



1. Job Title	Assistant Director (Audience Engagement) – Maternity Cover	2. Job Description Date	11/03/2025
3. Department/Team	Public Engagement	4. Grade of Job	TBC
5. Reporting to	Chief Executive Officer	6. Reports	Senior Visitor Experience & Public Programmes Manager; Community Engagement Manager; Retail Manager
7. Job Family	TBC [HR to complete]	8. Notice Period	3 months
9. Context			
<p>The RHC is a historic institution providing sheltered accommodation (Long Wards) and full nursing care where necessary (the Margaret Thatcher Infirmary) for some 300 retired soldiers, known as In-Pensioners. It ensures Army veterans are provided with the support and comradeship they need in recognition of their service to the Nation and safeguards their historic home for the veterans of tomorrow. All roles within the Royal Hospital Chelsea (RHC) have an integral part to play in contributing to the achievement of the Hospital's Strategy and Vision.</p>			
8. Role Purpose:			
<p>The Audience Engagement team is responsible for engaging members of the public with RHC's heritage assets (e.g., built, natural and collections), broadening audience reach, interpreting narratives and the wealth of historic stories through, e.g. tours, content creation, digital and on-site interpretation, community engagement, public programmes, education and learning programmes. Audience Engagement also has oversight of visitor services, including the café – which is run by a concession, retail and product development.</p> <p>The post-holder holds organisational responsibility for the RHC's role in the Chelsea Heritage Quarter, of which it is a founding partner. The Quarter comprises a number of visitor attractions within the local area and seeks to foster footfall, group travel trade and tourism benefits to Royal Hospital Road and Chelsea at large. The Audience Engagement team also supports the annual Chelsea History Festival, which was established in 2019 in conjunction with the National Army Museum and Chelsea Physic Garden, and which now attracts thousands of visitors each year.</p> <p>RHC has recently completed an ambitious restoration and refurbishment programme, focused on the unique and architecturally significant Stable Block, designed by Sir John Soane and which was funded by the National Lottery Heritage Fund. Plans to bring the building back to life as a Heritage, Outreach and Visitor Centre are complete and the building is now operational. The post-holder will oversee the operational phase of this project, orchestrating the visitor journey both onsite and remotely and focussing on the Activity Plan. This is an exciting time to be a driving force in creating the next chapter of RHC's history, enabling this much loved and valued institution to realise its heritage potential on the national stage.</p> <p>You will act as the lead on RHC's transformational heritage programme. The post-holder is responsible for ensuring that core, target and hard to reach audiences are catered to and that a wide spectrum of visitor needs is consistently met, increasing audience reach, sharing a wealth of narratives through innovative interpretation, as well as generating income, such as through commercial visitor experiences.</p>			

The Assistant Director has line management responsibility for the Senior Visitor Experience & Public Programmes Manager, Community Engagement Manager and the Retail Manager and reports to the CEO. The post-holder will attend the Heritage Steering Group and report to the Executive Board and Board of Commissioners.

9. Principal Accountabilities: 8-10 outcomes

- Lead the Audience Engagement team and the organisation to establish the RHC as a visitor destination and find new ways of presenting its heritage assets to a wide range of audiences, including oversight of content, site-wide interpretation, exhibition design, and curation.
- Lead the National Lottery Heritage Fund project to support the development of the Soane Stable Block and related activities, provide regular reporting to the Heritage Fund in accordance with grant conditions and act as the point of liaison between the Fund and the RHC.
- Contribute to, and influence positively, the strategy to develop the RHC and Royal Hospital Road more widely as a tourism destination for domestic and international visitors, positioning the organisation favourably within national, borough-wide, and local strategies and markets.
- Drive visits to, and engagement with, the RHC's heritage, supporting sustained and manageable footfall and increased income through public programmes, secondary spend and commercial visitor opportunities. To do all this while respecting the rights of Chelsea Pensioners in their home.
- Lead the strategies for audience development and oversee their successful implementation, taking into account core and target groups, working closely with the Communications team to ensure that the heritage offer is appropriately marketed and disseminated both online and in print.
- Build, develop, and nurture a vibrant and innovative commercial visitor experience function at RHC; ensure that the affiliated public activity programme supports variant visitor needs and strengthens engagement with RHC's heritage.
- Act as the chief point of liaison with the café concession and ensure that revenue generation potential for commission is maximised, working with the RHC Events team.
- Act as the organisational lead for product development, shaping the retail strategy and direction.
- Encourage repeat visits by creating new opportunities for engagement, ensuring visitors continue their relationship with RHC, fostering brand loyalty.
- Identify and champion opportunities that build on the scholarly expertise of RHC to help sustain its heritage long into the future and share learning more widely.
- Remain abreast of developments within the wider cultural and arts and heritage sectors; liaising with other attractions and institutions to foster collaborative and co-curation opportunities.
- Manage and develop the Audience Engagement team, ensuring staff resource is optimised to lead visitors towards the best that RHC has to offer.
- Establish a strong culture within the team, ensuring every visitor, regardless of their level of need, feels welcome whilst on the RHC site. Incentivise the Audience Engagement team to maximise opportunities for cross-selling; e.g. donations, secondary spend.
- Working with colleagues across the organisation, ensure that systems and infrastructure are appropriate to supporting strong customer interfaces.

