



Theatre Centre – Executive Director/CEO Recruitment Pack

Job title:	Executive Director/CEO (Full-time)
Responsible to:	The Board
Responsible for:	Core staff team members, Freelancers, Consultants and Placements (where engaged and with the Artistic Director when in creative roles)
Salary:	£45,000 - £48,000 per annum (depending on experience).

Theatre Centre

Theatre Centre makes work with and for young people. We are a touring company taking world-class new writing into schools, theatres and other settings across the UK. We are an Arts Council National Portfolio Organisation.

In early 2020, the Board engaged an interim Executive Director/CEO and Artistic Director to run a strategic review of Theatre Centre's artistic and operational models, considering what the future looks like for the company, addressing external challenges to the current model, including the erosion of the creative education in our schools and an increasingly harsh funding landscape. The Board started this year with the intention of reviewing and evolving our models so that we could continue to make brilliant and relevant work for young people in 2020 and beyond. No one could have foreseen the challenge of the Covid19 pandemic but, as events unfolded, it became apparent that having an organisation that was already looking to change and adapt placed us in a strong position, able to flex and reimagine the way we work and respond proactively as the theatre sector was plunged into unparalleled and unprecedented crisis.

Theatre Centre Vision and Mission

We were founded in 1953 by Brian Way and Margaret Faulkes who pioneered schools' touring and new writing for young audiences. Today, we continue to meet 10,000s of young people on their terms, in schools, venues, community spaces and online, and champion new writing for young audiences.

We work with exciting writers and artists to make new work with and for young people in schools, theatres and other settings. We run programmes that develop young people as artists, creatives, active citizens and leaders. Our work is all about amplifying voices, developing agency, centering the experiences of young people and working with young people to tell stories that are relevant, authentic and relatable.

Our vision is that young people are empowered through theatre to find and use their voices and ideas to make change in their lives and in the world around them, and that they explore and use their creativity to develop their potential as activists and leaders in the community and in society.

Our mission is to:

- take world-class theatre straight into schools across the country;
- make space for young people where they can feel safe, seen and heard; where they can have agency and control; where they can connect and collaborate; where they can shape and influence; and
- to nurture relationships with teachers and to advocate for the power of creative approaches in education, place making and community building.

Our shows present big ideas and difficult questions which can help young audiences make sense of a complex and changing world. We use the power of stories, writing and performance to support students and teachers in their learning across a range of subjects to build confidence and aspiration.

We are committed to working inclusively and to serving our local and national communities, particularly communities that are under-served, under-represented and under the radar. We see equality and representation as the foundation of a fair society and work to dismantle systemic injustice and exclusion in all we do. We take responsibility and take action in order to be relevant and responsive to the needs of our communities, the theatre sector and our wider world, in the light of societal movements and matters of social justice.

We believe the theatre sector must take this forced opportunity to get better at including artists, audiences and participants from diverse backgrounds, and celebrating the true creative diversity only the widest access can bring.

Theatre Centre as a Learning Organisation

Theatre Centre is predominantly a Learning Organisation and we have an embedded culture of developing and nurturing everyone involved in or touched by the work. We have re-stated our commitment to this principle and placed it, implicitly and explicitly, at the front and centre of everything we do. This re-articulation underpins our plans for Theatre Centre's strategy for the next decade.

Building on Theatre Centre's track record and drawing on our expertise and established models for participation, we have designed **Future Makers**, a process that takes our youth-led practice a step further by embedding the principle of co-creation in all of the work that we do. It will unify all of the strands of our work and allow us to design a cohesive programme of work. It will increase the number of young people, teachers and artists we engage with, provide a range of opportunities and activities that will allow them to develop and progress with us, and that will ensure they have an equal stake in the development of Theatre Centre's work, shaping and co-curating their own experience and that of participants to come.

Future Makers

Our intention is to radically democratise the way in which people learn, how Theatre Centre makes public facing work and ensures that participation drives our innovation as the company

evolves. This is not another youth theatre, young company or artist development programme; it's a way of working, an ethos.

Future Makers is a co-creation model, which will ensure that we are making work with the intended audiences and communities we serve. Young people, teachers and practitioners will have direct influence in the way Theatre Centre makes and commissions work. If a writer or young person or designer, for example, has an idea, then they would test the idea out in its earliest stages with Future Makers. This process will ensure quality, the relevance of the stories that we tell and the way in which we tell them.

