# New Picture

# White House Cone Museum of Glass

# Museum Director Job Specification

### 1 Introduction

1.1 Job Title: Museum Director

1.2 Reports to: British Glass Foundation (Chair of Trust specifically)

1.3 The British Glass Foundation and the White House Museum of Glass

British Glass Foundation (BGF) is a registered charity formed to preserve the glass heritage of

Stourbridge and to develop the White House Cone Museum of Glass. The internationally significant glass collections previously on display at Broadfield House represent one of the finest holdings of 18th, 19th and 20th century glass in the world. Numbering some ten thousand items, the glass includes stunning examples from every major period of glass production in the country with the highlight being the collection of cameo glass, the speciality of the Stourbridge factories at the end of the 19th century. The vision of The British Glass Foundation is for a brand new Museum of Glass that brings together the collection onto one site and builds upon previous investment by Dudley Metropolitan Borough Council (DMBC) in the Red House Cone.

Grant support from the National Lottery Heritage Fund and other funding bodies is enabling the design and installation of displays to showcase the glass collection and tell the stories of the community that enabled Stourbridge to lead the world in glass making within the recently built museum, alongside the delivery of a range of public programmes. The intention is to use the glass collection as the core element of an interactive tourist destination that will support the visitor economy of the region. The visitor experience will include an activity room, glassblowing demonstrations in the hot glass studio (run independently by the tenant Allister Malcolm), regular events and activities, and a shop. The new White House Cone Museum of Glass is due to open in July 2021. The museum development project also encompasses funding to carry out an Activity Plan enabling a programme of events and activities supportive of building visitors and museum operations.

The site also consists of several office and workshop units from which the income is used to support the overall financial sustainability of the Museum.

## 2 Purpose of Job

This is a leadership and management role working in close collaboration with the Trustees. The post holder will contribute significantly to the strategic development and sustainability of the museum into the future within a fine arts context.

The initial focus of the role will be the day to day management and delivery of all aspects of the White House Cone Museum of Glass development project to successful and timely completion, in liaison with BGF Trustees. Project delivery planning is already well-advanced.

After the museum’s opening to the public, the Museum Director will be responsible for the ongoing management and operation of the museum, working with BGF Trustees and stakeholders to ensure it remains an enjoyable and successful heritage site.

The post holder will be responsible for management of its assets, including collections, building, grounds and for working with Trustees to ensure its financial viability.

## 3 Key Tasks and Responsibilities

### 3.1 Museum Development Project Delivery

Implementing new museum displays:

### In line with the Project Execution Plan and in liaison with BGF Steering Groups

* Maintain and develop where required, all project delivery plans and documentation including the project programme, risk register, cost/budget information.
* Coordinate commissioning museum design consultants, ensuring provision of appropriate briefs and tender documentation.
* Work with the museum designers to ensure design development work proceeds, appropriate interpretation of the collections/site and the fit-out of the museum displays are carried out within budget and to required timescales, monitoring quality and cost control.

Activity Plan delivery:

Ensure implementation of all aspects of the Activity Plan programme in conjunction with appointed staff and volunteers.

Project administration:

* Provide project progress reports for and attend Project Board meetings.
* Prepare progress reports for grant funders and undertake draw down of grant monies.
* Ensure accurate record keeping related to all aspects of project delivery.
* Ensure project evaluation is undertaken in line with National Lottery Heritage Fund requirements.

### 3.2 Strategic, Curatorial and Operational Issues

During the museum development phase and/or post opening:

Take responsibility for setting and maintaining high curatorial standards.

Take responsibility for production of forward plans for the museum, its annual business plan and budgets - monitoring performance against targets on a monthly basis and providing management reports for Trustee meetings every quarter.

Support the Trust and its accountants with preparation of its annual reports and accounts.

### Ensure the DMDC glass loan collections on site and in store are appropriately managed and documented in accordance with the DMBC and BGF Loan Agreement, and with advice from DMBC Collections Manager; also ensuring any other loan items held by the museum are managed in line with related loan terms and agreements.

Extend knowledge and interpretation of the collections through undertaking research and directing volunteer research activities.

### Advise the trustees on potential additions to the museum collections as these arise, ensuring any acquisitions are carried out to appropriate standards.

Deliver a high quality visitor experience through ensuring the permanent museum displays remain well-maintained, changes are made on a planned basis to maintain interest and enjoyment and through provision of an engaging programme of events, temporary exhibitions and/or installations.

Manage marketing and promotion of the museum and its programming.

Ensure the museum’s revenue streams (including admission charges, retail, events, tenanted units rents) meet business plan targets and that merchandising in the shop is in keeping with the museum offer as well as supportive of income generation.

Identify other potential funding sources e.g. charitable trusts, philanthropy, corporate sponsorship and develop suitable partnerships to obtain external grants or other funding supportive of the museum’s operations and programmes.

Undertake recruitment and effective management of staff, their induction and training, implementing regular performance monitoring.