10. Leadership expectations

The role holder is expected to:

- Demonstrate a strong commitment to the mission, aims, and values of the RHC.
- Maintain the highest standards of ethical and personal practice, ensuring that the wishes and rights of the Chelsea Pensioners are always fully understood and protected.
- Recruit, lead, resource, develop, and inspire the Audience Engagement team, setting expected standards of performance and behaviour, realistic deadlines with measurable deliverables and support career development. Encourage the team to work well together and aim high, seize opportunities, be entrepreneurial.

- Promote, efficient project management, outcome-based performance, value for money, and excellent customer care, that builds trust, reputation, and opportunities for further profitable business.
- Maximise resources and impact by building and maintaining trusting and effective interdepartmental relationships. Ensure all staff understand their role in supporting your Department and their contribution to success.
- Overseeing contracts and partnerships with suppliers, agencies and other organisations in a business-like and fair way to ensure maximum benefits to the RHC.
- Set and maintain income and expenditure budgets in agreement with the Finance Director, providing reports as required.
- Work to ensure that audience engagement remains an important focus within RHC's business objectives, advocating its significance both internally and externally.
- Demonstrate exceptional communication skills, particularly across boundaries in this complex organisation.
- Exemplify relentless customer focus, renewing and improving our practice and our visitor experience.
- Build on RHC's understanding of historic, core, target and hard to reach audiences, ensuring that the organisation becomes an increasingly viable heritage destination within the Borough and London more widely.
- In collaboration with the Heritage & Assurance Manager, create a professional, interesting, and well-regarded museum, exhibitions, displays and publications (hard and virtual) of our heritage.
- Develop a range of tours, talks, education work, events, and on-line content that appeals to and attracts both specialist interest groups as well as that of the general public.
- Work out of hours when required and attend events as appropriate (in return for time off in lieu agreed in advance and at the discretion of the line manager)
- Uphold and promote RHC's values (Nurture Belonging, Respect Individuals, Encourage Pride, and Enjoy Life)

11. Skills and Knowledge

Essential Skills

- Understanding of organisational culture, governance and strategic context and activity.
- Excellent people skills and the ability to forge strong working relationships, including with beneficiaries, staff, and stakeholders.
- Excellent management skills.
- Creativity; ability to devise new content and activities to support the visitor experience and wider heritage offer, maximising opportunities for exploring RHC's collections and narratives in new and innovative ways.
- Excellent written and communication skills.
- Excellent financial management acumen.
- Highly computer literate.

Experience

- At least 10 years' experience working within the heritage or museum sector, or within visitor services.
- Relevant experience (minimum 5 years) within a management role, demonstrable enthusiasm for developing and recruiting teams (both staff and volunteers).
- Evidenced experience in managing multi-million budgets and developing new and existing commercial income streams.
- Experience of managing National Lottery Heritage Fund, or similar, projects.
- Proven event management experience.
- Professional training or qualification in visitor services/collections/heritage/museums.
- Experience in managing a tourist attraction is desirable.

Competences

- Strong leadership, with the ability to nurture effective and cohesive teams.
- Data and evidence-based approach to developing new and existing income streams.
- Passionate about heritage, visitor experience and 'destination' building.
- Ability to influence and implement change management and secure pan-organisational buy-in.
- Ability to operate both at a strategic level to identify opportunities and critical issues, but also at a tactical and detailed level to drive implementation and continuous improvement.
- Ability to exemplify exceptional customer service.
- Highly organised and able to use own initiative to work effectively on multiple projects.
- Both self-motivated and a team player supporting the team.

Qualifications:

- Educated to degree level (minimum 2:1 Bachelor's), or equivalent.

12. **Agreement:** I have reviewed this Job Description and confirm it accurately reflects the role.

Line Manager.....

Date

Employee.....

Date

Note: All RHC employees are expected to be flexible in undertaking the duties and responsibilities for their role and may be asked to perform other duties, which reasonably correspond to the general character of their role and their level of responsibility.