



#BarclaycardMacbeth 2018 (credit Gemma Ward)



# CEO Recruitment Pack

## November 2019

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**Application deadline: 12 noon Thursday 30 January 2020**  
**Interviews: Friday 14 February 2020**





# FROM THE CHAIR

Dear Applicant

I am delighted you have shown an interest in the position of Chief Executive Officer at Barbican Theatre, Plymouth

This is an extremely exciting opportunity to play the leading role in driving Barbican Theatre forward into our next chapter. In 2020 we celebrate our 40th year as a theatre committed to supporting artists, young people and reflecting the stories and voices of those who do not often get seen and heard.

We are looking for an ambitious and dynamic leader who will continue to take Barbican Theatre from strength to strength. We seek an individual with the energy and passion to be our public ambassador, who leads with authority but from the heart of the organisation.

We have always been more than just a theatre and we are proud of the communities that work with and for us. We are looking for someone who can re-imagine and cultivate the Barbican Theatre of tomorrow, a person with vision and an accurate strategic compass who can ensure the quality of work and our long-term financial sustainability.

We are excited by the new, we want to be challenged and we want to make a brave appointment. This means that we are ready to support and enable the Chief Executive to grow into the role.

Matt Hall, Chair of Board Trustees

***'The Barbican Theatre is a vital organisation in the cultural offer of Plymouth. For a relatively small organisation, it punches significantly above its weight. On an artistic level it produces some of the most innovative and provoking work in the city'***

Hannah Harris,  
Plymouth Culture

# WHO WE ARE

Barbican Theatre is a regional centre of excellence for young and emerging theatre and dance artists, a community catalyst and cultural hub at the heart of the historic Barbican, Plymouth.

We occupy a key role in the cultural life of the city offering a contemporary theatre, dance, comedy and music programme at small-scale with a popular, alternative café bar.

The building has a 140 fixed-seat auditorium, a café bar with a second stage and a studio. We also utilise stages at Plymouth Athenaeum and outdoor spaces at Royal William Yard.

We are a talent development organisation passionate about working with local artists. Our current programme of work has 4 interwoven strands: Development & Training; Own & Co-Productions; Community Engagement; Enterprise & Partnership. The porosity between these strands creates a unique continuum enabling young people and early career artists to navigate their unique journey through the different layers of the organisation. We are an experienced team with the right professional skills to deliver the detailed practical knowledge and connections required to enable artists to develop and thrive. We work at depth and over time recognising that progression is not linear, particularly for those artists living in great disadvantage. This is what makes us different and unique.

During 2018/19 our economic impact was £4,458,029.

There were 189 public performances presented by the company across Barbican Theatre, Plymouth Athenaeum and Royal William Yard

Approximately 218,954 people accessed our facilities attending performances, workshops or as visiting customers to the B-Bar.

28,162 tickets were sold for a total of 230 public events

41 performances were by, with or for young people

10,281 attendances were registered by young people engaged in formal and informal learning

5995 young people in schools participated in

***"A venue dedicated to supporting new writers and performers"***  
BBC Radio 4 Front Row

our outreach programmes

558 professional and emerging artists were supported by Barbican Theatre through the provision of rehearsal and performance space, mentoring and artistic input.

## OUR BACKGROUND

The charity began life in September 1980 as Rent-a-Role Drama Service working exclusively as an outreach theatre service to schools and communities that did not have any recourse to creativity or the arts. In 1986 the company became tenants of Barbican Theatre. Two refurbishments have been achieved as a result of our occupancy. The first completed in 1998 when the whole building was reclaimed for the public via a successful National Lottery application. The second was in 2001 when a café bar was created.

We received income of £803,395 in 2018/19 financial year derived from grants, donations, ticket sales and commercial income from commissions. This includes a grant of £195,120 from Arts Council England as a National Portfolio Organisation which runs until 2022.



