## NATIONAL GALLERY

Managing Director for National Gallery Global



### Welcome

Dear Candidate,

Thank you for your interest in becoming Managing Director of National Gallery Global Ltd (NGG), leading the commercial activity for the National Gallery. This is an exciting and significant leadership role at the heart of the Gallery and at a unique time as we approach our 200th Anniversary.

The National Gallery houses one of the greatest collections of paintings in the world. We are a museum for both the nation and the world – guardian of a collection that tells a story spanning seven centuries and reflects how artists and the societies in which they lived have responded to myth and religion, history and contemporary events, landscape and the human form, and to the tradition of art itself. The collection is a living legacy of humanity's highest cultural achievements in painting and is an immeasurable resource for understanding the world as we have inherited it.

We believe the Gallery has an important role to play in ensuring people understand and can negotiate the changes that society is undergoing by providing a long-term historical perspective; through access to works of great significance and beauty, and by the provision of a safe environment for reflection on questions of identity, beliefs, and on the relationship between the past and the present. This role is more important now than ever, and we want to build on the success of our current commercial activities to grow them yet further so we can reinvest back into these charitable aims.

As the Gallery prepares to celebrate two centuries and complete a major capital project, NG200, that will, amongst other things, include a brand-new members area in the heart of Trafalgar Square. NG200 offers a unique platform for us to drive growth across all our commercial activity, including our global digital sales where the brand, heritage and profile of the National Gallery offers substantial opportunity.

We are looking for an inspiring and creative Managing Director who can seize this moment, shaping and implementing an ambitious strategic plan that the Gallery is committed to resourcing. Working closely with the Director of the Gallery, the wider leadership team and me as Chair of the NGG Board you will lead a wide-ranging commercial portfolio that includes physical and online retail, food and beverage, membership, licensing, commercial events and publishing.

Whatever your sector background, you will need to share our passions, but I hope you will bring something new as well; new insights and expertise in advancing an elevated experiential guest journey that will ensure we capitalise on the opportunities offered to us at this stage in the Gallery's journey. Importantly, we need you to bring the relationship skills to engage, collaborate and influence across the Gallery as a whole and lead a high performing team.

If you share our excitement about this opportunity and bring the vision, skills, experience and drive to lead our commercial activity through a step change in growth, I would love to hear from you.

James Lambert Chair







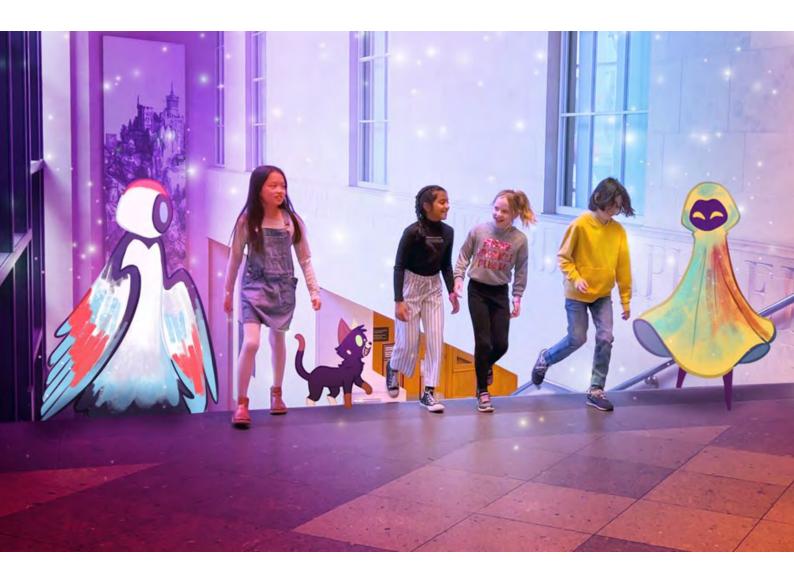
## About National Gallery Global

Positioned in Trafalgar Square, National Gallery Global is an arms-length, commercial entity – wholly owned by the National Gallery – which provides the commercial activity for the Gallery in support of its charitable aims. This includes: physical and online retail, exhibition sales, food and beverage, membership, licensing, commercial events and publishing.

The Company is led by an independent Board, albeit with close links to the <u>National Gallery</u> to ensure that its approach, aims and deliverables are in line with the Gallery's strategic priorities. The post holder will be directly responsible to the Chair and Board of National Gallery Global, whilst delivering key outcomes for the Board of Trustees and Director of the National Gallery.

The company is comprised of c70 employees which may increase on a permanent or temporary basis, depending on visitor needs and commercial activity. The Company is also responsible for an outsourced food and beverage contract delivering to visitors and events.

Post-pandemic and as visitors begin to return to Central London, the annual turnover is expected to be £15m in 2022/23 rising to c. £20m in 2024/25.







## **Role description**

Job title:	Managing Director, National Gallery Global (NGG)
Reports to:	Chair and Board of National Gallery Global with dotted line to the Director of the Gallery
Responsible for:	NGG Executive Directors and Leadership Team including physical and online retail; food and beverage, membership, licensing, commercial events and publishing.
Key relationships:	National Gallery Executive Committee (attending weekly) and Senior Leadership Team NGC employees NG multi-channel audiences/customers NGG partners and supply chain

#### Role purpose

To lead and oversee the overall direction of the Company, driving financial contribution to the National Gallery. To design, develop and implement strategies and policies to ensure that NGG meets the goals determined and agreed by the Company Board aligned to the Gallery strategy. To monitor performance indicators, turnover, investment plans and cash-flow of the Company. To develop people and resource strategies and lead the Senior Leadership Team. To continually review efficiency measures to improve operations and performance, including Shared Services agreements.

