



Position Description

Position Title	Head of Creative Activities
Position Number	3794
Division	Community Strengthening
Department	Arts , Events & Libraries
Team	Creative Activities
Position Status	Full Time
Classification	Band 8
Position Reports to	Manager Arts, Events & Libraries
Position Supervises	Coordinator Community Arts & Culture Coordinator Arts Programming Coordinator Venue Hire Visual Arts Coordinator Coordinator Development & Marketing
Date Reviewed	August 2024

Department Mission Statement

The Arts, Events and Libraries Department at the City of Kingston is focused on the delivery of industry leading contemporary programs, activities, and events. Through innovation and continuous improvement, the department strives to provide high quality learning, recreational, social, and cultural outcomes for our community.

Position Objective

The Head of Creative Activities is a pivotal strategic leadership role tasked with the complex integration and advancement of Council's multifaceted Arts and Culture portfolio. This position demands the orchestration of a sophisticated creative ecosystem that intricately balances the expansion of community-centric cultural programs with the execution of a compelling commercial arts and performance strategy. By expertly aligning expansive public art initiatives and diverse performing arts venues with the broader organisational strategic vision, the Head of Creative Activities cultivates an environment conducive to cutting-edge professional development and capacity building for creative sector practitioners. The role encompasses the strategic management of arts development teams across traditional venues and visual, cultural, and collection management domains, ensuring comprehensive oversight and innovation. This is underpinned by the future development of a unified marketing strategy that combines these diverse areas, leveraging nuanced stakeholder collaboration to deliver transformative cultural and traditional arts outcomes.

Key Responsibilities

1. Provision of Creative Activities

- Provide strategic leadership to all portfolio coordinators ensuring an integrated and cohesive delivery of the Creative Activities portfolio.
- Apply creative industry knowledge, expertise and judgements to situations and opportunities to meet community needs and aspirations.

- Maintain a broad knowledge of current industry trends and developments. Monitor creative sector content, programs, projects and practice, directing and facilitating change where necessary.
- Design and drive large-scale, community-based arts programs that activate public spaces, fostering deep cultural engagement and long-term community impact.
- Forge and sustain high-level partnerships with local artists, cultural organisations, and educational institutions to advance innovative cultural development initiatives.
- Conceptualise and lead major workshops, festivals, and events that celebrate cultural diversity, drive public engagement, and enhance the city's cultural profile.

2. Operational Systems

- Ensure operational systems, processes, policies, procedures, and guidelines support a high level of service provision.
- Establish and maintain frameworks and approaches to ensure compliance with Council strategy, policy and operational requirements.
- Develop and maintain service policies, procedures, and guidelines, ensuring they are updated to reflect changes in the service, sector or organisational context.
- Manage and advise on comprehensive arts marketing strategies to promote internal events, leveraging cutting-edge digital platforms and traditional media to maximise reach and impact.
- Establish and oversee robust project management frameworks for the delivery of large-scale public art installations and community art initiatives, ensuring alignment with strategic objectives and timely delivery.
- Create evaluation models to assess the long-term impact of external programs on cultural development and community engagement.

3. Financial Performance

- Identify options and opportunities to improve financial performance. In consultation with the Manager Arts, Events & Libraries, evaluate options and implement improvements.
- Prepare an annual budget for the service in consultation with the Manager Arts, Events & Libraries, within the existing processes, parameters, and timelines established by Council.
- Manage financial performance for all arts programs and works, ensuring high profitability and cost-effectiveness through advanced budget management and financial analysis.
- Explore and secure diverse revenue streams through ticket sales, sponsorships, and ancillary revenue sources associated with internal arts activities.
- Strategically identify and acquire funding where possible for major community arts initiatives through high-level grants, strategic partnerships, and sponsorships, aligning with overarching cultural and organisational goals to maximise their effectiveness and long-term viability.
- Monitor and critically assess financial outcomes of external projects, ensuring they meet both budgetary constraints and strategic expectations.

4. Leadership

- Effectively navigate and manage issues and opportunities to improve Creative Activities practice within the Creative Activities team and across the organisation.
- Ensure staff at all levels are accountable for their contribution to meeting standards.

- Provide visionary and effective leadership to a diverse team of government and arts professionals, driving innovation and excellence in program development and delivery.
- Mentor, manage and develop staff in leadership, arts marketing, and audience engagement, ensuring alignment with high strategic standards and fostering a culture of professional growth.
- Lead and inspire teams responsible for large-scale community engagement and cultural development projects, promoting a collaborative and high-performance work environment.
- Champion a strategic vision for cultural enrichment and community activation, motivating teams to achieve ambitious long-term objectives.

