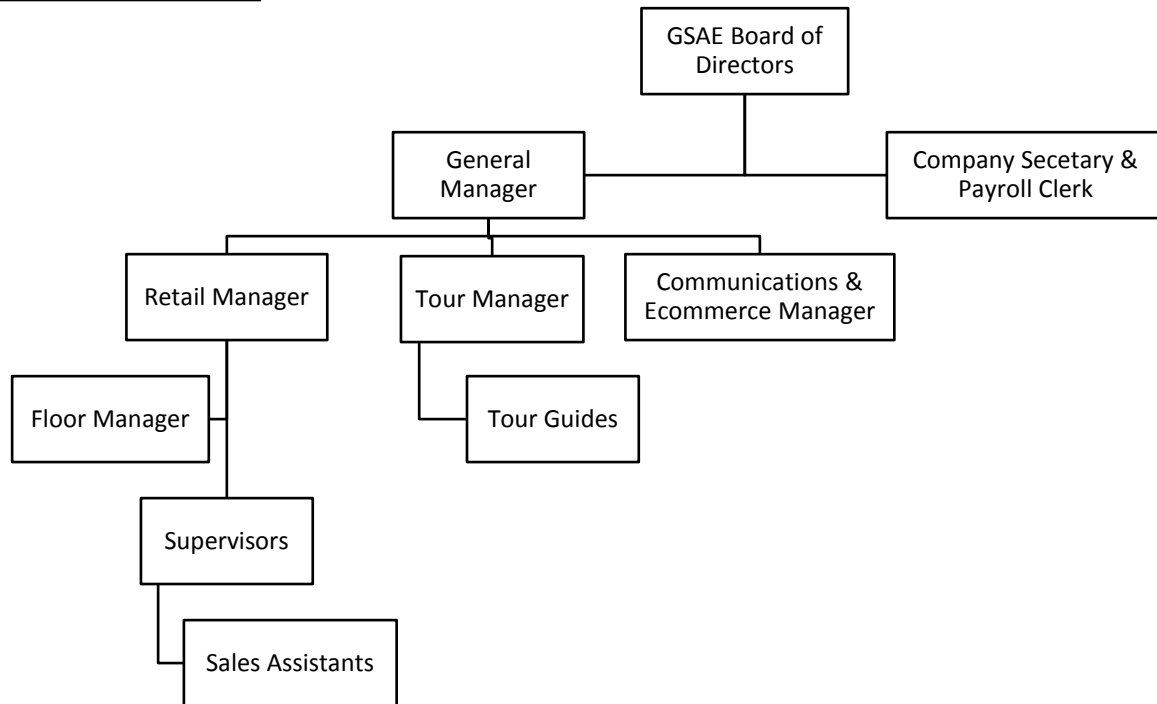
### Internal Contacts:

- GSAE management, supervisory and front of house teams.
- GSA public programmes teams – Exhibitions, Archives & Collections, Research, Communications, Restoration and Estates departments.
- GSA academic and support staff.
- GSAE payroll clerk.

### External Contacts:

- Public and private tour participants.
- Professional guides and translators.
- Journalists, film and photography crews.
- Tour operators and bookings agencies.
- Trade organisations, industry networks, city promoters and staff from associated venues.
- Industry experts, advisors and specialist trainers.
- Suppliers and contractors.
- Retail customers, exhibition visitors and event delegates.

## Organisational Chart



## Terms & Conditions

<b>Hours:</b>	Full time (37.5 hours per week).
<b>Contract:</b>	Permanent.
<b>Probationary period:</b>	6 months.
<b>Salary:</b>	£27,746.
<b>Regular working pattern:</b>	Weekdays 9am – 5:30pm. Please note however that hours will include evenings and weekends in line with the needs of GSAE.
<b>Holidays:</b>	30 days including public holidays, rising to 35 days after 3 years' continuous employment. GSAE currently closes between Christmas and New Year.
<b>Pension:</b>	Option to join NEST workplace pension scheme.
<b>Disclosure Scotland:</b>	All posts at Glasgow School of Art Enterprises Ltd are subject to a Disclosure Scotland background check.
<b>Notice period:</b>	2 months.