Barbican Theatre & The Wheel's 'An Evening With Krampus' Dec 2018 (credit Emily Appleton)



# EXAMPLES OF OUR WORK

## Own & Co-Produced Work

Barbican Theatre currently co-produce two shows each Christmas. Le Navet Bete have developed a Christmas show with us since graduating from Plymouth University 9 years ago and reach over 10,000 audiences annually at Plymouth Athenaeum. We also co-produce an alternative adults-only show with The Wheel, which performs at Barbican Theatre and features professional and emerging actors.

## Barbican Theatre Performance Training

Barbican Theatre Performance Training classes offer young people ages 12 - 25 the chance to shape their own training. Within their companies they choose the subject, devise and choreograph pieces and perform their own work – and additional training is available to those interested in behind-the-scenes roles such as technical theatre, producing or workshop leadership. Our freelance practitioner team is made up of talented individuals working across dance and theatre who inspire whilst they teach. Emerging artists assist them whilst developing their own skills and experience in the process.

## Thrive Emerging Artists

Thrive is our programme of support for local,

***"The Barbican has been a huge part of our success, increasing our audiences and assisting our professional development. We have learnt countless skills that have set us up to tackle the challenges we face in the arts"***

**Al Dunn, Le Navet Bete**

new and emerging artists, funded by the Esmée Fairbairn Foundation. We offer a range of opportunities for artists to get involved with us - from masterclasses to performing on our stages, in festivals and in full scale productions. Our Thrive Associate scheme helps selected artists make significant leaps forward in their development. Over the years we have offered early career support to artists like Bryony Kimmings, Mars.tarrab, Beyond Face CIC and Scratchworks Theatre Company.

## FUSE Diverse Dance

Barbican Theatre has a strong history of dance development working with local dance artists James Wilton and Theo Clinkard and nationally recognised companies like Avant Garde Dance, The Hiccup Project, Tavaziva Dance, Alleyne Dance.



Le Navet Bete & Barbican Theatre's A Christmas Carol Dec 2017 - Jan 2018. (credit Mark Dawson)

***"Barbican has a grip on the best explorative new work going on in dance and theatre in the UK among a young 20 something generation which is accessible, experimental and defies categorisation. That shows a laudable confidence and willingness to embrace risk, explore outside traditional dance and theatre boundaries and provide new high quality work."***

Tim Smithies, Assessor Arts  
Council England

As a result of our track record, and particularly because of the way these companies engage, and create work with, emerging dancers, we achieved an additional investment from Arts Council England for a 4 year development programme for diverse dance 2018 – 2022.

#### **Plymouth Cultural Education Partnership (PCEP)**

We are key members of Plymouth Cultural Education Partnership (PCEP). This collaboration enabled a bid to Department for Culture, Media and Sport for £1m for Youth Performance Partnerships in January 2019. The bid was led by Theatre Royal Plymouth and Barbican Theatre on behalf of the partnership. We are delighted to be one of five English locations that are delivering this national pathfinder project with The Lowry, Manchester, Croydon, Medway and Derby Playhouse.

Theatre Junction  
'Second Person  
Narrative' by Jemma  
Kennedy July 2019  
(credit Gemma Ward)



Barbican Theatre's  
FUSE Diverse Dance  
'Put On Your Red Shoes'  
Feb 2019  
(credit David Snowdon)



***"The Barbican team are rare individuals. Their integrity, their standards, values and passion are infectious; their combined creativity, innovation and determination cannot fail to nurture and inspire"***

Seren Vickers, Actor





## OUR MISSION

To offer as many people as possible, but especially the young, access to, participation in, and enjoyment of, high-quality creative activity, without prejudice.

This is practised in the belief that such involvement cultivates, inspires and enthuses individuals and communities to explore and express ideas and needs, voice opinions, celebrate together and agitate to provoke social and cultural change.

## OUR VISION

To nurture, support and develop diverse local artists from a wide range of backgrounds who are able to live and work in Plymouth, Devon & Cornwall contributing to stemming the well-recognised talent drain to Bristol and London and supporting Plymouth's aspiration to be a major cultural destination with a vibrant, visible artist quarter.

To build on our specialist theatre and dance in education foundations to enable the community and education sectors in the region to have access to the highest quality, targeted, relevant and inspiring theatre and dance skills as a resource.

