

An aerial photograph of Glasgow, Scotland, showing a mix of historic and modern architecture. In the foreground, there are green lawns and trees. The middle ground is dominated by dense, multi-story buildings, including a large, ornate Gothic-style building. In the background, there are rolling hills and a blue sky with scattered white clouds. The Glasgow Life logo is in the top left corner.

**Glasgow**life

Appointment of

# Head of Commercial and Business Growth (fixed term for 3 years)

September 2024 | Reference: CBPRD

Saxton Bampfylde





## About us

Bursting with energy, passion and personality, Glasgow is Scotland's cultural powerhouse and one of Europe's most vibrant and dynamic cultural centres. One of Scotland's largest charities, Glasgow Life is at the heart of transforming lives and communities across the whole city, as well as promoting Glasgow to a global audience.

Glasgow is a UNESCO City of Music and one of the world's top sporting cities. We're home to world class museums, arts spaces and a rich architectural heritage. Our outstanding events and festivals are recognised globally and we're a first choice tourism destination.

Glasgow Life's passionate staff and volunteers provide the support, inspiration and opportunity for Glaswegians to access the experiences that matter most to them. Working across museums, the arts, music, libraries, community facilities, learning and heritage programmes as well as sport and physical activity.

The significance of our role within Glasgow and our

commitment to delivering the very best services and opportunities for all of our audiences cannot be understated. We believe everyone deserves a great Glasgow life and we are committed to ensuring the people of Glasgow and visitors to our city can experience the positive and life-changing benefits of participating in culture and sport at all levels.

Our programmes, experiences and events range from grassroots community activities to large-scale cultural, artistic, and sporting events which present Glasgow on an international stage. Our work is designed to promote inclusion, happiness, and health, as well as support the city's visitor economy, in order to enhance Glasgow's mental, physical, and economic wellbeing

Alongside our award-winning museums, including The Burrell Collection, Riverside Museum and Kelvingrove Museum and Art Gallery, we manage an extensive portfolio of iconic and diverse venues across the city including the Emirates Arena, the Mitchell Library, Tramway and the Glasgow Royal Concert Hall.









## The role

As Head of Commercial and Business Growth and a member of Glasgow Life’s Senior Management Team, you will lead on planning, developing, and executing a sustainable business growth strategy to maximise income while maintaining the ethos of the charity.

You will influence colleagues to create a proactive commercial culture, supporting the organisation’s mission to positively impact the lives of citizens and tourists as well as contributing to the city’s economic success through stronger realisation of the city’s assets and seeking out new opportunities.

Reporting to the Director of Finance and Corporate Services, you will collaborate across our complex organisation with its extensive physical and online portfolio.

You will seek out opportunities to optimise revenue streams and achieve an ambitious growth plan. You will be directly responsible for retail as well as indirectly responsible for other commercial areas including Glasgow Club and venue hire.

As Head of Commercial and Business Growth, you will be responsible for developing and generating sustainable recurring revenue commensurate with the size, scale and breadth of Glasgow Life.

# Key responsibilities

- Develop, implement and embed the overall commercial strategy, ensuring it is aligned to the overall Glasgow Life strategic objectives and ethos.
- Lead all commercial activity across physical and online retail, maintaining quality and maximising the revenue returns and increasing profitability.
- Oversee the management and development of Glasgow Life's retail activities, including the on-site shops and on-line retail. Maximise sales and improve efficiencies; with particular attention to increasing SPV, conversion, upselling, Tax Free Shopping, membership sales and Gift Aid conversion.
- Oversee the review of catering and bar sales across all Glasgow Life venues.
- Oversee the management of venue hire, events sales & operations including corporate membership and sponsorship. Maximise sales and improve delivery of events. Nurture corporate member relationships and encourage new members to join.
- Exploit the potential for further revenue generation from Glasgow Life's events programme, maximising sales and opportunities to engage new and niche audiences.
- Collaborate across all levels of the organisation to shape and align commercial policy and strategy to embed a culture where we deliver the purpose of Glasgow Life ensuring we are always relevant and impactful.
- Work with the Directorate in formulating, monitoring, and delivering the growth strategy and annual business plans and budgets.
- Deliver against a set of commercial KPIs (commercial income, GP% and net profit, SPV, Gift Aid conversion), ensuring income and expenditure targets are achieved, with clearly defined financial and procedural checks in place to conform to legislation as well as Glasgow Life policies and procedures.
- Collaboratively work to understand the challenges and opportunities within the external environment and ensure we are agile to respond to and meet the changing demands of our customers and stakeholders and ensure our value propositions and key strategic messages are integrated.
- Lead the internal team and shape external engagement to deliver creative efficient and innovative responses to commercial opportunities (new and existing) in line with the ethos of the organisation.
- Effective relationship management to enable retention and new customer acquisition.
- Play a lead role in marketing and data insight to develop and execute a comprehensive marketing and business plans, including digital, CRM and market research for new and existing audiences.
- Sensitively challenge the wider organisation as a member of the senior management team to achieve goals related to new audiences and increasing visitors, with the city's success in mind.
- Provide guidance and coaching to the team so they can collaborate to achieve targets and respond to new challenges and meet new demands, recognising trends, and the challenges and opportunities of the dynamic external environment.
- Set clear performance expectations and objectives for the team, regularly conducting performance reviews, identifying training needs, implementing performance improvement plans where necessary and recognising high performers.
- Prepare and present reports to the Board on performance against strategy, plans and budgets.
- Monitor and report against KPIs, providing regular forecasts and taking appropriate corrective action where necessary.
- Identify and advise on systems to improve profitability and efficiencies combined with proactive reporting.
- Co-ordinate the production of sales and other relevant management information within agreed schedules and reporting on performance to the senior team and board as required.







