

## Head of Cultural Programme and Partnerships

**Grade:** G12

**Directorate:** Housing and Land

**Unit:** Strategic Projects and Property, joint GLA and London Borough of Newham (LBN) Royal Docks Team

### Job Purpose

Lead on the strategic development and implementation of a complex cultural placemaking programme for the Royal Docks, to help position the area as a world-class cultural and commercial destination. This will include working in partnership with a diverse stakeholder group, to design an extensive, varied and innovative programme, which attracts local, national and international audiences and boosts the visitor economy and inward investment.

Lead on the development and delivery of a robust commercial strategy for the Royal Docks, identifying and leveraging cultural and commercial partnerships and sponsorship opportunities across a diverse portfolio (from large-scale public events, meanwhile uses, marketing campaigns and advertising) to generate high-profile and high-value revenue generation opportunities.

Advise on the management of the estate within the Royal Docks for cultural placemaking activities and events including working with partners such as Excel, RoDMA, London Borough of Newham (LBN) and our development partners on cultural placemaking matters.

### Cultural Placemaking

1. Lead the Royal Dock's creative strategic direction – ensuring it plays a significant role in shaping the regeneration of the Royal Docks, meeting both the Mayor of Newham and Mayor of London priorities for the Royal Docks as a world class cultural destination, anchored by local people.
2. Lead the cultural placemaking team to develop and deliver a unique cultural and creative programme for the Royal Docks, identifying or initiating projects that help to boost the visitor economy, support neighbourhood revitalisation, foster community arts participation and cultural infrastructure development.
3. Work collaboratively with a complex stakeholder group including developers, local businesses, creative and community organisations to

harness and enliven the vast footprint of the area (including the water); activating and animating key sites and ensuring culture, sport and events are at the heart of the area's transformation.

4. Work with landowners and developers to embed art and culture into the public realm; creating a physical environment in the Royal Docks that can host a varied and distinct programme of events and activations (from large-scale global events and art commissions to community fetes and fun days); that is appealing to businesses, workers, residents and visitors alike.
5. Oversee the Royal Docks events team to ensure effective design and delivery of safe, legally compliant and high-quality events that meet the creative vision for the Royal Docks. Explore joint programming and delivery opportunities with appropriate cultural and commercial partners including local stakeholders such as ExCeL and RODMA.
6. Lead regular strategic reviews of the cultural placemaking and event programme, ensuring effective alignment with priorities outlined in the Royal Docks EZ Delivery Plan, as well as wider GLA and LBN policies. Prepare quarterly update and impact reports and briefings for the Royal Docks Programme Director, commissioning external evaluations as appropriate.
7. Liaise with senior government officials and London agencies (e.g. Gold Command), as appropriate, on the strategic development, implementation and communications of significant cultural programmes and events in the Royal Docks. This includes complex events, which have significant public safety requirements and/or are likely to attract worldwide interest and media attention.

#### **Commercial**

8. Responsible for developing and implementing a new commercial strategy for the Royal Docks, with a robust approach to identifying, managing and leveraging commercial partnerships, sponsorship packages and brand opportunities, across the Royal Docks cultural placemaking and events programme.
9. Identify and explore new opportunities, constructing robust, successful and break through propositions that secure high-value contracts and competitive deals. Monitor market trends so that opportunities may be capitalised on.
10. Package and communicate the Royal Docks offer in a relevant and innovative way to a range of targets, including industry sector approaches, tailored client approaches, and media/advertising agency approaches.

11. Work with colleagues in the Royal Docks Team on the development and delivery of commercial and sponsorship packages for individual assets, projects and work-streams, ensuring all strategic partnerships are commercially and ethically sound and meet the wider requirements of the GLA.
12. Act as the key contact for all major deals or partnerships – ensuring appropriate propositions are created and managing negotiations so final agreements add value to all parties. Ensuring partnerships are expertly maintained throughout the period of their agreement and beyond.
13. Help identify, source and support the development of revenue-generating programmes and vehicles (grants, sponsorship, fees) working closely with the events and commercial team, to ensure opportunities are maximised.

#### **Corporate**

14. Actively contribute to the strategic and corporate management of the Royal Docks Team by participating in group wide activities and initiatives.
15. Ensure effective management and development, formulating clear team and staff objectives and targets, appropriate staff development programmes and sound performance management practices.
16. Provide clear, succinct and well-written briefings, advice and reports for the Royal Docks Programme Director, Royal Docks Boards and others as required.
17. Realise the benefits of London's diversity by promoting and enabling equality of opportunities and promoting the diverse needs and aspirations of London's communities.
18. Realise the benefits of a flexible approach to work in undertaking the duties and responsibilities of this post.
19. Undertake any other duties as appropriate commensurate with the level and role of the job.

**Accountable to:** Royal Docks Programme Director

**Accountable for:** Cultural Placemaking and Events Team

## Technical requirements/expertise/qualifications

### Essential:

1. Significant in-depth knowledge and experience of working in a complex political, high-profile organisation to at a senior level to manage or supervise the delivery of complex cross-organisational projects.
2. Successful track record leading the development and delivery of complex, politically sensitive strategic programmes and events.
3. Senior commercial experience in negotiating, delivering and maintaining long-term partnerships across multiple assets.
4. Senior management experience and a strong track record of leading multi-disciplinary teams providing professional, strategic advice on events and commercial partnerships.

### Highly Desirable:

5. Successful track record of building and nurturing senior relationships across both the private, public and third sectors.
6. Sound understanding and experience of resource and budget management, including income generation.

