



# Commercial Manager – Urquhart Castle

**Closing Date: Wednesday 24<sup>th</sup> of August, Midday**

**Expected Interview Date: w/c 5<sup>th</sup> of September**

## Recruitment

### Reference:

HES/22/156a

### Starting Salary:

£26,341

### Salary Range:

£26,341 - £32,669

### Pay Band:

C

### Directorate:

Operations

### Location:

Urquhart Castle

### Line Manager:

District Visitor and  
Community Manager

### Contract Type:

Fixed Term  
Appointment until  
September 2023

### Working Hours:

Full-time (37 hours  
per week, 5 days out  
of 7)

Thank you for your interest in the post of Commercial Manager for the Urquhart Castle District with Historic Environment Scotland. Your base location is Urquhart Castle, with some travel across the Region and, on occasion, to other locations in Scotland. This is a permanent and pensionable appointment.

You'll lead all our visitor operations team at Urquhart Castle, running a successful operation that delivers an outstanding service to visitors and local communities. You'll lead a team of customer service colleagues, creating an empowering culture that inspires innovation, collaboration and continuous improvement.

## About us

We are the lead body for Scotland's historic environment; a charity dedicated to the advancement of heritage, culture, education, and environmental protection. We're at the forefront of researching and understanding the historic environment and addressing the impact of climate change on its future. We investigate and record architectural and archaeological sites and landscapes across Scotland and care for more than 300 properties of national importance. We have a People Strategy, which is an overarching strategy to ensure we support and develop staff within the organisation.

## Our Vision

Our vision is that Scotland's historic environment is cherished, understood, shared and enjoyed with pride by everyone.

## Our Priorities

- The historic environment makes a real difference to people's lives
- The historic environment is looked after, protected and managed for the generations to come.
- The historic environment makes a broader contribution to the economy of Scotland and its people
- The historic environment inspires a creative and vibrant Scotland
- The historic environment is cared for and championed by a high performing organisation.

## Overview of the post and information about the team

The Commercial Manager is a new management role in our Operations Directorate. The Operations Directorate is a newly created Directorate that will strengthen our regional footprint and, for the first time bring together under one directorate, delivery of many of HES' activities at a regional and local level across Scotland.

Reporting to the District Visitor and Community Manager, the postholder will manage the commercial operations at Urquhart Castle. You will work alongside the Operations Manager for Urquhart Castle and will also work closely with your partners in the local conservation teams. Together you will deliver for HES an outstanding experience for visitors, enrich the local community, and run a successful commercial operation.

You will be responsible for leading the commercial management of our visitor and community services at Urquhart Castle. You'll line manage the team at Urquhart Castle, with strong people management skills, you'll encourage a culture of collaboration, empowerment and innovation, with attention to detail and an enthusiasm for building connections with visitors and communities.

Working with the District Visitor and Community Manager, you'll support with the development of plans to grow our success in community engagement and increase our commercial income, contributing ideas and maintaining an ongoing plan of activity. You'll know how to make the most of the resources available to you, working efficiently and effectively to deliver the service across multiple sites.

You will be actively involved in work which supports providing the best experience for our visitors and supporting on site colleagues to perform their best. There is also planning activity that you will need to undertake to support the smooth operation of the monument, including roster planning, liaison with appropriate internal colleagues to support site presentation needs and undertaking core manager HR functions such as absence and performance management.

You will have strong customer and business improvement focus to HES, able to balance competing priorities with an eye for detail and the ability to think about the wider impact of your decisions. You will be tenacious and resilient, required to demonstrate excellent judgement, initiative, and collaborative skills.



## Key responsibilities, duties and objectives

### Team Leader/Duty Manager

- Drive the business to achieve key performance targets for income and world class service set for Historic Environment Scotland sites.
- As part of a duty management team, oversee the day to day running of Urquhart Castle ensuring that the Castle is fully serviced and open to visitors, as published.
- As part of the duty management team, manage all daily activity on site, including visitor enquiries, contractor management, media interaction and accidents or incidents on site.
- Ensure that all briefings / memos are cascaded / distributed to whole team in a timely manner.
- Ensure that all verbal complaints are dealt with to a high standard, ensuring that relevant procedures and processes are adhered to.
- Ensure accurate and timely completion of all daily, weekly, monthly checks / reports, management of timesheets, overtime and T&S claims.
- To monitor site performance against all set targets and instigate corrective actions when necessary.
- Liaison with District Visitor and Community Manager, Monument Conservation Unit and other Historic Environment Scotland Departments for all issues.
- Support the DVCM In attending local community meetings or activities.
- Support and help deliver the wider priorities of HES, including the Annual Operating Plan, People Strategy, Visitor Strategy and Climate Action Plan.

