

Job Description: Head of Commercial Operations

Reports to: Director – Communities

Salary: JNC Band 4

PURPOSE OF JOB

The postholder will have an accountable leadership role in assisting the work of the Director - Communities in ensuring the delivery of the council's commercial offer and development of customer focused, commercial approach throughout the service.

The postholder will provide accountable leadership for the council's commercial venues, programming and membership offer, driving change and sustainable growth, financial viability, and new market engagement.

Lead responsibility for the business development and commercial growth of the council's leisure, cultural and venues portfolio, developing compelling customer offers, increasing participation and income, improving financial sustainability and ensuring our assets and services operate as commercially focused, customer-led businesses.

Providing management and accountability by:

- defining and communicating the vision and council priorities in line with set policy and intent.
- ensuring that real need is being addressed.
- assuring ongoing sustainability of any function, and if necessary, taking the decision to cease.
- providing the teams with accountability, decisions, and management.
- ensuring the solutions deliver the impact and outcome in line with expectations.

Under the guidance of Director:

- Communication and consulting with the wider SLT providing timely, objective information to inform policy making, enable challenge and promote transparency.
- Working with Cabinet Members to achieve the ambition, outcomes and priorities of the approved Council Plan.
- Deputising for the portfolio Director (and other Executive roles as required) within the organisation, place and system, exercising decision making on behalf of the council commensurate with the scheme of delegations, agreed priorities and supporting frameworks.

Accountabilities

- Shape the vision for the operation of commercial services within the Communities portfolio providing a clear sense of direction to enable and motivate staff and partners.
- Own and deliver the commercial growth plan for the council's leisure and venues portfolio
- Develop robust plans for the commercialisation of services exploring business development opportunities, income generation, grant funding, strategic & service partnerships to deliver year-on-year financial improvements on operational budgets.
- Act as an advocate for the commercial venues and offer in North Lincolnshire promoting a positive perception of the service and fostering a culture of continuous improvement and excellent customer care.
- Drive the delivery of commercialisation plans, maximising standards of service delivery to the customer whilst minimising the overall cost to the council.
- Develop new commercial opportunities and income-generating initiatives across the council's venues, ensuring balance with wider council outcomes such as public health, inclusion, community engagement and ethical income maximisation.
- Provide support to wider council services in relation to commercial approaches to help support corporate objectives and improve the overall financial position, ensuring the council leads the way in best practice for its commercial services.
- Ensure services are market-led, evidence-based, and co-designed with communities to meet local needs and increase participation through collaborative working with a broad range of external partners and stakeholders.
- Conduct thorough market analysis to identify trends, opportunities, and competitive threats, providing regular reports on commercial performance to the senior management team, highlighting achievements and areas for improvement.
- Initiate, lead and oversee projects to maximise business development and income generation to ensure each project has clear purpose, scope, outcomes and communication, and is managed and delivered to time and budget.
- Develop and lead delivery of a training and development programme to enhance knowledge and skills and build commercial capability across the wider team.
- Work closely with the council's Communications and Marketing Team to create effective marketing and develop digital strategies to maximise reach, engagement, and customer retention.
- Ensure the effective planning and delivery of sales, marketing, and customer service strategies.

- Manage, procure and review contracts in accordance with council's Contract Procedure Rules to deliver quality and value for money.
- Streamline operations to enhance efficiency, reduce costs, and improve overall performance.
- Oversee budgeting, forecasting, and financial planning for commercial operations including management of operational budgets within delegated authority and the councils' financial regulations ensuring that projects and programmes are delivered on time and at full cost recovery.
- Develop a data led approach to monitor key performance indicators (KPIs) to measure the success of commercial activities.
- Develop new working methods and practices, implement change and use meaningful measures of performance that are robust to inform service reviews.
- Responsible for the recruitment, management, development and wellbeing of staff in the relevant service area to enable high standards of performance and customer service and ensure that appropriate workforce planning and performance management is in place to enable effective service delivery.
- Lead on the resolution of contentious, complex or escalated issues in a supportive and sensitive way, using tact and diplomacy as appropriate.
- Ensure council's procedures and all relevant regulatory codes of practice or statutory guidelines are followed, actively engaging in auditing of services to provide robust systems to protect finances, minimise risks, ensure staff are operating legally and that health and safety obligations are met.
- Effectively lead teams and individuals in line with the council's operating model, policies, procedures and guidance.
- Lead as incident recovery manager in Corporate emergency Planning Arrangements and incidents.
- Champion the corporate parenting role to ensure we achieve our promise to children in care and care leavers.