# Person specification

## Essential

- Proven experience as commercial leader in complex organisation with commercial and non-commercial objectives.
- Experience of driving growth in multi-channel commercial operations such as retail, hospitality, publishing or media.
- Educated to degree level or equivalent experience.
- Dynamic leader with strong influencing skills who can motivate teams to achieve commercial growth, customer engagement, retention, and acquisition.
- Knowledgeable on digital platforms and infrastructures, to capture market insight and deliver sustained growth.
- Proven experience of procurement and third-party relationship management.
- A proven track record of increasing profitability of commercial operations and driving sustained growth within a similar environment.
- A strong communicator (verbal and written) with excellent interpersonal skills, and the ability to forge and maintain effective business working relationships at all levels.
- Ability to prioritise effectively across multiple projects, agendas, partnerships and timeframes.
- Proven ability to champion and facilitate an open and collaborative team environment while nurturing the team.
- Experienced in all areas of fiscal management including budgeting.
- Proven experience of integrating both qualitative and quantitative approaches to spot trends and optimise revenue.
- Ability to be strategic while also focusing on detail.
- Data driven with a drive for continuous organisational improvement.
- Articulate with an ability to influence key decisions. A strong track record of balancing commercial income generation with the ability to take measured risks.
- Evidence of building and maintaining an effective network of contacts within Public and Third Sector.
- Proven experience working to promote equality, diversity and inclusion to engage new audiences.
- Demonstrable experience of engaging with and presenting at Board level.
- Ability to work flexibly and under pressure, plan and manage personal and team workloads.
- Committed to the aims of Glasgow Life's ethos in making sure everyone in Glasgow has a great life.

## Desirable

- Evidence of building and maintaining an effective network of contacts within Public and Third Sector.
- Proven experience working to promote equality, diversity and inclusion to engage new audiences.



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## Terms of appointment

- **Salary:** £76,590 - £88,787
- The post is fixed term for up to 3 years.
- A holiday allowance of 30 days plus 6.5 public holidays for full time roles. (This rises to 35 days after 5 years.)
- Membership of the Local Government Pension Scheme.
- Discounted Glasgow Club membership and money off in our museum shops and online store.
- Option to buy extra annual leave.
- Cycle-to-work scheme.
- Flexible retirement.
- Family-friendly policies.

Please note that Glasgow Life, as an ALEO of Glasgow City Council, is currently completing a Job Evaluation exercise and introducing a new pay and grading structure which may impact on current salaries quoted in job adverts, for more information see <https://www.glasgow.gov.uk/jobevaluation>.

### **Process**

First stage interviews will take place in Glasgow week commencing 2 December.

Executive Assessment Tests will also be conducted.

Final stage interviews will take place in Glasgow week commencing 9 December.

### **Due diligence**

Due diligence will be carried out as part of the application process, which may include searches carried out via internet search engines and any public social media accounts.





## How to apply

**Saxton Bampfylde Ltd is acting as an employment agency advisor to Glasgow Life on this appointment.**

You can apply for this role through our website at [www.saxbam.com/appointments](https://www.saxbam.com/appointments) using code **CBPRD**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring\* form.

The closing date for applications is 23:59 on 3 **November 2024**.

\* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

Diversity matters at Glasgow Life. We are determined to reflect the diversity of Glasgow in our workforce. Glasgow Life is on a journey to develop a workplace that reflects the communities we serve where everyone feels empowered to bring their full, authentic selves to work.

We're a Disability Confident and Carer Positive employer and invite candidates from all backgrounds to apply. Read more about our commitment to equality and diversity on our website. <https://www.glasgowlife.org.uk/the-small-print/an-inclusive-employer>

### **DPR personal data notice**

According to GDPR guidelines, we are only able to process your sensitive personal data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any sensitive personal data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

### **Competency framework**

[Please see the Glasgow Life Competency Framework here](#)

### **Glasgow Life Behaviours**

[Please find a link to Glasgow Life Behaviours here](#)



Glasgowlife



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Saxton Bampfylde