

DIRECTOR ARTS **PAKISTAN**

JANUARY 2020

Role Information

Role	Pay Band	Location	Duration	Reports to:
Director Arts	Pay band 8	Islamabad, Lahore or Karachi	Indefinite	Area Director Punjab

Role purpose

To provide leadership of the Pakistan Arts team and to support the strategic development of the British Council's Arts programme in Pakistan. Working as a member of the British Council Pakistan's Senior Leadership team and as a senior member of the Regional and Global Arts team, this role will develop, deliver and evaluate the Arts strategy and programmes for Pakistan, which contributes to the British Council's Cultural Relations mission. The Director Arts will lead a team of country Arts staff to ensure high quality delivery of programmes which are linked to agreed priorities, with a focus on impact and sustainability of the portfolio.

About us

The British Council is the UK's international organisation for cultural relations and educational opportunities. We create friendly knowledge and understanding between the people of the UK and other countries. We do this by making a positive contribution to the UK and the countries we work with – changing lives by creating opportunities, building connections and engendering trust. We work with over 100 countries across the world in the fields of arts and culture, English language, education and civil society. Each year we reach over 20 million people face-to-face and more than 500 million people online, via broadcasts and publications. Founded in 1934, we are a UK charity governed by Royal Charter and a UK public body.

Geopolitical/SBU/Function overview:

Pakistan is one of the UK's strategic priorities and is a key operation for the British Council. Pakistan is a middle income country with a fast growing and increasingly more youthful population of around 200 million. It is a complex socio-political environment with severe challenges and inequalities in access to services (e.g. education) and infrastructure. Pakistan oversaw the first successful democratic handover of power in 2013 and a second one in 2018. Despite this the civil-military relationship remains complex - as are the regional relationships with India, Afghanistan and Iran, and the ever expansive role of China.

The British Council offer has grown significantly in the last few years. We deliver a blend of large scale and high impact exams and programmes work – including FCR projects. The British Council has close to 300 staff working in Pakistan with teams based in Islamabad, Lahore and Karachi. The Islamabad office is co-located with the British High Commission, and the Karachi office with the British Deputy High Commission. The Lahore office is a stand-alone site managed by the British Council. Pakistan is a social enterprise model with the surplus from exams being re-invested in Pakistan. This has created a unique space for the British Council to build extensive partnerships between the UK and Pakistan. Alongside expansion of our exams and programmes work throughout Pakistan. The very well-received opening of our modern library/convening spaces are a clear statement of our intent to better engage with our audiences in Pakistan and are at the forefront of the wider outreach strategy called 'Moving Beyond Walls' which underpins this ambition.

We are now moving to the next stage of development and this means getting even greater leverage, impact and scale from our work. Aside from opportunities to build on our work with young people through schools, universities and civil society we will be expanding our arts presence, our work in English and our engagement through physical and digital libraries.

English and Exams

- The English programme is expected to work with over 150,000 teachers in Punjab to upscale English language skills using innovative approaches including blended learning. We have recently increased our investment in teacher training for English in Khyber Pakhtunkhwa and are now scoping a similar programme for Sindh. Research into possible large scale teaching offers will begin shortly.

- The Exams team delivers high impact, high volume and high quality schools, professional and IELTS exams. Pakistan delivers the largest exams surplus in the region and there are significant opportunities for expansion through innovative practice. Currently over 400,000 qualifications are taken through the British Council every year.

Education and Society

- The Education team maintains excellent partnerships with Provincial education departments and the Higher Education Commission which enables us to work extensively with the Schools and HE sector in Punjab. Our work includes policy development, training and professional development of senior academic staff and teachers, and the delivery of our large scale schools offer throughout the province.

- In society the Active Citizens network of young people provides national reach and supports the delivery of large scale child enrolment programmes to get nearly 200,000 children into school across Pakistan, whilst our work with young parliamentarians and parliamentary associates is being rolled out nationally and provides excellent opportunities to work with emerging leaders in Punjab.

