

Job Title: Director of Enterprise

Remuneration: £50-55k gross per annum

Line Manager: Chief Executive

Role reviewed: 03.12.2025

Direct Reports: 4 (Commercial and Retail Manager; Venue Sales and Operations Manager; Marketing Manager; Visitor Programmes Coordinator)

Approximate Budget Responsibility: circa £1.75m

About Birmingham Botanical Gardens

Birmingham Botanical Gardens (BBG) is one of the UK's most significant historic Botanic Gardens. Situated one mile from the city centre, the 15-acre Grade II* listed landscape is home to around 30,000 plants and has served as 'Birmingham's Garden' for nearly two hundred years.

Following a successful funding award from the National Lottery Heritage Fund, the independent charity is embarking upon a transformational £19.45 million project, 'Growing our Green Heritage', to restore the Gardens' glasshouses, enhance visitor infrastructure and amenities, improve sustainability and expand public access to education, horticulture, heritage and nature in a unique green space in the heart of the Midlands' region. Over the next five years, this iconic Birmingham green space will safeguard and redisplay its world-class living collection and deepen the connection between local people and their urban natural heritage.

Key Responsibility

Reporting to the Chief Executive, the Director of Enterprise will be responsible for the delivery of key corporate objectives at both the strategic and operational level to help ensure that Birmingham Botanical Gardens is consistently operating as a sustainable, efficient, effective and safe organisation. This will include the following functions:

- **Lead and manage the development of profitability through:**
 - Birmingham Botanical Gardens Trading Company retail outlets and any forthcoming online channels
 - Catering, hospitality and venue hire
 - Retail opportunities
 - Licensing, filming and commercial photography
 - Ticketed public events
 - Admission services (in partnership with Visitor Welcome Team)
 - Marcomms strategy
 - Corporate sponsorship
 - Effective management of digital systems (inc. Spektrix, Vector, YesPlan)

- Ensure a high-quality and sustainable visitor attraction through maintaining and improving the Visit England VAQAS accreditation, Green Tourism status and building a culture centred on optimising the customer experience in retail, catering and hospitality.
- Actively lead and manage BBG procurement, including catering contracts and service level agreements across the Gardens and ensure performance measures and quality standards are achieved.
- Develop new income streams through maximising commercial use of the BBG estate and increase the development and delivery of ticketed public events.
- Identify commercial sponsorship opportunities and develop a pipeline of corporate contacts for BBG.
- Seek opportunities to build a lucrative licensing, filming and commercial photography proposition.
- Oversee all Marcomms strategies and associated work to ensure maximum coverage and support of BBGs work, visitor offer and programme (inc all relevant platforms and including Travel Trade/Tours).
- Increase the Trading Company's contribution to BBG annually.
- Develop and maintain high quality marketing materials in line with BBG brand guidelines and grow awareness of the impact of the Gardens activities on achievement of BBGs mission and vision via social media.
- Work with the CEO to develop sales and business development reports, business plans and budgets to feed into the business planning process, and BBG corporate plans as required.
- Work closely with colleagues across BBG to ensure that internal and external events support the wider work of BBG and guarantee a seamless and professional customer journey from initial sales enquiry to event completion.
- Liaise with the Development team to ensure collaborative working, shared knowledge on pipeline and lead generation activities and up to date data on agreed CRM system solution.
- Ensure that, within legislation and BBG guidance, all relevant health and safety documentation/ arrangements are in place as required for events or other activities which fall within the remit of this role.
- Ensure the professional development of Enterprise staff including annual workplans, effective performance appraisals and adoption of a coaching approach.
- Any other reasonable duties as requested.