This model of working will also start to redefine who theatre belongs to and build a community of theatre goers and makers, of all ages and backgrounds. Inclusivity and accessibility is central to the Future Makers process. The transparency of our invitation to all young people, practitioners and teachers, is that as a Future Maker you will learn, explore, connect and share.

Young people, practitioners and teachers will become Future Makers to explore their artistic practice, be inspired and pioneer new methods of creating work on their terms. Future Makers are able to opt into a programme of activity designed to up-skill, challenge, nurture and showcase the artistic craft and creative practice of each individual.

The invitation is the same for everyone, whether they are young people, professional artists, teachers, educationalists, board members, activists, experts, change makers. The space is open, everyone is welcome, everyone is valued, everyone is learning, everyone is contributing, everybody is collaborating.

Future Makers aims to:

- engage children and young people (CYP) with creative and cultural activity;
- offer space and opportunity to explore creativity and to make work together;
- develop real agency and voice, building confidence and ambition;
- equip CYP with creative, technical and transferable skills they can use in the future, whether they want to work in the creative industries or elsewhere;
- offer teachers creative opportunities to develop and learn with us and to influence our practice as collaborators;
- invest in our professional creative community of artists and freelancers, enabling them to work with us as collaborators, learning and influencing within the company and beyond;
- allow Theatre Centre to make work in a genuinely collaborative way with CYP informing and shaping the direction of the work; and
- give Theatre Centre a laboratory and testing ground where work will grow organically and become part of our programme as a Future Makers piece, an R&D, a commission, or perhaps a touring show.

Future Makers delivery:

The Future Makers schedule of activity will provide opportunities to learn, explore, connect and share with young people, experienced artists, peers, teachers and community members, arranged over four different strands of activity:

- **Incubators (explore):** This is a space to develop creative ideas, a space for provocations and inspirations.

- **Masterclasses (learn):** Sessions where an expert teaches a skill, e.g.: 'Discover your sound' delivered by Sound Designer Xana to a group of young people or 'How to use TikTok' delivered by young people to teachers.
- **Speakeasies (share):** Small groups of young people, practitioners, activists, politicians, teachers eat together and discuss big topics, supporting young people to develop their own understanding of the world and where they sit in it.
- **Gatherings (connect):** An opportunity to connect larger groups of young people, practitioners, teachers and community leaders to celebrate.

Future Makers are:

- young people, primarily KS3 and above (14-19 years) but not excluding working with KS1 and KS2, and with young people into their early 20s;
- the artists, theatre makers and practitioners we collaborate with;
- the schools and teachers we develop relationships with;
- our own team including staff, freelancers, board members; and
- partner organisations actively involved in Future Makers delivery.

Purpose of the Job

The Executive Director (ED) is key to the executive structure of the current team, working alongside the Artistic Director (AD) to deliver the Company's programme of work and working with all other core staff members to achieve deliverables outlined in the Business Plan (currently being revised). The ED is the lynchpin between governance and day to day operations and will have sole CEO responsibilities, line managing all core staff team members and sharing leadership duties with the AD, whom they will support as an executive producer for all artistic work.

The postholder will be the strategic and business planning lead for the Company and will be responsible for reporting to Theatre Centre's Board of Trustees. Their management focus will be on finance and administration, including HR, governance, legal and stakeholder management, whilst strategic focus will be required on income generation, business / enterprise development and future planning.

The ED will have oversight on all other areas of the Company including Future Makers (our new model for all participation work), line producing and tour booking (whether the comms and producing roles are part of the core team or contracted out to freelancers), development and fundraising, marketing and communications and office administration.

Our artistic and strategic plans until the end of the current NPO round (March 2023) speak to commitments outlined in our current Arts Council England (ACE) NPO funding agreement, with necessary adjustments and adaptations to be negotiated in light of the pandemic. The ED will continue to negotiate this with ACE on an ongoing and responsive basis, working closely with the AD. The ED will lead on developing plans for the next round of NPO funding, should there be an application process in 2022.

The ED will support the AD to deliver and evolve the Future Makers programme, first of all from our Lewisham home at The Albany, and then by developing a Hub model in other locations across the UK, alongside a programme of touring work in schools and theatres across the UK. The

ED will work closely with the AD and they will be committed to a joint and shared vision the work of Theatre Centre and for growth and delivery of Future Makers.