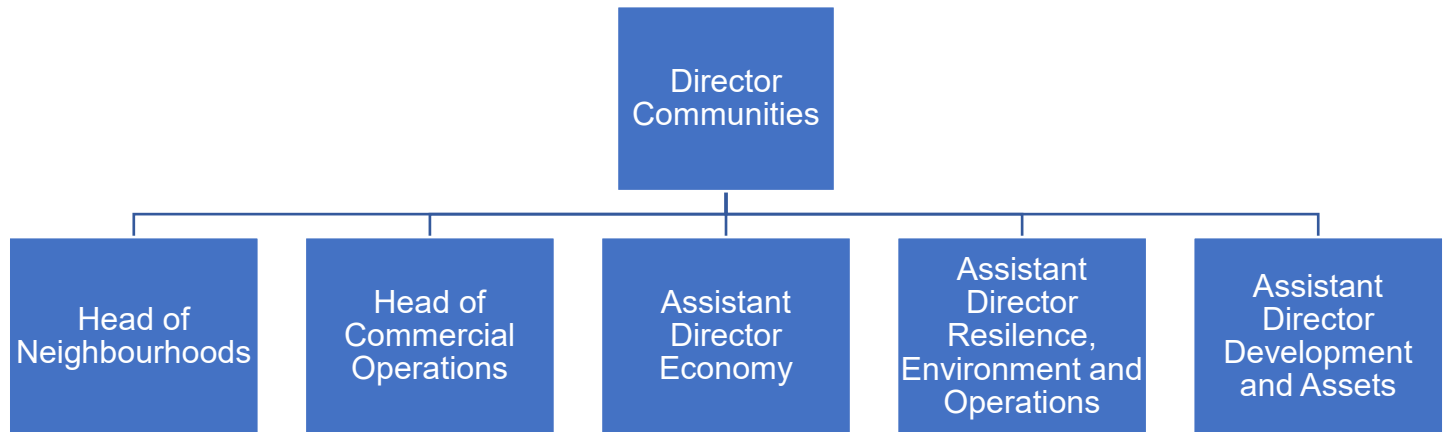
FUNCTIONS

Provide accountability, forward-thinking, and positive commercial leadership of the functional area other resources, and partnerships to deliver ever-improving performance relating to the functions for which the post holder has lead portfolio responsibility, principal amongst which are:

- Commercial venues
- All programming and events
- Culture, Theatres, museums, and event spaces
- Leisure and cultural memberships
- Income generation and commercial services

- Commercial marketing and customer experience
- Business planning and financial strategy for commercial services

ORGANISATION



DIMENSIONS

As a member of the council's leadership team shared responsibility for the overall resources and performance of the council.

Directly accountable for £6m, budget

Direct management of 3

Total staffing responsibility: 115

JOB CONTEXT

Regular contact with:

- Chief Executive, Directors, and Elected Members
- Cabinet Portfolio Holder for Commercial and Communities
- Assistant Directors and Heads of Service
- MPs
- Community Leaders
- Town and Parish Councils
- Voluntary and statutory bodies including the Arts Council
- Central and regional government departments
- Venue and leisure industry bodies
- Customers, partners, and stakeholders
- External suppliers and investors

Local Government and Housing Act 1989 – Politically Restricted Posts

In accordance with the above legislation, this post is 'politically restricted'. In simple terms this means that you are prevented from having any active political role either in or outside the workplace. This debars you from holding political office but also restricts you from canvassing, from speaking in public or publishing a work which might give the impression that you are advocating support for a political party.

