



JOB DESCRIPTION



Job Title	Head of Enterprise
Department	Guildhall School of Music & Drama
Grade	Grade G
Location	Guildhall School of Music & Drama and Barbican
Responsible to	Vice Principal & Director of Innovation
Responsible for	Enterprise Manager Short Courses Manager Business Growth Officer Employability and Enterprise Coordinator Enterprise Admin Assistant plus two more positions currently in development

Context

The Guildhall School of Music & Drama is one of the world's leading conservatoires and drama schools, offering musicians, actors, stage managers and theatre technicians an inspiring environment in which to develop as artists and professionals.

The Guildhall Innovation team work to enhance the School's offering in terms of Research, Enterprise and Entrepreneurship, Knowledge Exchange and Learning & Teaching initiatives.

Purpose of Post

To be part of the Guildhall Innovation senior management team and as such to support the Vice Principal & Director of Innovation in the overall development of the department and establishing an Innovation function that is respected and recognised internally and within the wider industry (nationally and internationally).

To support and coordinate the development, communication, delivery and review of the strategic plan for the institution working with the Principal and the Executive Team

To lead the Entrepreneurship and Enterprise function within Guildhall Innovation, building an entrepreneurial culture within the institution, and growing external initiatives which distil our expertise and bring value (financial, educational, artistic and reputational) to the institution.

To work closely with the Barbican to maximise business development opportunities and establish promotional channels for arts and education sector-facing initiatives.

Key areas of focus;

- **Workforce development through a growing portfolio of continuing professional development opportunities for the creative industries**, including those, such as mentoring and coaching skills development that support our own workforce development in the Guildhall and Barbican.
- **Research and development in and through the performing arts** – with specific focus on digital technologies (for instance – Video Projection Mapping, VR, AR and backstage technologies)
- **Pathways to knowledge exchange, impact, advocacy**, including international engagement, consultancy and thought leadership events
- **Creative entrepreneurship and enterprise incubation** – developing an ecology of innovation in professional practice through incubating new businesses, business models and sustainable initiatives in the performing arts, including new business units for Guildhall.

Main Duties & Responsibilities

Guildhall Innovation – Leadership Team

1. To be part of the Guildhall Innovation Senior Management Team (with the Vice Principle and Director of Innovation, the Head of Research and the Head of Knowledge Exchange & Senior Research Manager) to provide clear and consistent leadership for the Guildhall Innovation department.
2. As a part of the leadership team, to jointly advise and assist the Vice Principal and Director of Guildhall Innovation in identifying short, medium, and long term strategic objectives and priorities for Guildhall Innovation, providing relevant background data, and consulting with stakeholders and partners as appropriate to support the decision-making processes, ensuring alignment with the strategic aims and objectives of the department and School.
3. Working closely with the Head of Knowledge Exchange & Senior Research Manager, the Head of Research and the Head of Learning and Teaching, to ensure alignment and create synergies between enterprise, knowledge exchange, and research activities. To develop mechanisms to identify potential crossover, translate it into departmental practice, capture it in a procedure format aiming to add value where possible.
4. Maintain knowledge and keep abreast of current and future changes and developments relevant to the sector (including but not limited to policy, political changes, reviews, sector analysis). Review and interpret internal data and management information and, combine it with external environment information, to influence departmental and organisational decision-making processes and improve internal practice.

5. To support the Guildhall School to be a sector-leader for the development of the creative industries/ creative economy, and providing cultural leadership – through knowledge exchange, international engagement, consultancy and thought leadership events (working with other colleagues in Guildhall Innovation).
6. To draft reports on behalf of the department or School for external funders and governing bodies, the School's Senior Management Team, and Board of Governors'. Reports will include departmental business plans and strategies, reports against performance, grant applications and major investment bids.
7. To lead departmental meetings in conjunction or rotation with other senior team members.
8. To work with other managers in the department to ensure consistent management and procedures across the department and providing equal opportunities for development.

Guildhall School Organisational Strategy Development (circa 0.2 FTE)

9. To lead in the development of the Guildhall School's strategic objectives, through discussions with the Executive Team, capturing the objectives, developing KPIs and managing the review process
10. Responsible for ensuring the strategy is formally accepted and signed off by the Executive Directorate and the Board of Governors on a periodical basis; and that it continues to serve the Guildhall School needs and meets City of London requirements.
11. Facilitating, tracking and reporting progress against activities and organisational goals to Executive Team and Board of Governors on a regular basis.
12. Jointly with the Head of External Affairs to ensure that the strategy is communicated to and understood by all staff, including key stakeholders across the organisation; and that it is up to date and available to funders as required.
13. To act as departmental lead for Guildhall Innovation in relation to the School's overall strategic plan and planning cycles.