We will expect the ED to be enthusiastic about leadership of the Company as a whole and to have an inclusive approach to ensuring the Company is well networked as well as having a hands-on approach to working in a small team. Similarly, they will need a demonstrable passion for and understanding of the principles of creating for young audiences and for celebrating what it means to be young in the world.

Main Duties and Responsibilities

Primary Role

To be the strategic lead of the organisation, working with the Artistic Director to ensure the ongoing health and viability of the company.

Primary Objectives

- To ensure that Theatre Centre continues to play a leading role in the development of theatre that reflects the lives of children and young people.
- To ensure that Theatre Centre establishes and runs Future Makers and maintains its active output of touring productions.
- To ensure the producing and tour booking of all Theatre Centre productions directly or through the commitment of freelance and / or core team resources.

Operational and Financial

- To lead, motivate and stimulate all Company personnel.
- To implement HR policy and undertake recruitment.
- To initiate, consolidate and monitor Company policies.
- To be the main liaison for our financial stakeholders, including Auditors, ACE and other funders.
- To manage the company, staff and freelancers ensuring that all relevant resources are in place to service the work.
- With the Finance Manager, ensure that management accounts, cash flow, payroll systems, financial records, audit and other financial records are prepared in an accurate and timely manner.
- To lead on the development of fundraising, cultivation and stewarding strategies to harness income from individual donors and corporate sponsors.
- To support the Artistic Director and Associate/Participation Producer to ensure that the Company's funding sources, applications and assessments remain innovative and creative.
- Working with wider Theatre Centre team members and freelance fundraisers, to deliver the fundraising strategy.
- To develop cases for support, proposals and bids for Trusts and Foundations based on project development overseen by the Artistic Director and Associate Producer.
- To oversee on planning, monitoring and evaluation procedures for the Company's work.
- To oversee the negotiation of fees and contracts with staff, freelancers, agents, venues and other partners, ensuring that appropriate employment and remuneration policies are applied.
- Oversee all arrangements and conditions for the delivery of the Company's artistic

programme and ensure that they are met in a cost-effective manner.

Governance / Legal

- To ensure that the Board is equipped to discharge its responsibilities and meet all relevant legislation. Report regularly to the Board, providing the necessary information so that appropriate considered decisions can be made for the future sustainability and growth of the company.
- To be responsible for setting and monitoring annual and project budgets, reviewing income and expenditure and overseeing quarterly reporting to the Board and funding bodies.
- To ensure compliance with all laws and regulations, including reporting to Companies House and the Charity Commission.
- To act as Secretary for the Company's Finance and Operations Sub-Committee, and maintain oversight on all other sub-committees (Fundraising & Partnerships, Enterprise and Business Development, Communications and Impact).

Strategic

- To take a lead role in delivering the Business Plan.
- To develop and establish, with the Artistic Director, the Company's long-term resilience and diversification of its income streams.
- To collaborate with the Artistic Director on the creative direction and planning of the artistic programme.
- To support the Artistic Director in identifying and liaising with artists, companies, creative and partners within the wider arts industry and educational sector.
- With the Artistic Director and Enterprise and Development Manager, to identify, create and implement commercial and social investment opportunities for the Company's work.
- With the Marketing Officer, develop a creative and inspirational marketing, communications and PR strategy to raise the Company's profile to leverage new business opportunities and partnerships.
- To maintain an overview of developments and trends in cultural policy, both regionally and nationally.

Ambassadorial

- To develop constructive relationships with individuals and organisations to help meet the artistic, creative and financial aspirations of the Company.
- To represent Theatre Centre within the theatre and education sectors, amongst supporters, stakeholders and potential donors and ensure the Company is well networked and develops its profile.
- With the Artistic Director explore and oversee potential co-productions and other producing opportunities and partnerships.

This job description is a guide to the nature of the work required by this role. It is not wholly comprehensive or restrictive and may be reviewed as required. It is understood that the post holder may be asked to undertake work outside of this description from time to time, which will not be unreasonably refused.

Person Specification

Essential Experience

- Proven experience of executive or senior leadership within an arts organisation sector.
- Proven experience of preparing budgets and fiscal control with financial competence.
- Proven experience of leading organisational, or project development in the cultural sector.
- Proven experience in the negotiation of fees and contracts.
- Experience of leading a team and managing employed and freelance staff.
- Recent experience of working within, and to, Arts Council England funding programmes.
- Experience of working closely with, and reporting to, a charitable Board; managing charity governance.
- Experience of raising funds through public bodies and/or private Trusts and Funds, or through philanthropic giving.