Arts

- Our Pakistan **Arts team** works with stakeholders across artforms within Pakistan, connects with the UK cultural sector to open up opportunities and collaborations. We believe arts and culture are vital to prosperous, secure societies, and that facilitating cultural connections between Pakistan and the UK can strengthen experience and the sector's resilience. Our work in Pakistan includes working with culture for gender equality through our Women of the World Festivals, exploring cultural heritage with young people in the programme Our Shared Cultural Heritage which connects with UK Cities Manchester and Glasgow, and programmes offering Pakistani artists, UK showcasing opportunities via the programme Transforming Narratives taking place in Birmingham.

Research

- The establishment of our Research Evaluation and Monitoring Unit (REMU) has provided us with a credible thought leadership platform in Pakistan. Beyond the production of high quality research, the next stage will be to focus on evidence led policy and programme development ensuring that all activity has clear and agreed methodologies, robust data and adopts best practice to ensure we deliver impact.

Libraries

- Our physical and digital libraries will continue to grow – attracting thousands of members, and engaging many more through its blend of physical and virtual experiences and world class content which showcases the best of the UK.

Main opportunities/challenges for this role:

- The post-holder will be excellently networked within the Pakistan Arts sector, and will use these relationships and expertise to fully connect the Arts sector in Pakistan with the relevant UK counterparts, working closely with our UK Arts Advisors to achieve ambitious partnerships and curatorial excellence.
- To design a strategy and deliver a programme portfolio in Pakistan which is delivered through collaboration between the creative sectors in the UK and Pakistan, creating links and helping both to develop and prosper.
- A primary role for this post holder is to lead and develop the Pakistan Arts team ensuring that ambition, operational standards are high, and that staff are supported in their own learning to grow and develop. Important to the success of this role will be building internal relationships

across the organisation in the country, region and UK Arts teams.

- The post-holder will take accountability for the operational of the Arts team, ensuring resourcing, reporting, compliance and sound financial management of grant funds within the frameworks of British Council guidelines.
- This role is a senior member of the regional Arts team and will support Director Arts, South Asia, to raise the profile of our work in the region and the UK

Main Accountabilities:

KEY RESPONSIBILITIES

Leadership

- As a member of the Senior Leadership Team in Pakistan engage with corporate and country initiatives, as well as representing Arts within discussions and decision making.
- Leads the Arts Pakistan team to ensure quality of delivery and programmes which contribute to the organisations cultural relations priorities.
- Works collaboratively with the Regional Arts Director and the South Asia Arts team, to ensure that the Arts work in Pakistan connects with regional arts initiatives and that programmes and processes align with central Cultural Engagement direction
- To ensure that the Pakistan Arts team play active roles as members of Regional Arts team sharing best practice and working cohesively with colleagues in region, UK Arts and globally for regional and country programmes
- As a senior member of the Arts team, the post holder performs leadership roles as part of both the country and regional teams.

Strategy

- Leads on the development, implementation and evaluation of the arts elements of the Pakistan country strategy, speaking to the regional and global arts strategy whilst feeding into the new overall company strategy. Informed by the opportunities to further connect Pakistan and the UK through Arts and building on the strength of the team's portfolio.
- Identify opportunities for collaborating with the Pakistan British Council libraries in Lahore and Karachi and where appropriate the national digital libraries offer, to enhance the libraries offer whilst ensuring cohesive engaging programming of high quality which contributes to the impact of arts and the arts global strategy and adheres to signed off arts project management systems, tools and reporting.
- Identify opportunities for harnessing the strength of English, education, youth and skills work in Pakistan, and the regional and global arts team within the arts strategy
- Contributes towards the development of regional, country and global strategies as appropriate.