- To design, develop and lead the delivery of a comprehensive **Commercial Development Programme**, to promote commercial and operational performance outcomes and culture, champion employee involvement and engagement, and ensure an ethos of continuous improvement and collaborative working is embedded into work practices to improve business performance.
- To establish a **Revenue Generation** culture for the organisation that maximises revenue and profitability through innovative and entrepreneurial approaches, whilst maintaining control over expenditure and the charity's 'carbon footprint', thereby enabling the organisation to increase income, create surpluses and operate on an affordable and sustainable basis.
- To develop and deliver a **Strategic Commercial and Corporate Partnership Plan** to provide the organisation with additional sources of income and funding to support the delivery of its charitable objects.
- To support the CEO and SLT in the design and delivery of effective and innovative **Business Support Services** to deliver the corporate plan, including strategic planning, research, corporate governance, corporate communications and estates management, which ensures the organisation is appropriately resourced and managed, providing high quality services and meeting its statutory responsibilities.

Core Responsibilities

1. Corporate Leadership

A key feature of this role is working in partnership and collaboratively with the Chief Executive and fellow Senior Leadership Team (SLT) to:

- Contribute to the development of commercial and corporate strategies and plans
- Lead and manage the contractual relationships with strategic external commercial partners (inc. food and beverage/visitor programme etc), to include reporting, communications, offer, visitor experience and customer feedback.
- Provide clear and regular communication, overall leadership and direction for the implementation of corporate strategies in the commercial department and throughout the organisation
- Promote a positive culture as a role model of key organisational values and behaviours and communicate, motivate and inspire people to deliver
- Lead and manage multi-disciplinary programme and project management teams across the organisation to ensure the effective communication, co-ordination and delivery of strategic and operational plans and achievement of shared outcomes
- Support the continued culture change from departments working separately to departments working across and together for the improvement of the organisation as a whole and act as a role model and lead by example to drive culture change towards an integrated organisation which works together across departments
- Identify, where possible, ways of creating a more efficient organisation structure without affecting the quality of service and experiences provided to visitors

2. Strategic Development and Performance

- Lead the delivery of the organisation's commercial strategic planning, programme and operational delivery and frameworks – including research, intelligence and performance, risk and financial management
- Lead the development of the organisations commercial culture, managing change programmes, motivating and ensuring staff engagement at all levels and driving continuous improvement in service delivery
- Develop and co-ordinate delivery of the income generation strategy across the organisation, developing and presenting the case for investment in the organisation by a variety of supporters
- Lead effective employee engagement providing effective channels, clear messaging and mechanisms for feedback

- Develop and maintain positive working relationships with Development and Fundraising colleagues to ensure compliance with relevant guidance, responsiveness to requests for information and maximising grant-in-aid

3. Commercial Partnerships and Communications

- Lead the development and implementation of a corporate communications strategy to influence opinion and build the staff, public and stakeholder's understanding and support of the Gardens role and impact through effective PR, media management and internal/external communications
- Co-ordinate a revenue generation culture whereby the Gardens can increase opportunities of creating and maximising revenue and profitability through innovative and entrepreneurial approaches
- Innovatively identify opportunities of retail, ticketing, catering, GAOE, sponsorship, venue hire and corporate/visitor initiatives to drive a focus on revenue growth and efficiency for the organisation moving forward
- Develop and maintain proactive working relationships with key/senior stakeholders across a variety of supporters, building strategic alliances and collaborative partnerships to further corporate positioning and the Gardens role in the wider repositioning of Birmingham and the West Midlands
- Develop partnerships and collaboration with organisations to ensure efficiency in business support service delivery

Person Specification

Essential Criteria

Qualifications

Educated to degree level or with at least 3 years in a senior management role with experience in organisational development, change management and leading commercial services

Skills

Strong commercial acumen, with the ability to convey the vision to internal teams and external partners and stakeholders

Demonstrable experience of delivering profitable functions in the following:

- Catering, hospitality and venue hire
- Ticketed public events
- Visitor admissions
- Retail
- Licensing, filming and commercial photography
- Corporate sponsorship

Demonstrable track record of personally leading and managing organisational growth and change initiatives and/ or embedding new ways of working

Excellent negotiating, influencing and communication skills with a range of stakeholders and external organisations and the ability to produce clear, concise and objective written reports and presentations to communicate effectively at all levels