KNOWLEDGE, SKILLS, AND EXPERIENCE

- Proven track record of commercial leadership in a local authority or similar complex organisation.
- Proven track record of delivering significant revenue growth, increased customer participation and improved commercial performance within leisure, venues, hospitality, visitor attractions, entertainment or another customer-facing commercial environment.
- Demonstrable experience of developing and delivering business growth strategies, including pricing, sales, membership, customer acquisition and retention, programming and new product development.
- Strong commercial and financial capability, including profit and loss management, business planning, forecasting, investment appraisal and delivery of measurable financial improvement.
- Evidence of using customer insight, data, CRM and digital channels to grow markets, increase participation and improve customer value.
- Detailed knowledge of relevant legislation, industry best practice and commercial landscape in both private and public sector.
- Degree in a relevant subject such as business management or be able to demonstrate equivalent advanced knowledge, skills and experience in the management of a commercial operations.
- Successful delivery of income-generating strategies and sustainable business models.
- Excellent communication and stakeholder management skills.
- Ability to lead service transformation and embed a culture of continuous improvement.
- Ability to understand local authority operations, political environments, and public service values.
- Strong financial and budget management and forecasting skills to deliver quality services that demonstrate value for money.
- Proven track record in data literacy able to model and analyse performance, and use evidence to drive decisions, particularly around pricing, offers, and customer behaviours.
- Proven track record, experience and capability in digital and systems capability.
- Experience of leading, managing, developing and empowering colleagues at all levels in a changing environment.
- Personal and professional credibility and a high level of probity and integrity.
- Strong commitment to diversity and inclusion.

This job description sets out the duties of the post at the time it was drawn up. Such duties may vary from time to time without changing the general character of the duties or the level of responsibility entailed. Such variations are common occurrences and do not justify a reconsideration of the grading of the post.

JE Reference	LGA126
Date evaluated	27 August 2026
Version	V1
Last updated	27 August 2026

Employee Specification

ESSENTIAL CRITERIA	ASSESSED THROUGH:
Knowledge, Skills and Experience	Application form (follow up at interview)
• Proven track record of commercial leadership in a local authority or similar complex organisation. • Proven track record of delivering significant revenue growth, increased customer participation and improved commercial performance within leisure, venues, hospitality, visitor attractions, entertainment or another customer-facing commercial environment. • Demonstrable experience of developing and delivering business growth strategies, including pricing, sales, membership, customer acquisition and retention, programming and new product development. • Strong commercial and financial capability, including P&L management, business planning, forecasting, investment appraisal and delivery of measurable financial improvement. • Evidence of using customer insight, data, CRM and digital channels to grow markets, increase participation and improve customer value • Detailed knowledge of relevant legislation, industry best practice and commercial landscape in both private and public sector. • Successful delivery of income-generating strategies and sustainable business models. • Proven track record in data literacy, able to model and analyse performance and use evidence to drive decisions, particularly around pricing, offers and customer behaviours. • Proven track record, experience and capability in digital and systems capability. • Experience of leading, managing, developing and empowering colleagues at all levels in a changing environment. • Personal and professional credibility and a high level of probity and integrity. • Strong commitment to diversity and inclusion.	
Knowledge, Skills and Experience	Interview
• Excellent communication and stakeholder management skills. • Ability to lead service transformation and embed a culture of continuous improvement. • Ability to understand local authority operations, political environments, and public service values. • Strong financial and budget management and forecasting skills to deliver quality services that demonstrate value for money.	
Education, Training and Qualifications	Original documents
• Degree in a relevant subject such as business management or be able to demonstrate equivalent advanced knowledge, skills and experience in the management of a commercial operations.	
Working Arrangements	Interview
• May require work outside of normal operating hours including evenings and weekends. • Will be part of an emergency on-call duty rota.	

DESIRABLE CRITERIA	ASSESSED THROUGH:
Knowledge, Skills and Experience	Application form (follow up at interview)
• Experience with digital innovation in leisure or cultural settings. • Understanding of leisure trends, user behaviour, and commercial benchmarking.	
Knowledge, Skills and Experience	Interview
• Ability to lead across boundaries in difficult situations and influence others	
Education, Training and Qualifications	Original documents
• Post-graduate qualification in business management, or related field. • Evidence of continuous professional development.	
Working Arrangements	Interview

THE POST IS SUBJECT TO:	
Disclosure of convictions under the Rehabilitation of Offenders (Exemption) Act 1974	
Yes ☐	No ☒
Political restriction	
Yes ☒	No ☐
The ability to speak fluent English under the Immigration Act 2016	
Yes ☐	No ☒