

G JAMES GOUGH

An experienced cultural strategist with a mix of organisational leadership, marketing and audience development, producing, public engagement, facilitation, research and finance experience gained working in the subsidised arts, commercial, and local authority sectors. Specialist experience in strategic planning, organisational change and public engagement projects delivering work at both a regional and national level.

RECENT ACHIEVEMENTS

- Joint programme lead for HOME Slough Reset. Supporting this Creative People and Places programme as it transitions to a new round of funding. Responsible for updating governance procedures, managing budgets and reporting to ACE, developing new delivery programme and new staffing structures.
- 2020 Lead consultant on the writing of the ten-year Medway Cultural Strategy and setting up of the innovative cultural consortium strategy delivery model, Creative Medway. Working with local authority, Arts Council England, NPOs, local artists, community groups and Local Economic Partnership.
- Devised and implemented the community engagement plan for £1.2m Chatham Intra's High Street Heritage Action Zone, bringing together, residents, local community and arts groups, local businesses, developers and land owners along with the local authority to discuss and define the best use of investment in this failing High Street.
- Led the governance and leadership review for Bradford Producing Hub working to embed EDI systems and practices for this Arts Council England funded Research Consortium.

CAREER ACHIEVEMENTS

Director, GJG Consultancy (gjgconsultancy.com)

July 2019 - current

Founded own consultancy exploring through a number of projects how structures, plans, strategies, and projects can help people to participate in the cultural life of the community, to enjoy the arts and to share in scientific advancement and its benefits.

- Joint programme lead for HOME Slough Reset. Supporting this Creative People and Places programme as it transitions to a new round of funding.
- Developed the Medway Cultural Strategy with local community, Medway cultural and creative organisations and with Medway Council. Devised delivery mechanism to maintain voice of the independent cultural and creative sector in the delivery the strategy. Working in partnership with Dr Ruth Melville.
- The Old High Street, Intra - High Street Heritage Action Zone. Development and delivery of first phase of community consultation including the setting up of an independent cultural consortium. Engaging community, residents and local business in the development and design of £1.6m High Street regeneration and cultural programme.
- Working with UK New Artists on the development of their new strategy to support emerging artists in the first ten years of their careers in partnership with Arts Council England and HEI partners across the Midlands.
- Project development and management for Salisbury: City on the Move. City-wide multi-stakeholder project for the 800th anniversary celebrations of the moving of Salisbury Cathedral.
- Organisational Development consultancy and delivery for ArtfulScribe. Leading an Arts Council England funded 12 month organisational development programme to grow, develop and secure longterm future for this writer development agency based in Southampton.
- Other clients and work include Salisbury Cathedral, Light Up Poole, Displace Yourself Theatre, ZoieLogic Dance Theatre, ArtfulScribe, Dance Woking, Kids in Museums, Bradford Producing Hub, Gloucester Culture Trust, Salisbury BID, UK New Artists and NPUK.

Executive Director, Southampton Cultural Development Trust

November 2015 - July 2019

Appointed as the first Director of Culture Southampton, took a strategic lead for culture across the city. Integrating the various strategies and work programmes for cultural, heritage, tourism and place-making. Set three year strategy to maximise existing capacity, and leverage additional capacity to build a long-term sustainability for the independent cultural sector. Developed new and exploited existing milestone events to bring together venues, organisations, venues, practitioners and business to present a compelling and creative narrative for the city.

- Worked with strategic partners to develop support, and lay the ground work for, Southampton's 2025 City of Culture bid.
- Worked alongside the University of Southampton, NPOs, and local arts partners, to obtain Arts Council funding to develop and deliver a three month city-wide fringe programme to compliment and act as a local counterpoint to the Hayward Gallery's national touring British Art Show 8 employing over 100 local artists.
- Strategic lead for Mayflower 400, Southampton and Chair of the National Mayflower 400 art and cultural programme working group; working with 10 other towns and cities in UK, Netherlands and USA to develop 400 year anniversary celebrations and associated cultural and tourism programmes.
- Developed the cross sectorial partnership between Southampton City Council, University of Southampton and Solent University alongside commercial strategic partners including ABP and Southampton Football Club co-investing in the development of a Place Management Strategy for Southampton.