## OUR VALUES

**Diversity:** A commitment to exploring ways to develop greater equality of opportunity for practitioners and audiences from diverse backgrounds. Taking positive action to employ, engage and learn from the black and minority ethnic community pursuing policies that remove institutional barriers to participation and expression

**Quality:** A commitment to high quality at every level of operation

**Relevance:** A commitment to creating work reflecting & responding to contemporary society

**Partnership:** A commitment to collaboration with others to maximise resources and reach further

# GOVERNANCE

Over the past 2 years there has been a major re-shaping of the board of trustees. There are currently six serving trustees with expertise in finance, marketing, human resources, health & safety, strategic management and creative industries. The board of trustees reflect, self-evaluate, innovate and plan for the future.

## THE ROLE & KEY TARGETS

To celebrate the theatre as a producing and co-producing house and to create quality theatre with diverse local artists that people want to see

To create further opportunities to enable children and young people to access theatre and performance skills, particularly to young people and other groups who are currently underrepresented

To nurture local artists and create opportunities that are exciting and innovative

To increase the profile of Barbican Theatre both regionally and nationally

To establish new revenue streams to support the company's growth and resilience

***"It's a really wonderful thing that the Barbican Theatre supports other creative roles as well as actors. It is such a gift to young, emerging directors in Plymouth because there aren't many opportunities for them to develop in the south west. It makes sure that directors, as well as actors, stay here in Plymouth and continue to work here and maintain its vibrant theatre scene"***

Selwin Hulme-Teague, Director

# PERSON SPECIFICATION

## The Role

The Chief Executive is the lead position appointed by Barbican Theatre's Board of Directors. The post holder will play the pivotal role in setting the vision and leading the organisation into its next stage of innovation and growth.

They will provide inspirational leadership, a bold and relevant artistic vision, strategic direction, a safe inclusive environment for staff, participants and audiences and be the lead accountable officer for the organisation, responsible for its overall success.

With support from a dedicated board of trustees the Chief Executive will set the strategic and artistic direction for the organisation and provide solid leadership both to a small and dedicated core team and contracted artistic freelance staff. Building on the success and prestige of this small and hugely ambitious company, as CEO you will lead us into the next chapter of the company's exciting future.

## Key Responsibilities

1. Develop and promote an artistic programme that meets the mission of the company.
2. Actively seek to build partnerships with arts organisations locally, regionally and nationally who will help further the artistic aims and develop the profile of Barbican Theatre.
3. Set the strategic direction of the company and ensure the company balances a sustainable business model with a healthy appetite for risk.
4. Develop an artistic policy that maintains and grows the company's reputation for talent development and commissioning/producing accessible new theatre.
5. Facilitate and enable both established and emerging practitioners to bring their knowledge, expertise and experience into Barbican Theatre and spark new ideas and collaborations.
6. Oversee the delivery of a coherent audience development strategy which ensures increased awareness and audiences for Barbican Theatre.
7. Support the delivery of all communications strategies for Barbican Theatre ensuring that professional standards are set and managed which deliver, clear, open and direct communication both internally and externally.
8. Take responsibility for all communications and monitoring procedures with external



# PERSON SPECIFICATION (CONTINUED...)

stakeholders providing timely reports as necessary to maintain positive relationships with Arts Council England, Plymouth City Council, trusts and foundations and the sector.

## Leadership & Management

1. Provide ambitious and inspirational leadership that motivate and enthuses staff, board, volunteers, partners and funders, promotes best practice, equality of opportunity and professional development; creating a safe and supportive environment where everyone can achieve their best and achieve Barbican Theatre's artistic, social and business mission.
2. Promote and maintain an organisational culture which values the highest standards in performance, both in delivering the artistic vision and in management practice.
3. Act as the main point of contact with the Chair of the Board and work closely with them in the development of the Board, including the recruitment of new trustees and managing governance matters.
4. With Finance & Resources Manager ensure a viable Business Plan and associated budgets are in place.
5. Lead and manage the staff team ensuring team members have the resources and information required to support and deliver their individual briefs at optimal level.
6. Have primary responsibility for the development and implementation of organisational policy to ensure compliance with all relevant legislation as an employer, limited company, registered charity, lease holder; including health & safety, safeguarding, equality and diversity, GDPR, environmental and data protection.

