

Grading

Job Description and Employee Specification

<u>Job title:</u> Venues Lead	<u>Service area:</u> Communities
<u>Post number:</u>	<u>Division:</u> Commercial
<u>Grade:</u> 12	<u>Section/team:</u> Venues
<u>Overall purpose of job:</u> To provide end-to-end operational leadership and commercial management of the council's flagship venue portfolio: Normanby Hall Country Park, 20-21 Visual Arts Centre, North Lincolnshire Museum and The Baths Hall. Post holders will be expected to be flexible in undertaking the duties and responsibilities attached to their post and may be asked to perform other duties, which reasonably correspond to the general character of the post and are commensurate with its level of responsibility.	
1. Lead the daily operational and commercial management of the council's key venues, ensuring high-quality customer experience, compliance, financial discipline and productivity. 2. Ensure that venues operate as high-performing, customer-centric assets aligned to the council's commercial strategy and the 'One Council' operating model, integrating culture, visitor economy and neighbourhood delivery. 3. Drive full cost recovery across all sites, implementing commercial levers including pricing, programming, audience development, membership, events, retail, hospitality, and secondary spend to grow footfall, revenue and market share to ensure financial sustainability. 4. Develop and deliver annual business plans for each venue, including income targets, cost control measures, investment priorities, risk plans and performance trajectories. 5. Lead workforce deployment across venues, ensuring efficient staffing models, flexible rostering, strong customer-facing culture and alignment to peak demand. 6. Oversee all operational policies, statutory compliance, licensing, visitor safety, asset maintenance and event management across the portfolio. 7. Maximise revenue through strategic partnerships, sponsorship, brand collaborations, corporate hires, education programmes, weddings, retail and hospitality via strong external relationships. 8. Deliver commercial programmes exhibitions, events, performances, festivals and seasonal offers that increase footfall and position North Lincolnshire competitively within the regional culture/visitor economy market. 9. Strengthen the commercial brand and digital presence of each venue, ensuring coordinated marketing, sales funnel optimisation and data-driven decision-making.	

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10. Manage financial performance with discipline: forecasting, budget management, cost control, income generation and contribution to the council's medium-term financial plan.
11. Work closely with Neighbourhood Leads, Tourism, Heritage, Marketing and the Commercial team to integrate venues into wider community activation and One Council delivery.
12. Build a high-performance culture with strong customer service, operational resilience, safeguarding, sustainability and continuous improvement.
13. Provide regular performance reporting, dashboards, risk logs and strategic insights to the Head of Commercial, senior leaders and elected members.
14. Undertakes workplace investigations to internal conduct matters, as directed, or to external complaints.

Knowledge, skills and experience:

1. Degree-level qualification or equivalent demonstrable experience in a relevant field (business related).
2. Demonstrates continual professional development within their relevant field including a degree level management qualification..
3. Expert understanding of place-based delivery and the integration of prevention, early help and community resilience into operational practice.
4. Demonstrable experience of leading multi-disciplinary teams across dispersed sites, with accountability for service quality, performance management, and risk.
5. Proven track record of managing different venues across multiple sites
6. High level customer service skills with significant experience of managing customer facing operations.
7. Experience of marketing venues and programmes to drive visitor numbers and revenue.
8. High-level skills in analysing and interpreting data, intelligence and performance insight, and converting these into targeted interventions and resource deployment decisions.
9. Strong political awareness and partnership capability, with experience influencing senior leaders, elected members, health partners, police and community stakeholders.
10. Evidence of designing and delivering change, improving productivity, modernising services or embedding new operating models.
11. Strong commercial awareness, including value-for-money thinking, asset activation, demand management and community engagement to maximise utilisation of local offers (incl. leisure and culture).
12. Excellent communication, negotiation and conflict-resolution skills, with the authority to de-escalate contentious situations and build trust across diverse communities.
13. High capability in organising competing priorities, operating under pressure, and leading through ambiguity with resilience and a solutions-focused mindset.
14. Experience in commercial operations, or activating leisure/culture/community assets.
15. Experience in ensuring health and safety compliance in large scale venues and events.