Head of Enterprise (circa 0.8 FTE)

14. To foster an innovative and entrepreneurial culture within the School, Barbican and across Culture Mile. To act as a catalyst and change-maker within the institution. To work with internal stakeholders/ external partners to identify, plan and implement initiatives which deliver entrepreneurial and enterprise value for the School. Value might be expressed as economic (revenue streams), artistic (programming of events and artistic commissions), educational (from informal learning such as short courses to formal degree programmes and professional development courses), social (activities that deliver wider public benefit to participants or audiences).
15. To build cutting-edge Enterprise activity which distils the distinctive expertise of the Guildhall School, and enables the School to operate as a flourishing, sustainable business - driving creative entrepreneurship and supporting the creative economy.

16. To lead the Enterprise team within Guildhall Innovation, to manage Enterprise staff and to oversee their areas of activity, including setting and delivering on KPIs. To support staff development. To ensure the department is equipped with the right skills, human resources and operating structure to be able to provide an excellent quality of service and artistic/educational content, particularly as the department's activities grow.
17. To incubate and scale-up flagship projects for the School by distilling our expertise for existing and new audiences; for instance launching an executive education scheme, scaling up our video projection mapping service, and building a professional development offer for the creative industries in the UK and target overseas markets Where appropriate working in partnership with strategic partners, including the Barbican and the Culture Mile.
18. To keep up-to-date with key issues and development in the arts and cultural industries, higher education and continuing professional development. To look for new and innovative models (e.g. new models of business, new modes of experiencing/ interacting with the arts, new technologies and digital platforms, and national / international expansion spinning out activity). And to identify next-stage and ambitious ways to scale up (including regional/ international expansion, virtual / blended learning, spin-outs).
19. To grow Guildhall's continued professional development (CPD) offer for the creative industries, addressing skills gaps and sector needs. To build Guildhall's reputation as the 'go to' provider for CPD for those working in the performing
20. To support the implementation of an executive education strand, providing high level executive leadership development for professionals outside of the performing arts (including corporates, healthcare and education sectors; linked to our coaching and mentoring service.
21. To facilitate entrepreneurial skills development, and to support those at the School (Barbican/ Culture Mile) to transform their knowledge and ideas into action through; access to funding, formal and informal training opportunities.
22. To oversee the School's entrepreneur incubation and employability initiatives including the future development of Guildhall Creative Entrepreneurs'.
23. To identify partnerships which add value to our programmes, our expertise and the profile of the School (through activities which promote knowledge exchange, skills development, cost sharing, advancing potential for income generation, expanding potential client base etc.). To give particular focus to identifying partnership opportunities with the Barbican.
24. To ensure mutually effective methods for messaging Barbican and Guildhall activity in these areas – in order to clearly communicate our combined breadth of professional and personal development opportunities.
25. To be responsible for achieving income and net contribution as per the annual budget, and for producing a business plan, identifying and managing income streams from entrepreneurship and enterprise activities.

26. To work closely with School registry and administration staff, aligning proposals to wider School schedules and ensuring enterprise activity adheres to school procedures and processes.

Operations and Finance

27. To develop and maintain departmental procedures which create and maintain efficiency, transparency and consistency. Maintain transparent mechanisms for financial procedures across the department.
28. To comply with the City of London Financial Regulations and properly monitor and report budget outturn positions on a regular basis as required, including alerting the Line Manager and Chamberlains representative of any significant budget variance in a timely manner and taking appropriate corrective action.
29. Create sustainable communications mechanisms within the team and with the School to ensure timely and appropriate information flow, ensuring value is added where possible and reducing duplication of efforts.

General

30. To perform such other duties consistent with the postholder's skills and experience as directed by the Principal and Vice Principal. To undertake any other duties that may reasonably be requested appropriate to the grade
31. To manage relevant information for the School by maintaining accurate records of activities and implementing where necessary.
32. To actively seek to implement the City of London's Occupational Health and Safety Policy in relation to the duties of the post, and at all times give due regard to the health and safety of both themselves and others when carrying out their duties.
33. To actively seek to implement the City of London's Equal Opportunity Policy and the objective to promote equality of opportunity in relation to the duties of the post.