Ability to manage workloads and conflicting priorities to meet SLT/Trustee reporting targets, project deadlines and provide an effective customer driven service

Demonstrable track record of leading, communicating, managing and improving organisational and commercial services

Experience of working with a diverse range of stakeholders, both internal and external to the organisation, to achieve successful outcomes

Desirable Criteria

Qualifications

Personal Licence (APLH)

Skills

Strong leadership and motivational qualities – demonstrating ability to provide strategic insight and act with integrity

Ability to balance operations with capital project responsibilities

Ability to lead change programmes and adapt to change in real time

Specialist experience in large scale commercial activities

Ability to balance an enabling and flexible approach against policy or process compliance

Ability to analyse information and data and make sound judgments whilst managing risk

Personal drive and determination to succeed

Key competencies

Strategic Leadership

Demonstrates proven ability in shaping the strategic commercial direction of an organisation. Demonstrates ability to create and contribute to a culture of innovation and continuous improvement to build a flexible and responsive organisation to support strategy implementation

Commercial Focus

Demonstrates ability to make efficient, effective and economic use of resources.

	Creates an environment to deliver operational excellence and creates the most appropriate and cost-effective delivery models to ensure optimum service delivery. Ensures mechanisms are in place for the effective corporate governance of the organisation
Leading and communicating	Demonstrates the ability to establish a strong and clear direction and a persuasive future vision. Using leadership, motivation, regular communication and influencing skills to promote understanding and agreement, both with staff as well as external stakeholders, to secure mutually beneficial outcomes. Promotes a culture of delegation and empowerment of staff
Collaborating and partnering	Demonstrates the ability to create and maintain positive, professional and trusting working relationships with a wide range of stakeholders to achieve business objectives and goals. Ensures collaboration and has the ability to build constructive teams and partnerships for business/ organisational benefit
Making effective decisions	Demonstrates the ability to utilise data information and create evidence-based strategies, evaluating options, impacts, risks and solutions to maximize return and minimise risk; balancing financial, economic, social, political and environmental considerations to provide sustainable outcomes

BENEFITS

Pension: 4% Pension with Royal London

Annual Leave: 25 days plus bank holidays, and 1 extra day for your birthday

Staff discounts in the retail shop, café, and offers/free entry to events at BBG

24h Employee Assistance Programme through BUPA

Company sick pay

Free on-site parking

This position can be a hybrid role

SELECTION PROCESS

Application is by submission of CV and covering letter responding to the job description.

The Gardens will carry out an initial paper-based shortlist assessment of candidate applications against the criteria specified in this document.

The Gardens will then invite short-listed candidates to attend a first stage experience, presentation and competency-based interview to assess candidates' suitability for the role.

In the event of an excessive number of applicants the Gardens reserves the right to move to desirable criteria.

The final shortlist will be established by the Gardens and individuals successful at initial stages will be invited to final stage assessment process which will include assessment and at least one interview with the Chief Executive and representatives from the Board of Trustees.

Full details will be provided to all candidates in letter of invitation to each stage of the process.

Proposed dates for the delivery of the recruitment process:

Closing date: 12 noon, 4th February 2026

Short-listing: w/c 9th February 2026

1st stage interview: w/c 23rd February 2026

Final stage assessment: w/c 2nd March 2026

Please note that these timeframes are indicative and provided for information purposes only at this stage.

Further information/Queries:

Should you have any queries relating to any aspect of this appointment process or the content of this document, or wish to have an informal discussion please contact:

Cat Haines, HR Manager via jobs@birminghambotanicalgardens.org.uk

Please also ask if you would like access support to apply for this role in a different way.

Use of AI in Applications:

We want to understand your genuine interest in our vacancy and for the written elements of your application to accurately reflect your own communication style. Applications that rely too heavily on AI tools can appear generic and lack the detail we need to assess your skills and experience. We do not use AI as part of our recruitment process.