5. Relationship Management

- Develop relationships to achieve alignment and connection between the Creative Activities Team, Production and Operations Team, the wider department, the Council, industry and community.
- Identify and explore ways to improve internal working relationships to achieve mutual outcomes aligned with organisationally and department strategies.
- Develop and nurture strategic relationships with leading performers, producers, and arts organisations to enhance programming and secure high-profile partnerships.
- Engage with key internal stakeholders to ensure alignment of arts activities with organisational priorities and broader community goals.
- Build and sustain strategic partnerships with external cultural organisations, government entities, and community groups to drive high-impact cultural initiatives.
- Facilitate and manage relationships with community and organisational advisory groups to ensure public art projects and cultural programs resonate with and reflect community needs and aspirations.
- Forge and manage partnerships with artists, cultural institutions, and urban planners and other stakeholders to integrate art into public and private developments, while advocating for supportive policies and developing guidelines to ensure high standards and reflect local culture and values.

The level of responsibility and nature of the role requires that there may be occasional work-related contact outside of hours. This may, for example include attendance at meetings or events outside of working hours. In addition, this may, for example be in relation to resolving an urgent matter. Council does not however expect that the employee would always be available to respond to these urgent calls

Position Requirements

1. Accountability and Extent of Authority

The incumbent is financially responsible and accountable for:

- NIL or In line with Council delegations

The incumbent has delegated authority for:

- NIL or In line with Council delegations

The incumbent is responsible and accountable for:

- The development of policies and strategic plans which may have a substantial impact on the organisation and the community. Strategies and plans are developed by the Head of Creative Activities, with standard governance processes in place to adopt them.

- Communication and engagement with the community and key stakeholders in relation to strategic advice, development, implementation and evaluation of Council policy, including interpreting policy options and the ability to assess implications of current and new policy options.
- The effectiveness of processes and systems designed and implemented, ensuring the highest possible standards of customer service across the team.
- Authority to apply for and manage funding agreements for grants for final authorisation by the Manager/GM or CEO.
- Maintaining comprehensive accountability for public art projects and large-scale community programs, ensuring transparency, governance adherence, and strategic alignment.

2. Judgment and Decision Making

The incumbent is accountable for:

- Providing specialist advice to the Manager and other stakeholders based on expertise, knowledge and demonstrating well developed strategic, conceptual and analytical thinking skills and methodologies.
- Resolution of problems which require analytic reasoning and integration of wide-ranging and complex information. High level of independence in determining direction and approach to issues.
- Development, management and evaluation of community programs and projects.
- Making strategic decisions regarding program development, financial management, and marketing to enhance internal performance and impact.
- Assessing and managing risks associated with delivering high-profile arts and cultural programs and projects, adapting strategies to ensure sustained success.
- Evaluating long-term cultural trends, community needs, and stakeholder feedback to inform the development of public art and cultural initiatives.

3. Specialist Knowledge and Skills

The following knowledge and skills are required to be utilised:

- Champion strong creative outcomes that support the development of and Council's connection to the local creative industry
- Extensive knowledge across the full scope of Creative Activities management in a large and complex environment, including venue hire and programming, visual and integrated public art, collection management, cultural activation, and contracts management.
- Excellent understanding of and ability to apply sound business principles in a Creative Activities environment.
- Advanced research method skills to establish solutions to new opportunities and challenges.
- Experience and knowledge of embedding community voice into policy and program development.
- Ability to develop social capital within the City of Kingston through the Creative Activities program.
- Sound knowledge of budget management and financial procedures. Demonstrate advanced expertise in performing arts management, including strategic venue operations, programming, and audience engagement.

- Exhibit comprehensive understanding of cultural development principles, community engagement practices, and public art management.
- Apply expert knowledge of visual art project management, including curation, collection inventorying, and long-term conservation practices.

4. Management Skills

The following management skills are required to be utilised:

- Demonstrate a collaborative approach to lead and manage your team, prioritising a complex workload by setting priorities and planning/organising your own work and that of your team, despite conflicting pressures.
- Demonstrate strategic leadership, coaching and management skills team, including an ability to develop personal development plans and identifying training needs, including self-development, and engaging with 360degree feedback mechanisms.
- An ability to lead by example to promote equality, diversity, and safety in working practices by developing and maintaining positive working relationships and the capability to implement Council's policies.
- Coach and guide the Creative Activities team to employ advanced project management methodologies to deliver high-calibre programs and events, aligning with strategic goals.
- Develop and facilitate with the Creative Activities team the execution of long-term strategic plans for community arts initiatives, ensuring alignment with organisational priorities and community needs.
- Coordinate cross-functional teams to manage large-scale public art projects and cultural programs, ensuring successful delivery and impact.