## Finance and Income Generation

1. Deliver the implementation of agreed artistic programme on time and within budget.
2. Ensure costs are controlled through close monitoring of income and expenditure with Finance & Resources Manager.
3. Be responsible for the financial stability and future viability of Barbican Theatre, working closely with the Finance & Resources Manager in the preparation, monitoring and control of annual budgets and ensuring that systems are kept up to date.
4. Develop and deliver a fundraising strategy,

***"Having support from the Barbican gave Beyond Face status as a company that should be taken seriously and gave us confidence that our work was and is of quality and deserves to be out there"***

Alix Harris, Beyond Face Theatre Company

ensuring that new opportunities for generating income both commercially and through grants, sponsorships or donations are continually explored and developed and targets are met.

## Strategic

1. Set the strategic direction of Barbican Theatre and be responsible for translating the business plan into actions that can be delivered by the staff team.
2. Build and maintain external networks that establish key links in the industry that promote Barbican Theatre and create new opportunities for collaboration and partnership.
3. Advocate and lobby for Barbican Theatre, locally, regionally and nationally.
4. Attend board meetings and assist trustees to discharge their legal responsibilities, both as charity trustees and company directors, ensuring that they receive accurate and timely information enabling them to make informed decisions.

## General

1. To undertake line-management responsibilities as appropriate.
  2. To set up and lead regular company meetings to ensure operational delivery.
  3. To always act in the best interest of Barbican Theatre.
  4. Any other duties as reasonably required.
- The list of responsibilities is not exhaustive and the Chief Executive Officer may be required to perform duties outside of this as operationally required and at the discretion of the Board.

In order to support the work of Barbican Theatre all staff have to adapt and respond to the changing needs of the organisation. This has impact on each and every role, therefore flexibility is key and the ability to respond to change, shift responsibilities and work collaboratively underlies the approach all staff need to take.



# TERMS OF APPOINTMENT

**Salary:** £38,000 - £42,000 pa

**Working hours:** This is a full-time post assuming a minimum of 40 hours per week, including regular evening and weekend work. Standard office hours are from 10am – 6pm Monday to Friday.

**Location:** Plymouth, Devon

**Holidays:** Five weeks paid holiday per annum plus English public holidays and bank holidays (currently 8 per year)

**Pension:** Barbican Theatre offers a Workplace Pension Plan by NEST with employee at 5% and employer at 3% contributions

**Probation Period:** 6 months

**Notice Period:** 6 months

**Responsible to:** Barbican Theatre's Board of Trustees (Chair)

**Responsible for:** Finance & Resources Manager, Marketing & Communications Manager, Creative Producer

# HOW TO APPLY

For an initial confidential and informal conversation about the role please contact [sheila@barbicantheatre.co.uk](mailto:sheila@barbicantheatre.co.uk). To apply for the post, please send an up to date CV; a covering letter outlining (in no more than two pages) your vision for Barbican Theatre for the next three years; a statement addressing the selection criteria; contact details for two referees and a completed Equal Opportunities Monitoring Form.