### People Management

- Line management and reporting for permanent members of the team.
- Oversee delegated recruitment across the site.
- Supervising and coaching the team at Urquhart Castle to ensure that they offer a World Class Service and achieve the 81% CVO target for Mystery Visits.
- Training, motivating and coaching the team to ensure that the site achieves its financial targets.
- Support with the resolution of staffing issues on site ensuring relevant procedures and processes are adhered to.
- To manage site rota, annual / sick leave, training cover etc in conjunction with Operations Manager.
- Deputising for the District Visitor and Community Manager in their absence.

### Retail Operations

- Overseeing the day to day running of the Urquhart Castle retail facility, ensuring that the shop is fully stocked and serviced.
- Monitoring and analysing the different weekly/monthly sales report to ensure that all products are selling and discontinue any poor lines.
- Take the lead role in merchandising the shop to ensure sales are maximised by creating strong, impactful displays to attract visitors' attention.
- Monitoring stock levels to prevent under or over-stocking.
- Working with the Retail Team and product suppliers to develop and implement a programme of retail events to increase sales i.e. product tastings, book signings, craft demonstrations and meet the supplier events.
- Driving sales forward by developing new sales initiatives
- Utilising management information to ensure that best-selling products are stocked
- Organising and delivering retail staff training to ensure that all staff are knowledgeable about the products and are able to advise and, up-sell to customers.



- Align with all objectives in the 5 year Retail Plan.
- Achieving the site's retail targets, including SPV, ATPV and KPIs.
- Producing and actioning all retail compliance reports to ensure the site meets the relevant KPIs and that stock discrepancies average no more than +/- 1.6% of retail sales at the site, +/-1.5% physical count, +/-0.3% damage, +/-0.2% past date.
- Take the lead role as Retail Champion for the site and support Retail Department with the delivery.
- Responsible for overseeing the departmental monthly stock counts and the twice yearly full stock counts.
- Act as premises licence holder and be responsible for all licence related staff training and record keeping.

### **Cash Office**

- Management of the cash office to ensure all monies taken at site are reconciled, recorded and accounted for in accordance with the HES policies.
- To complete online/paper financial records accurately and on time, reporting any issues immediately as detailed in the HES compliance guidelines
- To carry out till audits, spot checks and cash uplifts on a daily basis in conjunction with Admissions and Retail staff.
- To ensure retention and storage of all financial paperwork in accordance with HES compliance guidelines and Information Governance.
- To manage collection and recording of supplementary monies from telescopes and penny presses, reporting any issues at the time of emptying, including maintenance problems.
- Lead person in supporting the compliance team in overseeing the day-to-day contract of G4S.

### **Catering Operation**

- Management of our Benugo catering contract on site.
- Carry out monthly audits to ensure service standards are met.
- Liaise and attend regular meetings with local Benugo management.
- Liaise and attend regular meetings with HES Catering Manager.

### **Visitor Services**

- Liaising with members of the public, tour operators and business associates in promoting Urquhart Castle.
- Promotion of all Historic Scotland sites, including events and other activities.
- Provision of local information to visitors.

### **Admin Duties**

- Accurately complete and submit daily financial paperwork within the specified timescale.
- To ensure that all resource management of the site is best utilised within the existing budgets.
- Ensuring that all administration is completed accurately and timeously, including absence reports, annual leave requests and training.
- Safe and secure banking of all monies and the delivery of weekly financial reports.
- Respond to all complaints in a timely manner and at a high standard, ensuring that relevant procedures and processes are adhered to.

## Health & Safety

- Ensure that the health and safety of staff, visitors and contractors is paramount at all times including reviewing and developing risk assessments as required.
- Awareness and training of all staff on relevant Risk Assessments/ Manual Handling documentation and Fire Action Plans at the site
- Advise staff and visitors of any associated risks at the site.
- To ensure the security of the site, buildings and contents, including acting as key holder.
- Monitor and comply with all H&S procedures/guidance relevant to the site.
- Follow correct procedures to ensure safe operation of all equipment.
- Ensure that COVID secure standards of service are maintained, and compliance with our Resumption Operating Standards.
- Provide first aid cover for the site.



