

Role: Visitor Services Manager- Retail, Admissions, Membership & Tours	Region / Department: South and West
Reports to: Operations Manager – Mackintosh at the Willow	Pay Band: Grade 4 Lower: £31,925 - £35,134 Per Annum
Location: Mackintosh at the Willow, 215-217 Sauchiehall Street, G2 3EX	Type of Contract: Permanent, Full-Time, 40 Hours Per Week
Terms and conditions The post is subject to the standard terms and conditions provided with the application pack and the following special terms also apply - hours of work = 40 per week on days and at times to suit the needs of the job and property opening hours (this will include regular weekend/public holiday duties and some evening work)	

Mackintosh at the Willow is the home of the original Willow Tea Rooms Building at 217 Sauchiehall Street. It was first opened by Miss Cranston in 1903 and designed by Charles Rennie Mackintosh in collaboration with his wife, Margaret Macdonald. Following a detailed restoration project in 2018, the building is now back to its former glory as a unique tea room over three floors. It now includes additional events spaces, an exhibition and a gift shop.

PURPOSE OF THE ROLE

The Visitor Service Manager is responsible for the operational delivery of the visitor experience in retail, admissions (tours and exhibition) and membership. Delivering performance standards and targets to ensure enjoyment of the property by visitors and members is maximised, and key commercial, financial and development objectives are achieved, making the property fully sustainable. The role is a key member of a broader management team responsible for delivering an overall visitor service strategy, promoting effective communication across the site and a joined-up service provision. The Visitor Services Manager reports to the Operations Manager at Mackintosh at the Willow.

KEY RESPONSIBILITIES AND ACCOUNTABILITIES

- Overall responsibility for the management and delivery of the day-to-day retail and visitor centre operation at MAW.
- Leading, managing and motivating a team of staff and volunteers; recruitment, induction, development, and performance management, ensuring they are fully equipped and motivated to carry out their duties to the required Trust standards.
- Scheduling of staff rotas to ensure adequate cover for retail, any out of hour requirements and scheduling cover for daily tours.
- Organising a housekeeping schedule for laundry and cleaning tasks to maintain consistent cleanliness throughout the property.
- Driving retail and visitor center at the property to achieve its financial targets, maximising income, and profitability. This role will strive to be efficient and ensure cost effectiveness in all the work you do with particular attention to cost of sales and profit margins.

- Budget –monitoring the department budgets together with the Operations Manager, to ensure that retail and visitor services department finances and staffing budgets are in line with the wider property budgets and to manage, deliver and report on the KPI's performance.
- Ensuring high standards of presentation and consistency across the property.
- Creating a culture of a 'warm welcome' to visitors and 'exceptional service, every time.
- To be responsible for and instill a Health & Safety environmental culture, ensuring that the team works within the property's 'Safe System of Work' to reduce risk of incidents and accidents to volunteers, employees, and visitors.
- To line manage and support a team of VSSs, VSAs and volunteers to deliver excellent visitor services, maximizing opportunities to increase commercial revenue by promoting the venue locally and on a wider scale in collaboration with the NTS Commercial and Marketing Teams.
- To work proactively with the VSM – Creative Learning & Education to facilitate schools and community groups visits and workshops and in collaboration with other partners provide training and development placements.
- To be responsible for key holder management. To manage the people and processes involved with the security of the building and emergency procedure implementation.
- To undertake training in all departments to ensure you have an understanding of all aspects of the operation.
- To be responsible for the duty management rota to ensure continuous cover as required.
- Taking responsibility to ensure the daily cash reconciliations, vouchers and billing information are recorded according to the Trust's processes and policies. To ensure that all the staff are fully trained in cash handling according to the Trust's processes, policies and systems.
- To actively support and promote the National Trust for Scotland as a memberships organization and the benefits of becoming a member to all visitors to achieve memberships KPIs.
- Undertake any other tasks that may be reasonable requested

A significant amount of time spent in the role is non-desk-based, requiring good time management, and the role-holder can expect that a substantial part of the working day will be spent front of house, supporting the operational delivery of the visitor experience.

Will be required to work flexible working patterns and hours including evenings, weekends, and public holidays. As part of the role and as a senior member of the team, there will be an expectation that the post holder would attend work at short notice (if operational needs demand and circumstances allow)

This role is one for which the duties and responsibilities require you to undertake a criminal records check.

Department specific - retail, admissions tours and Membership.

- Payroll – responsible for collating payroll information for the department, for approval by the Operations Manager, and submitting the monthly payroll reports for payment.
- Property & Equipment Maintenance – reporting and logging defects onto the compliance center and facilitating engineer visits to ensure a high standard of maintenance throughout departments.
- To ensure that the location meets statutory and company requirements of Health and Safety to ensure all staff are fully trained and resourced to follow procedures.
- To ensure all staff are trained in customer service, product knowledge and heritage site knowledge to create a welcoming and informative experience for visitors
- Being a Personal License Holder

- Will have frequent interaction with suppliers and the NTS commercial team to control and maintain stock levels to ensure the availability of popular items and replenishment of stock as needed.
- Maintain the highest level of visual merchandising that reflect the heritage and enhance the shopping experience
- In collaboration with the Operations Manager ensure the retail and visitor center are performing in line with the overall budget and strategy
- Undertake any other tasks that may be reasonable requested