Take overall responsibility for effective recruitment, induction, training, management and retention of volunteers.

Ensure the White House Cone site is properly maintained, supported by professional advice; that lease obligations are met in respect of the building and landscaping and that cleaning is scheduled and planned efficiently.

**3.3 Stakeholders, partnerships and networks**

Maintain good working relationships with DMBC in line with the Memorandum of Understanding between BGF and the Council which sets out mutual roles and responsibilities regarding the successful operation of White House Cone Museum of Glass and Red House Glass Cone site

Ensure effective relationships are sustained with all grant funding bodies.

Develop effective partnerships with other heritage organisations and groups, including academic institutions to expand research, community engagement and share learning.

Develop good local and sector networks acting as an ambassador for the museum, enhancing its reputation and profile within the local community as well as nationally and beyond.

Liaise closely and develop new initiatives with Allister Malcolm whose business provides demonstrations in house in the Hot Glass Studio.

### 3.4 Staff and People Management

Take responsibility for recruitment and selection of all staff complying with legislation and internal policies as well as budget.

Prepare induction programmes and undertake probation reviews.

Monitor performance of staff, dealing advisedly with any lapses in performance or incidents.

Conduct performance reviews and identify development needs, creating plans with individual to ensure implementation.

Resolve complaints or minor disputes swiftly to avoid entrenchment.

Identify competencies required for new development work and make case for meeting them on either fixed term or permanent basis.

Ensure good partnership with HR provider to meet operational and strategic HR needs.

Be mindful of staff climate and encourage open communications and engagement to promote trust and confidence.

### 3.5 Volunteer Management

Take overall responsibility for effective recruitment, induction, training and management of volunteers.

Take overall responsibility for ensuring all paperwork in relation to volunteers is in place and up to date including the Volunteer Manual containing Volunteer Roles and Agreements and procedures for recruitment and selection process to clarify roles and boundaries.

Ensure relevant induction programmes and appropriate training for both individuals or collectively as a group.

Plan activities to ensure that appreciation and acknowledgement is expressed, encouraging their contribution to the overall culture and presentation of the museum to the public.

Provide a forum on an annual basis for updating volunteers, gaining feedback and informing them of future plans.

Deal with any disputes or problems as they arise to retain integrity of the volunteer role.

 **3.6** **Working with Trustees**

Develop positive relationships with Trustees, attend Trustee meetings as required, respond to Trustee enquiries and information needs.

Maintain good knowledge of the role and responsibilities of the Trustees to support the Trust’s compliance with charitable and legal obligations

Meet with Chair on a monthly basis to ensure shared information, troubleshoot, progress reporting, deadline management and Board Agendas

Organise and arrange facilitation of workshop annually for Trustees to review and update strategic plans

Assist with recruitment and induction of new Trustees

### 3.7 General

Ensure that all required Health & Safety policies and procedures are in place and complied with by all staff, volunteers, Trustees and other stakeholders associated with the site.

Develop other written policies commensurate with the operation and staffing of the museum.

The Museum Director may be required to undertake other duties from time to time as may be reasonably required to meet the needs of the museum.

**4. Additional Information**

Staff reporting to the post holder

* Learning and Public Programmes Officer
* Volunteer Co-Ordinator

This is a full time (five days per week) permanent position. It will include some

weekend/evening working and flexibility will be required.

Annual leave will be 5 weeks plus statutory days.

In the context of the wide range of adults, young people and children with whom the job holder will work, DBS clearance will be required

**Required Skills, Experience and Knowledge**

**Skills**

*Essential*

• Leading, developing and coaching staff and volunteers

• Project management skills and experience

• Excellent interpersonal and communications skills, written and verbal

• Self-motivated, able to work on own initiative and as a team member

• Ability to work flexibly and prioritise a diverse workload

• Strong networking and stakeholder management skills

• High level problem solving and innovation

• Attention to detail.

*Desirable*

• Health and Safety Qualification

**Experience**

*Essential*

• Substantial experience of the setting up and managing of a museum/heritage site open on an entry fee charging basis to the public and of undertaking a public facing role

• Curatorial experience relevant to managing, developing and interpreting applied art collections, preferably including glass

• Experience of delivering a high quality visitor experience

• Experience of delivering against business plans, commercial and other performance targets

• Experience of managing significant budgets

• Strong leadership and management skills, preferably with experience of managing

 multidisciplinary teams including staff, volunteers and consultants

• Marketing experience

• Fundraising experience

• Experience of Health & Safety and emergency procedures

*Desirable*

• Some knowledge of the local community and environment

**Knowledge**

*Essential*

• Excellent commercial understanding and sound knowledge of financial and business

 practices

• Understanding of customer facing environments

• Applying heritage and conservation practices in an applied arts – preferably glass - context

• Building management requirements

*Desirable*

• Understanding of working with volunteers

• Commitment to establishing learning culture and sharing ideas

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