PERSON SPECIFICATION



Job Title	Head of Enterprise
Department	Enterprise and Research – Guildhall Innovation
Grade	G
Trent Position Number	19G0154/002

Please find below the qualifications, experience and technical skills required to undertake this post. Each criterion will be assessed at application (A), interview (I) or test (T) as indicated below.

Professional Qualifications / Relevant Education & Training

- Educated to degree level in the arts or creative industries (specialism in the creative economy, entrepreneurship or innovation desirable) (A),
- Thorough knowledge of entrepreneurship and innovation, current commercial trends, branding and merchandising and ability to effectively apply it in practice (A), (I)
- A thorough understanding of the Higher Education sector and creative industries (I).
- An in-depth understanding of the Arts and Culture sector and the business opportunities associated with this (I)
- A strong understanding of digital media and technology, its processes, industries and potential revenue streams (I)
- Highly commercial with strong business acumen (A), (I)
- Knowledge of principles of good financial management, with understanding of budgets and financial data (I)
- Excellent IT Skills with the ability to use MS Office and databases (A)

Experience Required, including Budget Holding Experience (if appropriate)

- Experience of leading an entrepreneurship and enterprise function in an arts or arts related context (A), (I)
- Experience of leading a team/department. Able to demonstrate successful team or departmental growth while in a leadership position. Proven ability of managing people related processes.(I)
- Experience of incubating new businesses or initiatives through the process from idea stage to established business unit, start-up or spin out. (I)
- Proven strategic planning skills – experience of developing, delivering and reviewing a strategy (departmental to organisational level) (I)
- Experience of implementing change at institutional level through the implementation of new initiatives, business units or ways of working. (A), (I)
- Experience of managing projects, including monitoring, evaluating and making decisions around next stage development (including upscale investment and de-investment of projects) (A), (I)
- Proven track record of successfully delivering on financial targets and other KPIs (I)
- Experience of managing budgets and writing/ implementing/ monitoring and reporting against business plans (I)
- Experience of presenting to senior management teams, Boards, external stakeholders and funders. (I)
- Experience of leading negotiations and influencing key decisions at a senior level, including proven experience of change management at institutional level.(I)
- Experience of writing complex board and management reports. (A), (I)
- Experience of leading enterprise related activity for a wide range of audiences, including B to C (business to customer) and B to B (business to business). (I)
- Experience of writing for a broad range of audiences - e.g. high value pitch proposals, funding bids and marketing copy. (I)
 - Excellent planning, organisational and administrative skills with ability to deliver multiple projects in a timely and efficient manner(A), (I)
 - Proven experience of negotiation e.g. projects, budgets, applications for funding (A), (I)

Other Relevant Information eg. working hours or desirables (only if applicable)

- The post holder will be required to travel throughout London and occasionally to the rest of the UK or overseas.
- Experience of working in a performing arts environment is desirable.

Recruitment – Note to Applicants

The qualifications, experience and technical skills will be used in the decision making process for recruitment. Please give examples of how you have exhibited these behaviours in your previous role(s). It is essential you address the criterion marked as (A) on your application form in the section for supporting information. Be as specific as possible, we cannot guess or make assumptions, but will assess your application solely on the information provided. Try to provide evidence, by examples, where possible, of skills, knowledge and experience contained in this person specification.



Summary of Terms and Conditions of Employment



Job title: Head of Enterprise

Department: Guildhall School of Music & Drama

This summary is given as a guide and is not intended to form part of an individual's contract of employment.

Salary

The salary range for this job is £55,430 - £63,330 p.a. inclusive of London Weighting depending on experience/performance. This figure will be reviewed annually from 1 July in line with the pay award for other salaried staff within the City of London Corporation.

New appointees will normally be placed on the bottom of the pay scale.

Contract

The job is offered on a 12 month fixed term basis to cover a period of maternity leave for the permanent post holder.

Hours of Work

Normal office hours are 35 hours per week, excluding lunch breaks, 9.00am -5.00pm, Monday to Friday but the postholder shall be expected to work the hours necessary to carry out the duties of the position.

Frequency and Method of Payment

This is a monthly paid appointment and salaries are credited to a Bank or Building Society Account on the 11th of each month.