Programme Portfolio Management

- Use professional sector knowledge to inform BC colleagues and UK external partners on the Pakistani cultural landscape and provide insight into shaping our programmes, upholding artistic excellence and quality of output
- Develop and maintain an on-going pipeline of potential activity, working with colleagues globally and in the UK, that supports the agreed strategy, and implements delivery against opportunities to work collaboratively with our libraries and Research Evaluation and Monitoring Unit (REMU).
- Oversees and ensures collaborative contribution and working with regional and global programmes, including DICE (Developing Inclusive and Creative Economies), Transforming Narratives, Our Shared Cultural Heritage, Women of the Word, and Disability Arts South Asia
- Feeds into programmes throughout their lifecycle to enhance programmes, and ensure and enhance impact and quality of delivery.
- Reviews programmes regularly for sustainability and opportunities to widen impact and reach.
- From the pipeline of activity, works with the Head of Arts to develop detailed project plans for projects with potential to move into delivery using signed off regional and country processes

including Programme Based Planning, to ensure project risk management, sign off, and that targeted outcomes, KPIs are achieved

- To ensure robust monitoring and evaluation is implemented in line with global arts practice for all programmes and projects to a high standard working with the team to achieve this. Analysis and balance ongoing audience feedback and adapt projects as required, and deliver effective end of project evaluation
- Ensure implementation of programmes by the arts team to agreed plans through the effective use of a range of global, regional arts and country project management systems and tools for implementation and reporting.
- Where appropriate take the lead on a limited number of region-wide programmes or leadership of theme areas as agreed

Risk & Compliance

- Ensures projects and programmes are delivered in line with British Council quality standards and Project Management methodologies, including adherence to all process, policy and procedures, governance requirements, communication procedures and are operationally compliant.
- Uses specialist experience to identify project and programme issues, challenges/ risks, and potential solutions or improved ways of working to address them, escalating where necessary and feeding into programme, team risk logs and British Council system reporting on agreed programmes.

Commercial, Financial & Resource Management

- Ensure rigorous financial management processes are in place across the arts teams and that finances are managed to British Council agreed standards
- Using agreed British Council systems and processes, ensures monthly and year-end reporting on income and expenditure, profitability and risk, ensuring adherence to policy and guidance.
- Feeds into resource and financial planning for Pakistan Arts at regional level.

Partnership Building and Stakeholder Management

- Ensure that the arts team in Pakistan develops and maintains wide networks with the arts and creative sector across Pakistan, and uses these networks to broker new relationships with the UK in support of their development and our strategy
- Within the strategy identify existing and potential new sources of funding, including potential for co-creation of projects with partners and bids to external funders working with Business development colleagues
- Works collaboratively with Head of Arts and relevant British Council Pakistan colleagues for management and development of identified key stakeholders including at institutional, government and policy level, in addition to senior relationships within the arts and creative sectors to nurture significant new partnerships with the UK that support their development and our strategy
- Work with relevant colleagues to ensure efficient stakeholder management of Pakistan Arts stakeholders including when working with other business areas, and regional and global programmes.

People Management

- Lead the arts team across the whole of Pakistan to design and deliver the agreed strategy, based on their professional expertise, networks with the sector, and collaboration with colleagues in the UK.
- Support the team in their on-going professional development
- Manage team performance in line with British Council's performance management procedures
- Oversee the recruitment of team changes or new project posts
- Ensure that the Pakistan Arts team is working to an optimal level with related project staff/ teams based in other locations to maximise dispersed team working and matrix management.

