



# CANDIDATE PACK FOR DIRECTOR OF AUDIENCES





# WELCOME

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Dear Candidate,

Thank you for your interest in becoming the Director of Audiences at the V&A, at such an important and exciting moment in our history.

The V&A is a family of museums dedicated to the power of creativity. Our mission is to champion design and creativity in all its forms, advance cultural knowledge, and inspire makers, creators and innovators everywhere. We share a 5,000 year old story of creativity through exhibitions, events, educational programmes, digital experiences, conservation, research and an ever-evolving national collection of over 2.8 million objects spanning every creative discipline.

The opening of V&A East Museum & Storehouse in 2025/26 marks the completion of a generational journey of physical transformation for the V&A, from a single iconic site at South Kensington to a family of museums, including V&A Dundee, Young V&A and the V&A Wedgwood Collection. We are seeking a Director of Audiences to lead an expert and experienced senior team in the delivery of transformational brand and audiences strategies every bit as ambitious as those devised for our physical estate, as we look to engage new audiences of all ages and backgrounds, digitally as well as in person.

This is a broad and strategic role on our Executive Board. Already operating at a senior level, you will bring a strong track record of broadening and diversifying audiences and leading brand, audience, digital, marketing and communications across a major organization, with recent experience of engaging and growing youth audiences.

Wherever you are now (and we are open to a range of sector backgrounds), you will demonstrate a strong passion for the V&A's mission and a clear understanding of the challenges and opportunities that lie ahead at this exciting moment of growth and transition. We are looking for candidates that are comfortable working in complex but creative environments, performance focused but with high levels of emotional intelligence, excellent leadership skills and the ability to work collaboratively across the V&A and with a highly talented senior team. Flexible and dynamic in approach, you are someone who will spot opportunities and lead us into new areas; creative in your thinking but with an approach that is backed by data and evidence.

If you believe you bring the skills, qualities and experience we are looking for, I very much look forward to hearing from you.

**Tim Reeve**  
Deputy Director and Chief Operating Officer



## ABOUT US

The V&A is a family of museums dedicated to the power of creativity - its power to entertain and move, to enrich our lives, open our minds and change the world. We celebrate and share that power through a programme of exhibitions, events, educational and digital experiences, a collection of 2.8 million objects, and through our support for new works and commitment to conservation, research, and sustainable design. Together, our work tells a 5,000-year-old story of creativity, helping to advance cultural knowledge everywhere, and inspiring the makers, creators, and innovators of today and tomorrow. We are always working to broaden our audiences so that everyone can be part of the V&A - because the V&A and the power of creativity belong to us all.

Our mission is to champion design and creativity in all its forms, for everyone. Our vision is to take that mission to new audiences of all ages and backgrounds, online and in person, redefining the role of the V&A as a 21st century museum and we work to the following five strategic objectives:

- Rebuild visitor numbers and broaden how we connect with diverse local and global audiences through integrated digital and physical experiences.
- Transform access to our collection as a public asset and broaden its creative relevance and social impact.
- Inspire creative confidence in all our audiences, and champion the skills needed to drive the future of the creative economy.
- Become a more effective, sustainable and inclusive organisation.
- Build financial resilience to underpin our strategic objectives.

With the opening of V&A East Museum & Storehouse in 2025, the V&A will have completed a generational transition to a family of museums - joining V&A South Kensington, Young V&A, the V&A Wedgwood Collection and V&A Dundee – responsible for a collection of more than 2.8 million objects, books, and archives, with a mission to champion design and creativity in all its forms, for everyone. Our current strategy seeks to take that mission to new audiences of all ages and backgrounds, online and in person, redefining the role of the V&A as a 21st century museum, and the growth of our physical estate and development of new types of museum experiences, provides the physical environment to enable that vision to become a reality.

FuturePlan is our ambitious programme of development which is transforming the V&A. Find out more about current and completed projects [here](#).