Administrative Director & Deputy CEO, Nuffield, Southampton

October 2013-October 2015

Relaunched the 500 seat campus-based producing theatre under the new creative leadership of Sam Hodges, securing Arts Council National Portfolio funding until 2018, and £400k capital investment for the renovation of backstage and restaurant areas.

- Line management responsibility for all Production, Front of House, Community and Learning & Education departments.
- Development of new staffing structure and performance review to best support the organisation during a key period of transformation and change.
- Successfully bid for Nuffield to take on the management and programming of a new performance venue in Southampton in 2016, doubling National Portfolio and local authority funding.

General Manager, Corn Exchange Newbury & New Greenham Arts

November 2011 – October 2013

Charitable Trust running the 400 seat Corn Exchange with 40 seat cinema, and the 120 seat New Greenham Arts with its 1000 square foot gallery and 10 resident artists' studios. Also managing a successful outdoor arts programme with a build and development space on Greenham Common.

- Overall financial responsibility for this £2 million turnover organisation. Writing funding applications to major trusts and other funders. Preparing all finance reports for board and major funders.
- Responsible for New Greenham Arts and the rejuvenation of its visual arts programme as well as the introduction of a contemporary folk programme.
- Introduced alternative content cinema through the investment of new projector and satellite equipment to enhance and maximise revenue opportunities for livestream film programme.
- Developed 5 year business plan that consolidated recent successes for the multi-site organisation whilst expanding opportunities for audiences to engage more often and in more diverse ways.

Producer, Parrabbola (p/t)

January 2011 – October 2012

Non-profit making cultural organisation specialising in community development through participatory creative activities. Working in partnership with local authorities, community and cultural organisations engaging communities in creative expression of their own lives and histories.

- As part of the Cultural Olympiad 2012, lead Producer for Margate Hosts The Boat Project working with cultural and community partners, local authorities and Arts Council England to secure funding and deliver a three month community engagement programme and a four day festival celebrating the visit of The Lone Twin Boat Project to Margate.

- Developer and Producer, providing programming and producing support for projects with Hastings Borough Council including; eight foot square a community engagement project in Hastings and St Leonards and Stade Saturdays, a series of free outdoor concerts and performances throughout the summer on Hastings' new open space.

Director, Audiences South

October 2005 to August 2011

One of the UK's regional audience development agencies, connecting people and cultural activity through comprehensive understanding of the cultural context and of the public's reasons for engagement.

- Director with overall financial responsibility for this local authority not-for-profit business unit and its strategic direction. Led nine staff plus freelancers, developed business plan, set and managed budgets and aims were met with achievement of income targets.
- Led PUSH, government growth area, cultural infrastructure audit seeking to formalise evidence for new housing developers to provide cultural contributions worth up to £27,000,000 by 2030.
- Led and managed 'South East 21' programme for Audience Development South East, devising a cultural organisational change diagnostic, and applying this to 20 ACE, SE regularly funded organisations.

Head of Audience Development, Audiences South

2003 to 2005

Marketing Manager, Audiences South

2001 to 2003

Internet Sales Consultant, Tickets.com Ltd.

2000 to 2001

Marketing Manager, Salisbury Playhouse

1999 to 2000

Marketing Officer, Watermill Theatre

1997 to 1999

Administration Assistant, Watermill Theatre

1996 to 1997

EDUCATION

Southampton University BA in Philosophy 1992 to 1996

OTHER INFORMATION

- Fellow of the RSA
- Advisory Board Member - ArtfulScribe
- Trustee of the Children's Bookfest
- Vice-Chair of Audiences UK – the UK network of Audience Development Agencies (January 2008 to January 2012)
- Board Member of Salisbury Arts Centre (2000 to 2007) Acting Chair (2006)

References on request.