## Behavioural Competencies

### **Building and Managing Relationships**

... is developing rapport and working effectively with a diverse range of people, sharing knowledge and skills to deliver shared goals.

#### Level 4

- Identifies and engages a diverse range of influential contacts within stakeholder and community groups, and partner organisations
- Builds alliances to establish mutually beneficial working arrangements, openly sharing knowledge and insights
- Actively challenges and addresses 'silo attitudes' to encourage effective relationship building inside and outside the GLA, LBN and Royal Docks Team
- Understands the complexities of political dynamics and uses this to manage relationships and resolve conflict effectively
- Identifies clear win-win situations with external partners

### **Communicating and Influencing**

... is presenting information and arguments clearly and convincingly so that others see us as credible and articulate, and engage with us.

#### Level 4

- Articulates self with credibility and conviction, encouraging buy-in to corporate position

- Influences the thinking of other organisations, encouraging them to deliver in line with the GLA, LBN and Royal Docks Team
- Ensures that the organisation communicates inclusively with staff and external stakeholders
- Acts as a credible and convincing spokesperson and negotiator for the GLA, LBN and Royal Docks Team
- Instils a corporate commitment to accessible communication

### **Strategic Thinking**

...is using an understanding of the bigger picture to uncover potential challenges and opportunities for the long term and turning these into a compelling vision for action.

#### Level 4

- Develops a positive and compelling vision of London's future potential, demonstrating confidence in the strategic direction of the GLA, LBN and Royal Docks Team
- Translates an understanding of the complex and diverse threats and issues facing London into positive action
- Proactively involves partners in strategic thinking, incorporating their views into plans and working with them to align strategic priorities
- Sets organisational priorities by identifying where time and investment is needed most
- Generates and leads strategic initiatives that reflect the GLA's position as a regional authority and LBN as the Local Authority

### **Decision Making**

...is forming sound, evidence-based judgements, making choices, assessing risks to delivery, and taking accountability for results.

#### Level 4

- Makes difficult decisions for the long-term benefit of the organisation
- Presents and instils confidence in strategic decision-making
- Consults stakeholders early in critical organisation-wide decisions
- Stands by the decisions and actions of the GLA, LBN and Royal Docks Boards
- Accepts and promotes accountability for the GLA and LBN's decision making
- Ensures the organisation balances effective risk management with the need for timely actions

### **Planning and Organising**

... is thinking ahead, managing time, priorities and risk, and developing structured and efficient approaches to deliver work on time and to a high standard.

#### Level 4

- Takes accountability for monitoring delivery of the GLA and LBN's commitments
- Uses quality assurance processes across the organisation as a feedback mechanism to improve performance
- Takes responsibility for ensuring tools and techniques are available for the effective management of programmes
- Realigns GLA and LBN objectives to respond to changing external and internal agendas
- Uses feedback from all sectors as a performance measure for GLA, LBN and Royal Docks Team work

#### **Problem Solving**

...is analysing and interpreting situations from a variety of view points and finding creative workable and timely solutions.

#### Level 4

- Seeks multiple perspectives to understand the breadth and depth of complex issues
- Produces strategies to solve organisation-wide problems, considering the practical and political concerns associated with the implementation of solutions
- Enables the GLA, LBN and Royal Docks Team to continuously improve and innovate in the long term
- Problem solves jointly with others to stimulate innovation
- Turns ambiguous or difficult situations into opportunities

#### **Stakeholder Focus**

... is consulting with, listening to and understanding the needs of those our work impacts and using this knowledge to shape what we do and manage others' expectations.

#### Level 4

- Adapts objectives and the GLA's public facing position based on the context behind stakeholder needs and requests
- Builds the GLA's reputation as an organisation committed to meeting the needs of Londoners
- Manages partner organisations' and Londoners' expectations of the GLA by anticipating and influencing changing priorities
- Instils a culture that encourages GLA staff to think about meeting Londoners' needs first
- Builds the confidence of staff, partner organisations and Londoners by ensuring the GLA delivers quality work

### **Building and Managing Relationships**

... is developing rapport and working effectively with a diverse range of people, sharing knowledge and skills to deliver shared goals.

#### Level 4

- Identifies and engages a diverse range of influential contacts within stakeholder and community groups, and partner organisations
- Builds alliances to establish mutually beneficial working arrangements, openly sharing knowledge and insights
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- Identifies clear win-win situations with external partners

### **Responding to Pressure and Change**

...is being flexible and adapting positively, to sustain performance when the situation changes, workload increase, tensions rise or priorities shift.

#### Level 3

- Clarifies direction and adapts to changing priorities and uncertain times
- Minimises the pressure of change for the directorate, lessening the impact for the team
- Uses change as an opportunity to improve ways of working, encouraging others' buy in
- Keeps staff motivated and engaged during times of changes, promoting the benefits
- Takes ownership for communicating changes, initiatives clearly, ensuring smooth implementation

### **Organisational Awareness**

...is understanding and being sensitive to organisational dynamics, culture and politics across and beyond the GLA and shaping our approach accordingly

#### Level 3

- Uses understanding of differences between the GLA and its partners to improve working relationships
- Helps other understand the GLA and the complex environment in which it operates
- Translates changing political agendas into tangible actions

- Considers the diverse needs of Londoners in formulating GLA objectives
- Helps others understand how the media and external perceptions of the GLA influence work

**Working Patterns**

No unusual work patterns have been identified.

**Reasonable Adjustment**

Reasonable adjustment will be made to working arrangements to accommodate a person with a disability who otherwise would be prevented from undertaking the work.