For our current strategic plan and annual report please visit:

[V&A strategic plan 2021 - 2025](#)

[Annual Review 2023 - 2024](#)

[Annual report and accounts 2023 - 2024](#)



# JOB DESCRIPTION

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<b>Job title:</b>	Director of Audiences
<b>Reports to:</b>	COO & Deputy Director
<b>Direct reports:</b>	Head of Integrated Marketing and Insights, Head of Communications & Head of Experience and Digital

## ROLE PURPOSE

The Director of Audiences leads our work in growing and diversifying the V&A's audiences, onsite and online. With a strategic remit covering brand, audience, communications, digital engagement and experience, this role oversees how the V&A's global brand and reputation are understood and perceived; growth in the size, reach and diversity of the V&A's audiences; the generation of innovative content and digital products to power online engagement with these audiences; and supports growth in our commercial income.

There are four key areas of strategic responsibility within the new Audiences division, Brand, Audience, Communications and Digital Content. The incoming Director of Audiences will lead a team of highly skilled and experienced Heads of Department, creating a collaborative environment within which they can flourish.

The Director of Audiences reports to the Deputy Director and COO, sits on the V&A Executive Board, working in close partnership with the Director and EB colleagues – in particular the Director of Commercial and the Director of Development - and the leaders of V&A East, Young V&A and V&A Dundee.

The role will oversee delivery of the V&A's brand and audience strategy, with a particular focus on audiences under 35 and the launch of the V&A's two new museums at V&A East in 2025, and an ambitious digital content strategy that takes the V&A to new audiences; drive national and international media coverage and broadcast partnerships; support new and innovative brand partnerships online and in person; and support major commercial opportunities from exhibition ticket sales to eCommerce, Membership and Academy as our brand evolves.

## MAIN RESPONSIBILITIES

- **Strategic Leadership**  
With brand and audience at the heart of the V&A's mission and vision, champion and underpin the V&A's strategic plan, with organisation-wide leadership as part of the Executive Board to deliver both the V&A and Audiences' strategy. Act as a V&A spokesperson and ambassador in the sector and across industries to showcase the V&A's work.
- **Senior Leadership**  
Lead the V&A's Marketing & Insights, Comms and Digital Media teams, building integrated ways of working, embedding ED&I goals, and facilitating high performing teams.
- **Brand**  
Own and champion the V&A's central brand strategy as the pan-V&A brand guardian, responsible for growth, perception shift and bringing the brand to life across the full sweep of V&A sites and activities, in person and online.
- **Audiences**  
Act as the voice of the audience at the heart of the V&A, leading V&A-wide audience strategy and goals, with a focus on broadening and diversifying the V&A's visitors online & in person.
- **V&A East**  
Lead the high-profile launch for two new museums at V&A East in 2025, overseeing all aspects of comms, marketing, digital and content activity, specifically targeting Gen Z and non-museum going audiences.
- **Digital Product**  
Champion development of innovative digital products and services that support a world-class digital presence, collaborating with Technology and Ominichannel on a joined-up approach to digital infrastructure that supports a good user experience and supports commercial growth.



- **Digital Content**

Lead the transformation of the V&A's digital content commissioning, taking an audience-first approach that delivers high quality content tailored to different audiences across owned and organic digital channels, with global resonance and widespread engagement that supports the multisite offer across the V&A.

- **Communications**

Champion and own the V&A's global reputation, leading all corporate communications, public affairs, PR and media relations including major PR campaigns for exhibitions and the public programme, issues and crisis management, and broadcast and media partnerships.

- **Marketing**

Oversee the V&A's full funnel marketing activity and approach from brand to exhibitions to retail. Drive effective and efficient delivery against audience and commercial goals – working closely with the Commercial Director - across paid, owned and earned channels, including CRM, social media and digital performance marketing.

- **Insights**

Champion audience insights and forecasting to support strategy and planning that helps grow audience engagement, drives attendance at our venues, and increases commercial return.

- **Experience**

Champion the development of a strategic approach to visitor experience across the V&A family of sites, that works seamlessly from online and into our buildings.