5. Interpersonal Skills

The following interpersonal skills are required to be demonstrated:

- Enable an environment that fosters strong collaboration across the Creative Activities Team, the broader organisation and the wider Kingston Community.
- High level capacity to build relationships with staff across the organisation to facilitate teamwork and to achieve cooperative outcomes. The ability to persuade, convince or negotiate with clients both internally or externally, including gaining cooperation in improving systems and processes for the benefit of the community.
- Excellent problem solving and communication skills with the ability to translate complex information for a range of audiences.
- Communicate strategically with artists, performers, and team members to foster a collaborative and innovative environment.
- Negotiate and resolve complex conflicts related to internal program delivery, maintaining positive and productive working relationships.
- Engage effectively with community members, external stakeholders, and partners to build robust support for public art projects and cultural initiatives. This includes political acumen and confidence to relate confidently and constructively with senior members of Council, government departments and community representatives.

- Inspire and lead others to contribute to a vibrant, inclusive, and forward-thinking arts and culture community.

6. Qualifications and Experience

The following qualifications and experience are required for the position:

- Tertiary qualifications in a relevant discipline such as arts, or community/cultural development
- A post graduate qualification in management, community engagement, project management or other relevant discipline is desirable.
- Extensive experience in senior strategic arts management roles, with a proven record in both high-impact venue programming and large-scale external cultural development such as visual art, integrated art, cultural development, and collection management.
- Experience in strategy development, particularly pertaining to qualitative and quantitative data analysis, outcome delivery and action planning.
- Demonstrated expertise in managing substantial teams and multi-million-dollar budgets within a complex government environment.

Shared Organisational Responsibilities

Kingston City Council (Council) has the following expectations of all employees:

Values and Behaviours	<p>The City of Kingston has four organisational values which guide behaviours and decision-making. It is through this framework, that high quality services are delivered to employees and the community. Employees have an important role to play in upholding Kingston's ethics and values, including the Code of Conduct. Kingston's Values are:</p> <ul style="list-style-type: none"> • We make a difference • We show care and respect • We take pride in our work • We are better together
Safe Workplace Actions	<p>The responsibilities of this position are completed in line with organisational Occupational Health and Safety (OH&S) policies and procedures. The incumbent will display and promote safe actions in the workplace at all times.</p>
Policies and Procedures	<p>The responsibilities of this position are completed in line with all council policies related to the position.</p>
Legislative Framework	<p>The responsibilities of this position are completed in line with the relevant legislative framework of the position's department.</p>
Equal Opportunity and Child Safe Standards	<p>The City of Kingston is an equal opportunity and child safe employer. The City of Kingston values the diversity of lived experience, abilities, backgrounds, and identities and is committed to creating a workplace</p>

	<p>where all employees feel safe, supported, and connected to perform at their best.</p> <p>We value the diversity of lived experience and the positive impact this can have on outcomes for the Kingston community. We value employees from all backgrounds, identities, and experiences such as; Aboriginal and/or Torres Strait Islander peoples, Women, those identifies as part of LGBTIQ+ communities, culturally and linguistically diverse persons and persons with a disability.</p>
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Prerequisites

- Valid Right to Work in Australia
- Undertake and maintain a current National Criminal Records Check
- Hold and maintain a Working with Children Check
- Pre-employment Health Declaration

International Police Checks

Any applicant who has resided in an overseas country for 12 months or more in the last ten years will be required to provide a police check from the country they resided in. Some countries will not release information regarding an individual for personal or third-party purposes. Where police records checks cannot be made, the applicant will be required to provide contact details for at least two individuals who personally knew them while they were residing in the other country, to enable Kingston City Council to conduct referee checks. This additional requirement primarily applies to positions in Council’s Aged & Disability Services, Health & Local Laws and Social & Community Services.

Inherent Requirements

Category B – Desk based / General administration role - This role has been assessed as a low-level manual handling and low risk role. It requires each applicant to complete the Health Declaration form.

Council will make reasonable adjustments to support people in their work environment wherever reasonably practicable.

Applicants should declare any requirements via the Health Declaration form.

Variation to conditions of employment

These conditions of employment, your duties and your location may be varied by Council during the term of your employment.