Marketing and Communications

- Ensure effective marketing and communication of projects and programmes internally and externally through working closely with country, regional and global marketing and communications teams

- Ensures effective internal communications with colleagues in British Council Pakistan, Regional and global arts to promote working and share best practice and collaborative working.
- Developing a strong digital strategy embedded in all programmes that maximises reach and impact.
- Work closely and confidently with marcomms teams in country region and UK Arts/ Cultural Engagement to give direction to ensure Arts communications are relevant and attractive to Arts-specific audiences

Key Relationships:

Internal

- Pakistan Senior Leadership Team
- Director and Deputy Director Pakistan
- Director Arts South Asia region and other regional Arts colleagues Area Directors Pakistan
- UK Art Form Advisors
- UK-based project leads for regional or global programmes including: Our Shared Cultural Heritage, Transforming Narratives, Disability Arts and DICE and Heads of English, Education and Society in Pakistan
- Local Business Development teams
- Local, regional and UK Arts/ Cultural Engagement Marketing & Communications teams
- Local and regional HR, Finance and Procurement teams

External

- External stakeholders in the arts, government and civil society in Pakistan and the UK

Role Requirements:

Threshold requirements:		Assessment stage
Passport requirements/ Right to work in country	Right to work in Pakistan Frequent travel expected. Security vetting and criminal checks may be applied before appointment	Shortlisting
Direct contact or managing staff working with children?	No The British Council is committed to a policy of equal opportunity and is keen to reflect the diversity of Pakistani society at every level within the organization. We welcome applications from all sections of the community. In line with the British Council's Child Protection policy, any appointment is contingent on thorough checks. In Pakistan, and in other countries where appropriate systems exist, these include criminal records checks.	N/A
Person Specification:		
Language requirements		
Minimum / essential	Desirable	Assessment Stage

<ul style="list-style-type: none"> English Language at Advanced Level Urdu language at Intermediate Level 	Urdu language at Intermediate Level	Shortlisting & Interview
Role Specific Knowledge & Experience		
<ul style="list-style-type: none"> Significant specialist knowledge of the Pakistan and or UK arts sector and up-to-date network of contacts in the arts, creative industries, with an understanding of practice, policy and partnerships. Strong skills and experience of leading large scale Cultural projects & including partnership building, raising funds, managing, risk and Monitoring and Evaluation Excellent communication skill both verbal and written Team leadership Senior professional experience in the creative sector in Pakistan or elsewhere at leadership level 14-16 years of education 	<p>Desirable</p> <ul style="list-style-type: none"> Knowledge and experience of leading large scale programmes in a cultural relations and/or international development context and sector leadership 	<p>Assessment Stage</p> <p>Shortlisting & Interview</p>
British Council Core Skills		Assessment Stage
<p>Managing projects Level 5: Assures project standards Develops and ensures the implementation of high quality projects management disciplines across functions, teams and business areas.</p> <p>Communicating and Influencing Level 5: Influences at the highest level Influences and manages relationships at the highest levels to build mutual understanding, shapes perceptions of the British Council and creates positive change over the medium term.</p> <p>Managing People Level 5 Leads a major business unit or function, setting its structure and processes, defining future workforce requirements, promoting diversity in the workplace and reshaping the workforce to meet need.</p> <p>Managing accounts and partnerships Level 5: Shapes strategic relationships. Sets overall direction for the formation and management of strategic relationships, collaborations and contracts with stakeholder, customers and partners in a significant market.</p> <p>Developing business Level 4: Leads business development Able to plan and deliver business development activities for a major and/or new market category which is significant for the British Council.</p> <p>Planning and organising Level 4: Plans for the longer term Shapes forward plans for 3-5 years ahead for a major unit or multiple units, taking account of British Council strategy and the need to manage contingencies, risks and impact.</p>		Shortlisting AND Interview

British Council Behaviours		Assessment Stage
<p><i>Creating shared purpose (most demanding):</i> Creating energy and clarity so that people want to work purposefully together</p> <p><i>Connecting with others (most demanding):</i> Building trust and understanding with people who have very different views</p> <p><i>Working together (most demanding):</i> Creating the environment in which others who have different aims can work together</p> <p><i>Shaping the future (most demanding):</i> Changing the nature of what we do and the benefits we gain by thinking and planning with creativity</p>		Interview
Prepared by:	Date:	
Chantal Harrison-Lee	07 January 2020	