REQUIRED QUALIFICATIONS, SKILLS, EXPERIENCE & KNOWLEDGE

Qualifications

No formal qualifications are required (but see 'Experience' below)

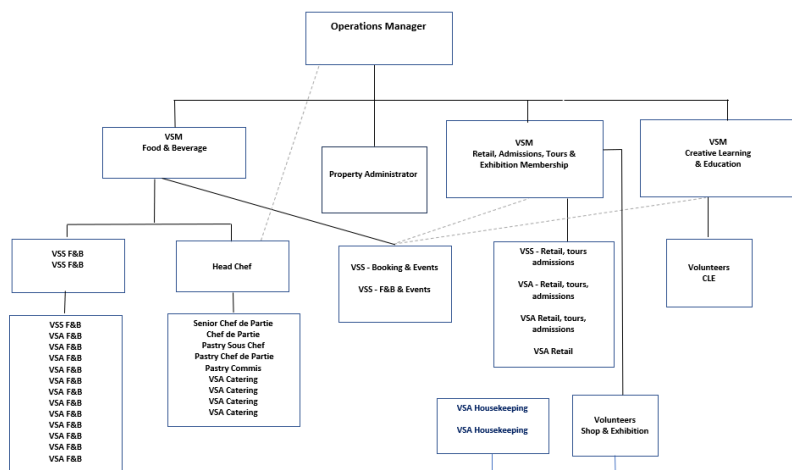
Essential

- Demonstrable management experience within retail and visitor attraction across a similar operation
- Demonstrable skills in successful budget and financial management, combined with clear evidence of commercial awareness and previous sales experience within a visitor attraction
- Demonstrable knowledge of health and safety
- Excellent interpersonal and communication skills and confidence in dealing with a wide range of staff, visitors, and other stakeholders, with a friendly, confident, and well-presented
- Strong knowledge of Microsoft Office applications: Excel, PowerPoint, Word
- Ability to manage time efficiently and effectively in an environment of changing priorities
- Experience of working within heritage buildings in a similar operation
- Volunteer management experience
- To hold, or, have the ability and willingness to hold a Scottish Personal Licence Holder's Certificate and Personal Licence

Desirable

- A genuine understanding of, and belief in, the work of the National Trust for Scotland
- An understanding and experience of a visitor destination venue within an historic/heritage environment
- A formal qualification Retail and Tourism
- A full clean driving license valid for the UK and access to a vehicle suitable for use on Trust business (with appropriate business insurance)

ORGANISATION CHART



SCOPE OF JOB

Scale

To ensure the delivery of an exceptional visitor experience to meet the standards as required by the Trust for a facility with an estimated annual income target of £400k with budgeted expenditure of £125k – total transactional budget of £525k. This is expected to increase year on year.

People Management

- Line manager a team of VSSs, VSA's and Volunteers.
- To be proactive in weekly reporting of operations to the Operations Manager.
- Manage and motivate all the team members to deliver on a daily basis
- Overview and management of entire property when Duty Managing.
- Will work closely with other property colleagues (particularly the other VSM's and VSS's) and will have regular interaction with other technical/specialist advisory colleagues based in other locations and departments.

Finance Management

- The Operations Manager is the overall budget-holder, but the Visitor Services Manager has devolved accountability of the retail, admissions (tours and exhibition) and membership. combined budgeted income in excess of £525k per year.
- Computerised finance system for the raising of purchase orders for the supply of goods and service and monitoring cost of sales
- Departmental trackers to ensuring spending is in line with the budgets
- Ensuring all financial/cash handling tasks follow the Trust's policies, processes and procedures
- Controlling staff costs in line with performance
- Achieving sales targets and membership recruitment targets
- Promote upselling and conversion between departments
- Management of monthly stock takes or as required
- Actively feedback to line managers to improve offer, service and operations

Health & Safety, Food Safety, the Environment

- Ensuring that the operation meets statutory requirements of Health and Safety, Food Safety and Environmental legislations and procedures.

- Recording and reporting all accidents within the location, adhering to location and company procedures
- Establishing and maintaining location cleaning schedules
- Ensuring that all Trust procedures and work instructions are fully understood and practiced by all employees
- Promoting and encouraging environmental improvement initiatives as appropriate within the business

Tools / equipment / systems

- Will regularly use a wide range of ICT equipment including two-way radio, mobile phone, land-line phone, email, scanner, laptop/PC, printer etc.
- EPOS till system to place, process and print orders
- Clock in/clock out on payroll app

Key performance indicators and targets

- Departmental budgeted revenue, expenditure and COS are met or exceed budget
- Payroll is in line with budget
- Departmental Employee Training compliance scoring
- Visit Scotland 4-star grading maintained, Mystery Visit results and Visitor feedback/reviews

The Key Responsibilities, Scope of Job, and Required Qualifications, Skills, Experience & Knowledge reflect the requirements of the job at the time of issue. The Trust reserves the right to amend these with appropriate consultation and/or request the post-holder to undertake any activities that it believes to be reasonable within the broad scope of the job or general abilities.

HOW TO APPLY

Interested applicants should forward their Curriculum Vitae (CV) or an Application Form to the People Services Department (Applications) by email via workforus@nts.org.uk by Friday 26th September 2025.

Please ensure your CV includes your full name and contact details, the CV file sent to us should be titled your first initial and surname. When submitting your CV please state the position and job location of the vacancy you are applying for in the subject title or body of your email: For example, "VSM – Mackintosh at the Willow"