## Post Competencies

### **Core Competencies:**

- Delivering Excellent Service – Demonstrating a commitment to quality services
- Teamwork - Contributing to and supporting working together
- Planning and Organising - Putting plans and resources in place to achieve results
- Communication - Communicating appropriately and clearly
- Knowledge & Expertise - Applying and developing knowledge and expertise to achieve results - (See below for specific criteria)

### **Management Competencies:**

- Achieving results - Focusing on the delivery of objectives
- Leading your team - Leading and developing people

## Knowledge, skills and experience

You will be required to demonstrate that you meet the requirements and qualifications below as part of the selection process.

### **Essential requirements:**

- Ability to deliver results/drive change
- Ability to work as part of a cross functional team to meet colleagues' and customers' expectations
- Ability to plan and deploy resources effectively and efficiently
- Strong team leadership skills
- Ability to communicate, both written and orally, a customer focused/world class vision
- A proven track record of performing against organisation targets.
- Experience of managing productive working relationships with community partners or volunteers
- Experience working collaboratively cross-functionally to solve problems or deliver services

### **Desirable requirements:**

- Experience of working in a customer focused service industry
- Experience of working with communities
- Experience managing budgets

### **Qualifications & Professional Memberships (desirable):**

- Qualifications or skills and experience at SCQG Level 7 (e.g., Certificate of Higher Education)



## What we offer

We welcome applications from all nationalities, assuming that they have the right to work in the UK: applying for a job with us could open the door to a unique work environment. It will give you job satisfaction and excellent development opportunities, plus a competitive salary, 25 days paid holidays (rising to 30 days after 3 years' service) and 11.5 public holidays a year – pro rata for part time staff.

In addition, we offer a great benefits package to our employees which includes:

- flexible working hours (where appropriate)
- special leave
- maternity/paternity leave
- adoption leave
- reimbursement for relevant professional subscriptions
- support for further education and personal development
- study leave for work related courses
- access to a learning resource centre

## Health and welfare

We offer you access to:

- our Employee Assistance Programme – for confidential advice and counselling
- an occupational sick pay scheme
- discounts at some local authority leisure facilities
- access to a free Headspace membership
- interest free loans for bicycles and annual travel passes (see 'season ticket' below)
- reasonable adjustments when needed, as part of our Equalities policy

## Staff discounts

You will receive:

- free entry to all of our properties (with up to three guests)
- free entry to English Heritage, Manx and Cadw properties
- 20% off purchases in our retail outlets

## Season tickets

You can receive an advance to help with the cost of buying an annual season ticket for travel between home and work. The advance is then repaid from your salary over the life of the season ticket. Available to all permanent and fixed-term staff.



## How to apply for this post

You can apply on-line by visiting our website at <https://applications.historicenvironment.scot/intranet/>

Guidance on completing the application can be found in the 'Guidance notes for applicants' document, also available at the above website, which we recommend that you read, in conjunction with this Job Description.

Your application must arrive by the advertised closing date. Please note that when applying online, we will only be able to see your application once you fully submit it.

If you are unable to complete an online application form, please email [recruit@hes.scot](mailto:recruit@hes.scot), quoting the job title and recruitment reference, and we will arrange for an application form to be sent to you.

Please note that, as we operate an electronic recruitment system, we will contact you via the email address that you provide in your application to inform you of the outcome of your application.

For further information about the post, please contact Euan Fraser, District Visitor and Community Manager – Urquhart Castle via email [euan.fraser@hes.scot](mailto:euan.fraser@hes.scot).

We welcome all applicants from under-represented groups within HES. We know from our [equality monitoring](#) that we need to increase our diversity in terms of ethnicity and disability. We also want to address occupational areas where the ratio is disproportionately in favour of women or men. We ask all applicants to complete the Equality Monitoring section of the recruitment paperwork to help us pursue a diverse and inclusive workforce. In support of our Gaelic language plan we welcome applications from Gaelic speakers.

Human Resources  
Historic Environment Scotland