The above job description is intended to be an outline of the duties and responsibilities for this role. This is not exhaustive, and it is likely to change over time. You may be expected to undertake other duties that are commensurate with this role.





# PERSON SPECIFICATION

## KNOWLEDGE AND EXPERIENCE

- **Strategic Leader:** Extensive experience devising, leading and delivering complex organisation-wide strategy. Strong and sharp strategic thinker, able to think clearly under pressure, as well as communicate V&A's core messages to a range of stakeholders & audiences.
- **Brand, Marketing & Comms expertise:** proven track record in leading brand, audience, marketing & comms across major organisations with strong ROI.
- **Digital Innovation:** Deep expertise in digital product innovation and development and a champion of user-centred practice.
- **Editorial mindset:** excellent editorial leadership, with experience of tailoring digital content around different audience needs to drive online reach and engagement.
- **Commercial Mindset:** Proven ability to drive income, with an entrepreneurial flair.
- **Experienced Leader:** Excellent team leadership skills, with experience line managing a busy team, prioritising workloads, developing and supporting staff.

## SKILLS AND ABILITIES

- **Thrives on Change:** Someone unafraid of fast-paced, constantly changing environments, with clarity of vision and a high level of drive.
- **Stakeholder Manager:** Strong interpersonal skills and a proven ability to collaborate with and advise senior level staff, shaping and influencing their strategies and advising on reputation issues and crisis management.
- **Solutions-focused Multitasker:** Ability to look and think ahead, and spot new ideas, opportunities and partnerships – able to plan and juggle multiple projects simultaneously.

## STYLES AND BEHAVIOURS

- **Respects** others' expertise, time, perspectives and contribution.
- **Takes responsibility** for delivering on actions, achieving high-standards and learning from mistakes.
- **Open to change**, new ideas and suggestions; looks for opportunities for improvement and self-development.
- **Works with others** outside their own department in a collaborative, understanding, and engaging way.
- **Culture Lover:** Strong interest in the arts and culture (prior professional experience in this sector not required).

## DIVERSITY AND INCLUSION AT THE V&A

At the V&A we strive to ensure that opportunities to work and develop at are open to all. We treat all job applications equally, regardless of age, disability, gender identity or gender expression, race, ethnicity, religion or belief, sex, sexual orientation, or any other equality characteristic. We particularly encourage applications from disabled people and people from black, Asian and minority ethnic backgrounds, as these groups are currently under-represented in the cultural sector. At the V&A we have a good gender balance however in certain departments, such as IT, we welcome female applicants and, in our exhibitions, or development teams, we welcome male applicants.



# TERMS OF APPOINTMENT

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## SALARY

The salary for this role is c.£125,000 per annum on a full-time permanent basis.

## LOCATION

Based primarily at South Kensington, with travel to other sites.

## PENSION

5.5% employee pension contribution, 10% employer pension contribution (post-probation)

## ANNUAL LEAVE

29 days of holiday + public holidays each year

## ADDITIONAL BENEFITS

- Life assurance scheme (to value of 4 x annual salary)
- Family-friendly policies e.g. enhanced maternity + paid carers leave
- An interest-free loan for a travelcard, bike, or for a deposit if you're renting (post probation)
- Tickets to V&A exhibitions for you, your friends or family + 25% discount on V&A shops and cafes
- Free entrance to many major museums and exhibitions
- Benefits platform offering discounts at major retailers.
- An Employee Assistance programme





## HOW TO APPLY

We hope you will consider making an application. If you have questions about the appointment, please contact [Kieran.Hughes@starfishsearch.com](mailto:Kieran.Hughes@starfishsearch.com). To make an application, please go to <http://starfishsearch.com/jobs/v&a-dir-aud> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria

We would also be grateful if you would complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

<b>Closing date:</b>	Friday 1st November 2024
<b>Preliminary interviews:</b>	w/c 18th November 2024
<b>Final Panel interviews:</b>	w/c 2nd December and w/c 9th December 2024