Annual Leave

There is a minimum entitlement of 28 days annual holiday plus Bank Holidays. There are subsequent increases to entitlement to annual holiday according to length of service.

Sickness Absence and Pay

The City of London Corporation has a comprehensive Occupational Sick Pay scheme, details of which can be found in the Employee Handbook which will be made available to you upon commencement.

Pension

You will automatically be admitted to the City of London Corporation's Pension Scheme if you have a contract of employment for more than 3 months. Employees contribute between 5.5 and 12.5% of their pensionable pay to the scheme, depending on salary. If you do not wish to join the Scheme you must make a formal declaration stating you wish to opt out. You may contact the Pensions Office directly should you have any queries relating to the Local Government Pension scheme and your entitlements under this scheme.

Continuous Service

If you join the City of London Corporation without a break in service (subject to certain exceptions) from another body covered by the Redundancy Payments (Local Government) (Modification) Order 1999, your service with that institution will count for the purpose of continuous service. The amount of continuous service which you have will affect your entitlement to certain contractual benefits; for example, annual leave, sick leave and maternity leave. A full explanation of Continuous Service is contained within the Employee Handbook.

Probationary Period

You will be employed initially on a six month probationary period. Should either party wish to terminate the employment during this period, then one week's notice will be required on either side, except for summary termination for gross misconduct.

Notice Period

Two months by either party after satisfactory completion of probationary period.

Learning and Employee Development

The City of London provides for financial support and time off for staff to study for appropriate qualifications which relate to their duties or undertaking professional skills update training. There is also an in house programme covering more general training needs.

Employee Volunteering Programme

Through its partnership and regeneration work, the City of London aims to contribute to the social and economic regeneration of the seven boroughs bordering the City: Camden, Hackney, Islington, Lambeth, Tower Hamlets and Westminster. These boroughs contain some of the most deprived neighbourhoods in the country.

The Employee Volunteering Programme, established in 2002 allows staff to volunteer their time, skills, knowledge and expertise to benefit local residents whilst developing their own professional skills. All staff are given the opportunity, subject to line management agreement, to take 2 days of volunteering leave per year to enable them to do this.



The Guildhall School of Music & Drama

Selected as one of the top ten institutions for performing arts in the world (QS World University Rankings 2016) and the top-rated conservatoire in the Guardian University Guide 2017 league table for Music, the Guildhall School is one of the world's leading conservatoires and drama schools, offering inspiring undergraduate and postgraduate training in the performing arts. A thriving Junior Guildhall, the recent addition of the Centre for Young Musicians, a Creative Learning outreach division and a range of summer schools and short courses further complement the outstanding opportunities available.

Since its founding in 1880, the Guildhall School has stood as a vibrant showcase of the City of London Corporation's commitment to education and the arts. Situated in the heart of the City, the School moved to its present premises in the Barbican in 1977, solidifying a unique performance and learning partnership with Europe's largest arts and conference venue, the Barbican Centre, and its resident orchestra, the world-class London Symphony Orchestra. The School has also developed partnerships with three other key organisations - the BBC Symphony Orchestra, the Royal Opera House and the Academy of Ancient Music - organisations that contribute significantly to our programmes of study and provide Guildhall students with many exciting opportunities.

The reputation of the teaching and increasingly the research across all the disciplines in the School is unrivalled. Students experience working in a professional context to professional standards, drawing on a pool of outstanding world-renowned artists who work with us as directors, conductors, coaches and tutors. Our graduates consistently succeed at the highest levels of their chosen profession.

The School has just over 900 students on its roll call, approximately 750 of whom are Music students and 180 in Acting and Technical Theatre. We welcome applications from across the globe: in any given year, about 40% of our students are from outside the UK, typically representing over 50 nationalities. And we enrol students from all backgrounds, offering over £2 million in scholarships each year.

In autumn 2013, the most significant investment in the Guildhall School for 36 years was unveiled: the £90 million redevelopment of our neighbouring Milton Court site. This state-of-the-art building, an addition to our existing Silk Street facilities, houses three new performance spaces: a world-class concert hall (608 seats), theatre (223 seats) and studio theatre (up to 128 seats), as well as high quality teaching and administration spaces. With the opening of Milton Court, the Guildhall School's facilities at long last match the outstanding quality of our training and the success of our graduates.