

## Heritage & Culture Service Manager (Collections)

### Job Description (Tier 4)

<b>Job Title</b>	<b>Heritage &amp; Culture Service Manager (Collections)</b>
<b>Salary</b>	<b>Hay 10</b>
<b>Benefits</b>	<a href="https://www.warwickshire.gov.uk/benefits">https://www.warwickshire.gov.uk/benefits</a>
<b>Directorate</b>	<b>Resources</b>
<b>Team</b>	<b>Heritage &amp; Culture Warwickshire</b>
<b>Accountable to</b>	<b>Head of Libraries, Heritage &amp; Culture and Registration Service</b>
<b>Hours</b>	<b>37 hours, 52.14 weeks</b>
<b>Location</b>	<b>Countywide</b>
<b>Team Responsibility (FTE)</b>	<b>See FTE Responsibility (Line Management) section</b>
<b>Annual Budget</b>	<b>See Budget Responsibility section</b>
<b>Politically restricted role</b>	<b>No</b>
<b>JEID (Job Identifier number)</b>	<b>Z420</b>
<b>Essential Qualifications</b>	<b>Post-graduate qualification in Archive Administration / Museum Studies or other relevant area</b>

### Context

- To lead, direct, manage and champion the work of Heritage & Culture Warwickshire (HCW) and act as Warwickshire County Council's (WCC's) professional lead for the work of HCW's Collections Team.
- Oversee HCW's financial position and lead on commercial licensing, digitisation, digital preservation, cataloguing and other collections development funding bids.

### Delivery responsibilities

- To provide strategic leadership and professional direction for development of Warwickshire's heritage collections (archive, local studies and museum), directly managing the collections team to achieve a high quality, legally compliant, integrated and customer focused service.
- To act as professional lead for archives and museums, monitoring and acting on professional and sectoral developments and opportunities to maintain accreditation, ensure that Warwickshire's archive, museum and historic collections remain at the forefront of local authority service provision and to liaise with and advise Elected Members on issues relating to archives, local studies and museums.

- To advocate for the service and raise its profile within WCC and Warwickshire, building on HCW's reputation as a reliable, cost-effective, energetic and innovative service, meeting WCC and national priorities.
- To build on existing digital delivery such as Our Warwickshire and third-party genealogical websites and to meet digital preservation challenges.
- To build partnerships across the county and within WCC to ensure sufficient and appropriate storage for archive and museum collections.
- To formulate, review and monitor policies and strategies relating to the core functions of the archives, museum and local studies.
- To manage the performance of the archives, museum and local studies collections teams, support the cost-effective delivery of their activities and work-streams, and to keep abreast of professional issues within these fields to a level which enables the post-holder to represent and advocate for the team at internal and external meetings, and to report on performance and service development to stakeholders, funders and partners.
- To ensure that statutory and other obligations, including relevant standards and central government requirements, are met.
- To manage and develop relationships with stakeholders and partners, including The National Archives, Arts Council England, Historic England, Museums Association, Alcester Heritage Trust, the Friends of Warwickshire County Record Office, User Forum, The British Museum and Portable Antiquities Scheme, Archives West Midlands, Subject Specialist Networks and other service providers and users.
- To negotiate commercial contracts and develop sustainable and achievable income streams to meet income targets.
- To lead and develop creative approaches to increase the resilience of the service in terms of its economic, environmental and social impacts and resources.
- To act as Cost Centre Manager for HCW's budgets and be accountable for other resources assigned to the team, including grants and trust funds and to delegate budgets and / or financial tasks to appropriate staff within the team.
- To lead, motivate and inspire the workforce which comprises subject specialists from diverse professional backgrounds, public service, project staff and volunteers.
- To facilitate the development and implementation of a targeted programme for the personal and professional development and training of individuals and the overall workforce.
- To be responsible for the management and service quality of the wider collections team and the achievement of its business objectives and performance targets.
- To be accountable for the service's irreplaceable archive, local studies and museum collections and data, safeguarding them to ensure their permanent preservation and

integrity and ensuring public benefit through outreach, exhibition and access programmes.

## **Person Specification What we are looking for**

Role Specific and Core Competencies and Professional Expertise that are essential (these will be measured during the assessment process)

- Post-graduate qualification in Archive Administration / Museum Studies or other relevant area, and extensive experience of working in a museum and / or record office in a senior role. The candidate must be able to demonstrate significant experience of both sectors.
- Commitment to safeguarding and supporting the county's museum and archival heritage.
- Strong advocacy skills and sufficient familiarity with archives and museum sector issues to be able to make the case effectively for the service.
- Evidence of successful partnership working to deliver service improvements along with the ability to work within a team and with staff at all levels.
- Financial acumen and evidence of successful income generation and bid writing with an innovative approach to efficiency savings and extensive experience of budget management, statistical analysis and financial planning
- Strong experience of staff and performance management and the ability to manage and motivate a diverse workforce including volunteers.
- Understanding of the requirements and implications of legislation such as the Data Protection Act 2018, Freedom of Information Act 2000, Environmental Information Regulations 2004, Copyright, Designs and Patents Act 1988 and how these are relevant to the service, in particular to archives.
- Ability to work under pressure, with a strict eye for detail and deadlines.
- Ability to take effective decisions, and to prioritise effectively.
- Ability to communicate clearly and effectively in person, in writing and on the telephone with an awareness of and commitment to customer care and equal opportunities.
- Strong ICT skills including spreadsheets, databases, websites for collections and development purposes, a strong knowledge of digital preservation challenges and solutions and the role of social media in collections interpretation.
- Ability to work flexibly including occasional Saturdays, Sundays and evenings as required and to travel effectively throughout the County or beyond.