#### Key responsibilities

#### 1. Strategic Leadership and Delivery

• Shaping and leading the Company's strategic plan and financial targets to drive income growth.

#### 2. Board and Governance

Working with the Board to ensure good governance of the Company.

- The NGG Board meet at least 4 times a year, plus from time-to-time Strategic Awaydays
- Regular meetings with the Chair and Deputy Chair
- Monthly meetings with NEDs
- Monthly meetings with Director and Chief Operating Officer

#### 3. Executive Committee Leadership

- Member of the National Gallery's Senior Leadership Team, aligning NGG's Commercial Plan with the Gallery's Strategic objectives
- Updating Executive Committee colleagues on the commercial plan and initiatives, gaining support and input from colleagues.
- Regular attendance at Gallery Board of Trustees Meetings, reporting on commercial performance indicators and company plans

#### 4. Team Leadership

- Accountable for the performance of the Company's Executive Team and Heads of Department.
- Recruiting and developing Senior Team and setting department and individual objectives, as well as Personal Development Plans.
- Advocate role for the Gallery and Company with partners, suppliers etc.





#### 5. Compliance

With NGG colleagues, ensuring compliance measures and controls in place and regularly reviewed. Including:

- Finance and audit
- HR policies and procedures
- IT and IT security
- GDPR
- Modern Slavery
- NGG Risk Register
- Large contract procurement e.g. F&B, warehousing, fulfilment operations
- Internal audit process
- H&S

#### 6. Financial Management

With the Shared Service Finance Team, ensure regular and accurate production of a suite of reports to understand business trends, monitor performance and ensure profitability. The Commercial Director has final input and sight of:

- Weekly financials
- Monthly reports
- Monthly P&L's
- Cash flow forecasts
- Stat Accounts and Director's Report

#### 7. People and Culture

The Managing Director sets the tone for the culture of NGG, ensuring that employees are valued and encouraging high performance.

#### 8. Brand Management

Work with the Head of Creative to ensure a Commercial Brand toolkit is in place for Product Development and Licensing, Packaging, Signage and Point of Sale, E-commerce look and feel.

#### 9. Shared services

Working with the Business Strategy Director, ensure shared service teams are delivering in accordance with the current Service Level Agreements.

Conducting review meetings with Heads of Shared Service Teams to review performance against objectives, review resources, brief of new projects etc.





#### Knowledge and experience

- Considerable experience of leading commercially successful and impactful multi-channel operations within retail or destination organisations
- Experience of successfully leading and delivering commercial strategies and ensuring successful delivery against key performance indicators
- An experienced leader who has successfully defined positive purpose and culture for their colleagues, inspiring them to work exceptionally
- Experience of engaging with a wide range of internal and external stakeholders at all levels including suppliers, partners and product developers
- Demonstrable experience of engaging with and presenting at Board level.

#### Skills and abilities

- Strong commercial and financial acumen with the ability to spot business trends and translate those into successful projects to a wide range of audiences
- Collegiate leader with the ability to inspire, win hearts and minds, and enable their colleagues' development in the ongoing evolution of the business
- Rigorous, solutions driven approach with strong attention to detail and ability to see the big picture whilst able to dig down into the detail
- Excellent diplomatic, influencing and negotiating skills and secures trust and confidence immediately.

#### Style and behaviours

- · Strong emotional intelligence and creative thinker
- Active role model and promote a commitment to equity, diversity and inclusion and proactively seeks out diverse views to inform thinking and decision making.
- Demonstrates an interest in art and culture and the National Gallery's aim to make access to the paintings enjoyable and welcoming to the widest possible public.







# Terms of the appointment

Contract	Permanent, full-time.	
Salary	Circa. £110,000 plus performance related bonus of up to 30%.	
Location	National Gallery Global office, Trafalgar Square London.	
Pension	Group Personal Pension Scheme (Standard Life) 5% minimum employee contribution + 3% employer contribution	
Holiday	30 days annual leave	
Benefits	<ul> <li>Medical insurance (provided by AXA PPP)</li> <li>Group Income Protections Scheme (Zurich)</li> <li>Group Death in Service Scheme (AIG)</li> <li>Buy and Sell Holiday Scheme (via salary sacrifice)</li> <li>Travel insurance for business trips (provided by Chubb) plus wider benefits that include:</li> </ul>	
	<ul> <li>Season Ticket Loan</li> <li>Cycle to Work Scheme</li> <li>Employee Assistance Scheme (Health Assured)</li> <li>Free exhibition entry</li> <li>Staff lectures</li> <li>Staff private views</li> <li>Concessions in other museums and galleries</li> </ul>	

Discounts in NGC shops, dining areas







## How to apply

We hope you will consider making an application. If having read through the candidate brief you have any questions about the appointment, please contact Katy.Giddens@starfishsearch.com or rebecca.oconnor@starfishsearch.com.

## To make an application, please go to https://starfishsearch.com/jobs/ngg-md/ 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 criteria as outlined in the person specification.

We would also be grateful if you would also 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.

Closing date:	23rd September 2022
Longlist:	29th September 2022
Shortlist:	Thursday 20th October 2022
Final stage interviews with National Gallery Global:	Friday 11th November 2022