Essential Knowledge and Skills

- Knowledge of business planning and business-plan development.
- Knowledge of the UK arts and/or theatre sectors.
- Ability to be a strategic thinker and build effective working relationships with both individuals and organisations.
- A proven understanding of, and a commitment to Equal Opportunities, access, inclusion and representation, and the Creative Case for Diversity.
- Ability to identify new opportunities and anticipate change.
- Ability to organise and prioritise workloads and establish management processes and systems.
- Excellent formal and informal presentation skills.
- Proficient IT skills.
- Good understanding of CRM systems within an arts/theatre sector environment.
- Good knowledge of GDPR compliance within an arts/theatre sector environment.

Personal and Professional Qualities

- Decisive and solution focused.
- A creative thinker with a positive approach to work.
- Ability to work collaboratively in a small team.
- Entrepreneurial sensibility.
- Energised and organized.
- Committed to making opportunities for young people to develop their potential.

Desirable Skills

- Experience of touring and/or venue programming.
- Experience of co-producing theatre.
- Experience of policy development.
- Robust monitoring and evaluation skills.
- Robust entrepreneurial skills and business acumen (with reference to generating earned income and driving innovation).
- Knowledge of current HR practice and employment legislation.
- Knowledge of Young People's Theatre, the education sector and working in schools or other sectors involved with children and young people.

- Experience of working with young people in education and / or training settings and an understanding of developing their employability skills and arts career planning.
- Understanding and use of social media and digital interfaces.

Outline of Terms and Conditions

Contract Type:	Full-time
Hours:	5 days/37.5 hours per week (excluding breaks), however there will be occasional evening and weekend working. Working days can be flexible across the working week. Additional/alternative hours may be necessary to fulfil the post's requirements and will be subject to TOIL (time off in lieu). Flexible working patterns may be negotiated to accommodate specific lifestyle/personal needs including working location and length of working days.
Salary:	£45,000 - £48,000 per annum (depending on experience).
Annual Leave:	25 days per annum plus bank holidays. Some holidays may be scheduled by the company.
Probationary Period:	3 months.
Notice Period:	3 calendar months (1 week during probationary period).
Pension:	Employer contribution of up to 5% towards employee's or company-nominated stakeholder pension scheme.
Other Benefits:	A minimum of two training opportunities per year. Season ticket loan scheme. A professional development plan. Personal 'go see' theatre allowance. Annual company dinner.

Place of Work

Theatre Centre's office is at The Albany, London, SE8. This will be the location of the postholder's regular place of work however the entire team has been working remotely since March and will continue to do so for the foreseeable future, with flexible working arrangements including some attendance at the Company base by mutual agreement.

Equal Opportunities and Safeguarding

Theatre Centre is an Equal Opportunities Employer and recognises the importance and advantages of diverse workplaces and communities. We particularly welcome applications from people of colour, those who identify as LGBTQI+, or are deaf or disabled.

Theatre Centre is a Disability Confident Employer – we guarantee to interview any disabled applicant who meets the criteria for the post. Should you need this information in another format, require reasonable adjustment including in the way you make your application, or like to apply under the Guaranteed Interview Scheme, please let us know and we can discuss options.

Theatre Centre considers the safeguarding of children and young people paramount in all we do. All core staff members and trustees are required to hold an Enhanced DBS certificate. Our Safeguarding Policy is available to view or download from our website, or a hard copy is available upon request.

Conditions of Employment

This post will be subject to an Enhanced DBS check to be carried out within the probationary period.

Application

Please submit your completed Application Form and Equal Opportunities Monitoring Form to **recruitment@theatre-centre.co.uk**.

Please note, CVs will not be accepted.

Deadline for applications: Monday 30 November 2020 at midday.

First round interviews will take place between Monday 7 and Friday 11 December 2020.

Second round interviews will take place between Monday 14 and Wednesday 16 December 2020.

If you would like more information about the role before applying, please contact our Recruitment Consultant, Alex Turner, on **recruitment@theatre-centre.co.uk**.

We will give feedback to unsuccessful candidates at each of the interview stages. While we will strive to give feedback to candidates who are not invited to first round interview, this will be dependent on the numbers of applications received and we cannot guarantee to do so at this stage.