- Member of Museums Association and / or Archives and Records Association.
- Ability to carry out the duties as set out in the job description and other duties are required, commensurate with the grade.

## Budget Responsibility

Heritage & Culture Service Manager (Collections) and Heritage & Culture Service Manager (Development) jointly manage a budget of £1m, including income targets

## FTE Responsibility (Line Management)

7.26 FTE:

- Archive Access Team Manager
- Collections & Development Officer
- Collections Assistants
- Compliance Officer
- Curator of Human History
- Curator of Natural Sciences
- Librarian – Local Studies
- Senior Archivist
- Senior Conservator
- Senior Librarian – Local Studies

## Generic capabilities of the role

Generic Capability	Descriptor
<b>Business Acumen</b>	<ul style="list-style-type: none"> <li>• Deliver in year service plan</li> <li>• Effective contract and supplier management</li> <li>• Meet budget, savings and income targets</li> </ul>

- Contribute to the operational planning of the service.
- Ensure effective contract management arrangements are in place.
- Manage costs down, deliver savings and income targets (as applicable).

Generic Capability	Descriptor
<b>Performance &amp; Standards</b>	<ul style="list-style-type: none"> <li>• Statutory compliance</li> <li>• Professional practice</li> </ul>

	<ul style="list-style-type: none"> <li>• Procedure compliance</li> </ul>
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- Execute the statutory or regulatory duties that are in place and delivered across the team.
- Ensure the safe operation of the business and compliance with appropriate regulations and legislation.
- Execute the relevant policies and procedures to ensure the outcomes are delivered.

Generic Capability	Descriptor
<b>Operational Management</b>	<ul style="list-style-type: none"> <li>• Deliver operational performance objectives</li> <li>• Manage the workforce</li> <li>• Deliver continuous improvement plans</li> </ul>

- Meet the service key business measures for the service.
- Manage costs down through operational improvement.
- Manage and allocate resources to meet key business measures.
- Use data and insight to improve service performance.

## Generic leadership capabilities

Capability	Descriptor
<b>People Management</b>	<ul style="list-style-type: none"> <li>• Workforce development</li> <li>• Workforce planning</li> </ul>

- Recruit and ensure effective onboarding of team members.
- Retain and attract the required capabilities of the team through effective talent management.
- Set and deliver stretching performance objectives.
- Undertake annual appraisals with the team.
- Undertake regular 1:1 session throughout the year to review performance against objectives.
- Manage and support teams through organisational change.

Capability	Descriptor
<b>Management of Resources &amp; Planning</b>	<ul style="list-style-type: none"> <li>• Monitors the service performance framework</li> <li>• Effective service design</li> </ul>

- Plan, task, deploy and co-ordinate resources to meet changing operational needs as required.

- Monitor, plan and review team outcomes ensuring delivery of personal and team objectives.
- Hold regular meetings to inform teams of plans, priorities, budgets and expected outcomes.
- Identify the capacity of the delivery team through effective workforce planning.
- Develop and implement integrated working across teams.

Capability	Descriptor
<b>Organisational Leadership &amp; Resilience</b>	<ul style="list-style-type: none"> <li>• Deals with performance issues</li> <li>• Maintains business continuity</li> <li>• Role model of how we work principles</li> </ul>

- Maintain business continuity in the event of service disruption
- Effectively addresses performance issues within the team
- Enable the team to work in a high-performance culture
- Act and operate corporately across WCC adopting the one council approach
- Act as a positive role model for WCC's values and behaviours at all times
- Represent the interests of the Council on external bodies and networks

## Our Values and Behaviours

We want to support our workforce to be best they can be. Our Behaviours and values provide a framework for our culture and give reflect the standards we expect from all our people. We are committed to creating a working environment of equality, respect and inclusion where everyone can thrive and contribute to our community. Working with us gives you the opportunity to make a real difference to the lives of the people of Warwickshire.

You must be able to demonstrate you role model the Warwickshire values and six behaviours

### Our Values and Behaviours – The Warwickshire DNA



High performing



Collaborative



Customer focused



Accountable



Trustworthy



do what  
we say



move with  
purpose  
and energy



focus on  
solutions



help people  
and  
communities  
to find their  
own solutions



build strong  
working  
relationships



be the  
best we  
can be

**Strategy...** the direction we will take to achieve our outcomes



**Plan...** what we will do to achieve the strategy



**Commissioning...** the process of how we will plan, purchase and monitor our services



**Strategic Commissioning...** the process for understanding, planning and delivering services to achieve the best outcomes



**Operational Commissioning...** the process for meeting need at an individual level or to a specific group



**Delivery...** providing services to our customers