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Creativity and innovation:

The role requires continuous innovation to create distinctive, high-value cultural and leisure propositions that position North Lincolnshire competitively position and commercial.

Creativity is essential in developing new audience experiences, reimagining membership models, activating assets and leveraging data for product design.

Develop creative solutions to deliver the ambitions of the Council's plan.

Advises the Head of Service on required changes to strategy or service plans. These may also result from legislative or statutory changes.

Constantly review resources to optimise value for money and identify opportunities for more effective working.

Set targets and monitor progress of the workforce, to ensure service delivery is achieved.

Innovative problem solving and dealing with and consulting with, members of the public, partners and Council Members on the more complex service delivery issues and customer relations.

Creativity is exercised daily balancing system constraints with new ways of activating assets, engaging residents, and shifting demand patterns.

Autonomy is high, with escalation for statutory or reputational risks.

There is a requirement for constant horizon scanning, trend-spotting and experimentation in programme design, customer experience, revenue diversification and digital marketing.

Creativity is essential to keeping venues relevant, competitive and financially sustainable within a fast-moving cultural and visitor economy landscape.

Contacts and relationships:

Frequent engagement with residents, community groups, elected members, local businesses, police, health partners, schools, and internal services. Contacts can be contentious,

- Head of Service/Assistant Director - to discuss issues. These issues can be of a complicated, complex, and sometimes sensitive nature regarding the management of assets, personnel, and third parties – weekly.
- Service management team – regarding staffing, service delivery and policy issues, complaints and elected member queries, contractor disputes and procurement issues – daily/weekly.

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- Senior Managers - influence and liaise as required to ensure that the implementation of programmes and plans, and statutory compliance with regulations are carried out consistently and effectively – as and when required.
- Members of the public - in relation to venues and programmes, dealing with queries and complaints on service delivery issues - frequently.
- Community leaders and local businesses - in relation to the work of service including usage of venues, dealing with queries and complaints on service delivery issues - frequently.
- Other council service areas/operational staff – to discuss operational matters/to work collaboratively and maintain a one council approach – as required.
- Professional networks/government departments/regulators/other councils – to discuss policy issues and/or operational practices - weekly/monthly

Decision making:

- Makes operational and commercial decisions daily that directly influence revenue, costs, customer experience and brand reputation.
- Responsible for pricing, programming, resource deployment and safe delivery of events.
- Provides recommendations to the Head of Commercial on investment, capital development, new products and strategic opportunities.
- Decisions impact financial performance, visitor satisfaction, compliance and the council's wider commercial strategy.
- Management of all resources (staff, budgets etc.) and appropriate decision making.
- Makes decisions regarding policies and priorities for the service.
- Establishes and monitors financial expenditure profiles for budget heads. Monitor profiled against actual expenditures and adjusts as necessary on a monthly basis.
- Manage the operational decision-making processes required by the service.
- Makes decisions in respect of changes to service delivery, and policy and procedures, within area of responsibility.
- Decides on workloads and programmes of work for teams.
- Make decisions relating to the evaluation of quality and performance of the service.
- Within the role of investigating officer, makes recommendations for future actions and/or improvements in response to external complaints or matters of internal conduct.
- Decides on resource levels re: suppliers, materials, equipment, vehicles.
- Ensures all work carried out meets statutory obligations and also adheres to the council's policies and procedures.
- Authorises orders and payments up to approved authorisation level within the written scheme of delegations.
- Decides on staff training and development needs within agreed budgetary limits.
- Implement interventions for customers following service delivery failures.

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- Translation of new legislation and where/how it impacts project work, policies, practices and procedures as well as contractors and workforce.
- Determine the correct course of action when dealing with emergencies.
- Check and approve payments made to internal and external contractors and suppliers.
- Ensuring the welfare, health and safety of self and council staff in all service activities.
- Undertake risk assessments (including dynamic risk assessments) considering appropriate mitigation to manage identified risks and ensuring the mitigation is implemented.

Responsibility for resources:**Financial resources:**

None

Physical resources:

Responsible for safe operation and activation of key council venues. Would not be called out in an emergency.

Laptop £800

Mobile phone £200

WORK ENVIRONMENT**Work demands:**

Work demands: High levels of unpredictability and frequent interruption. Rapid reprioritisation required due to emerging incidents, safeguarding alerts, member enquiries or venue issues.

Acts as Incident Manager as part of the council's Emergency Management arrangements.

Participates on the council's standby arrangements as required.

Physical demands:

Normal physical effort, regular movement between sites and venues.

Working conditions:

Agile/hybrid working is in place across the council.

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Work will normally be carried out in an office environment but does require the post holder to visit various venues/locations as the need arises. 50/50 split.

This may include work outside, e.g. Normanby Hall Country Park.

Work context:

There will be regular contact with external stakeholders and members of the public, which may include contentious issues including complaints where there may be conflict or distress, these will be mitigated as far as possible with training and standard operating procedures.

Position in organisation:

Indicate how many staff the post is directly accountable for: TBC

Are posts in more than one location? **Yes/No**

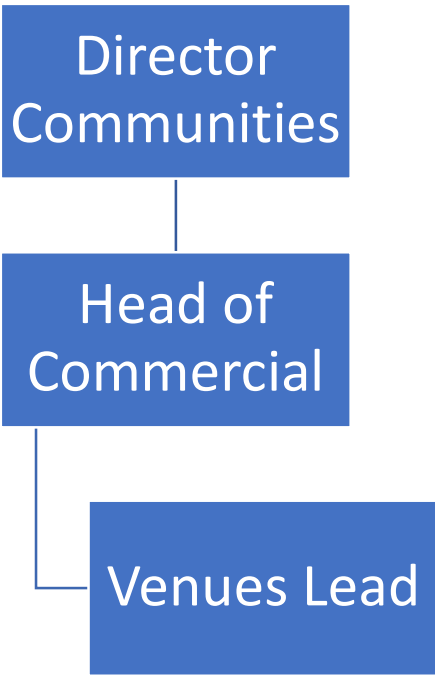
Is this at the same site? **Yes/No**

Are the posts managed highly mobile? **Yes/No**

Is the supervision/management shared with another post in the structure?

Yes/No

Please indicate which post(s)



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Job Description Version Control	
Date evaluated	
Date updated	
Updated by (manager name)	
Checked by (HR name)	

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ESSENTIAL CRITERIA		ASSESSED THROUGH:	
Knowledge, Skills and Experience		Application form (follow up at interview)	
• Expert understanding of place-based delivery and the integration of prevention, early help and community resilience into operational practice. • Demonstrable experience of leading multi-disciplinary teams across dispersed sites, with accountability for service quality, performance management, and risk. • Proven track record of managing different venues across multiple sites • High level customer service skills with significant experience of managing customer facing operations. • Experience of marketing venues and programmes to drive visitor numbers and revenue. • High-level skills in analysing and interpreting data, intelligence and performance insight, and converting these into targeted interventions and resource deployment decisions. • Strong political awareness and partnership capability, with experience influencing senior leaders, elected members, health partners, police and community stakeholders.			
Knowledge, Skills and Experience		Interview	
• Experience in ensuring health and safety compliance in large scale venues and events • Evidence of designing and delivering change, improving productivity, modernising services or embedding new operating models. • Strong commercial awareness, including value-for-money thinking, asset activation, demand management and community engagement to maximise utilisation of local offers (incl. leisure and culture). • Excellent communication, negotiation and conflict-resolution skills, with the authority to de-escalate contentious situations and build trust across diverse communities. • High capability in organising competing priorities, operating under pressure, and leading through ambiguity with resilience and a solutions-focused mindset. • Experience in commercial operations, or activating leisure/culture/community assets			
Education, Training and Qualifications		Original documents	
• Degree-level qualification or equivalent demonstrable experience in a relevant field (business related). • Demonstrates continual professional development within their relevant field including a degree level management qualification.			
Working Arrangements		Interview	
• Working across all venues			
DESIRABLE CRITERIA		ASSESSED THROUGH:	
Knowledge, Skills and Experience		Application form (follow up at interview)	
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Knowledge, Skills and Experience	Interview
•	
Education, Training and Qualifications	Original documents
•	
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 ☐

• Version Control

Author	HR Policy Team
Status	V0.1
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