**Send all four documents to**  
**[ceo2020@barbicantheatre.co.uk](mailto:ceo2020@barbicantheatre.co.uk)**

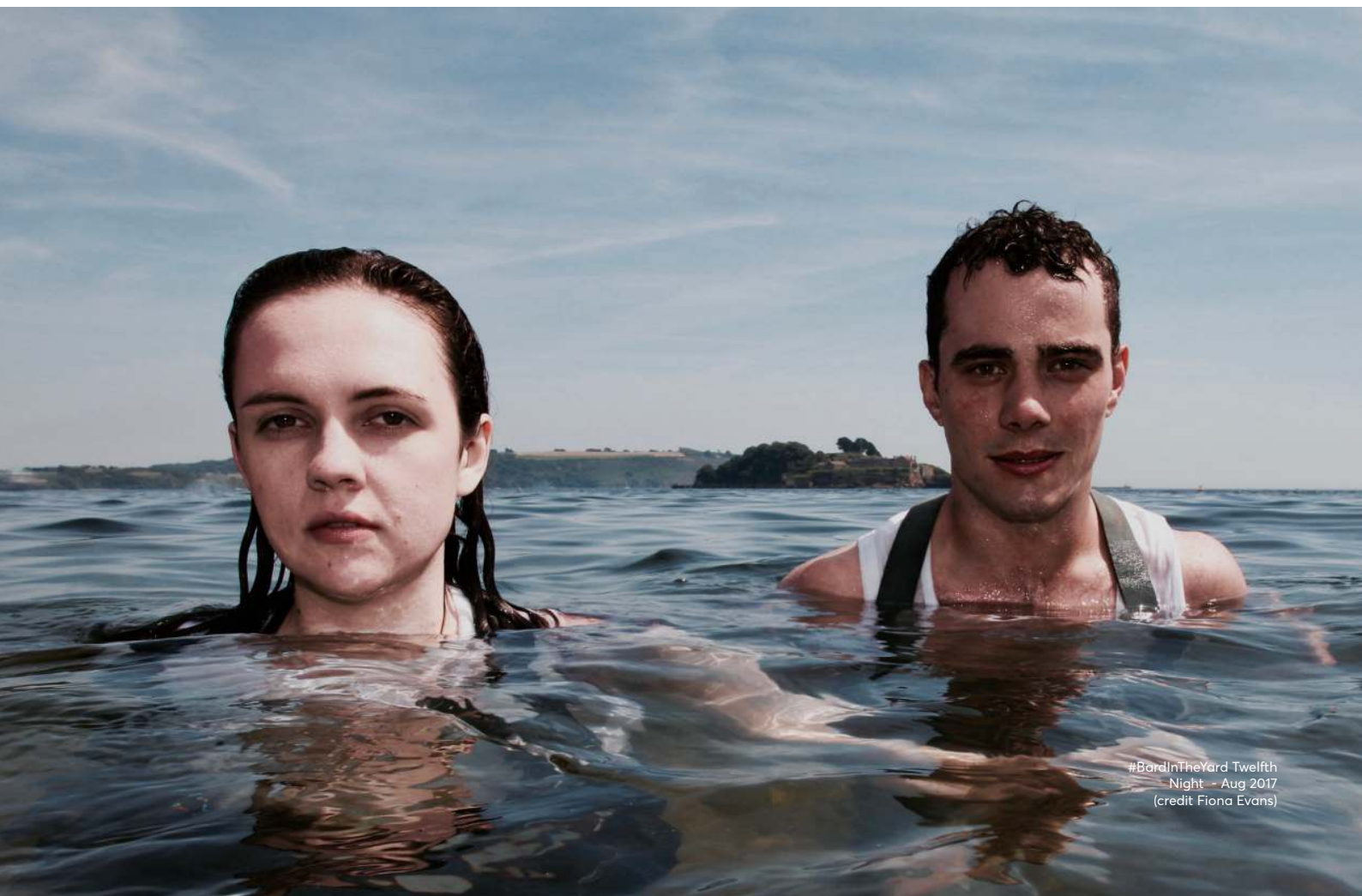
## Interview process

The process will include panel interviews, presentations and an opportunity to meet staff/board members. **Barbican Theatre seeks to actively encourage applications from those with less visibility in the arts. We specifically welcome applications from women, people with disabilities and those from Black, Asian, Minority Ethnic and international backgrounds with right to work.**

**Deadline for applications: Thursday 30 January 2020 12 noon**

**Interviews: Friday 14 February 2020**

**Anticipated start date: May 2020**



# ABOUT PLYMOUTH

Plymouth has a population of 262,000 people. It is a diverse city with approximately 92 languages spoken. It has been a dispersal centre for asylum seekers and refugees since 2001. With increased immigration, professional migration in the Health & HE sector & international students coming into the city there has been a significant change in the demographic over 18 years.

This makes it an amazing place to live and, in the last five years, the city has really got behind its artists and makers. Unlike many local authorities Plymouth City Council has championed, and invested in, culture as one of its key drivers going forward.

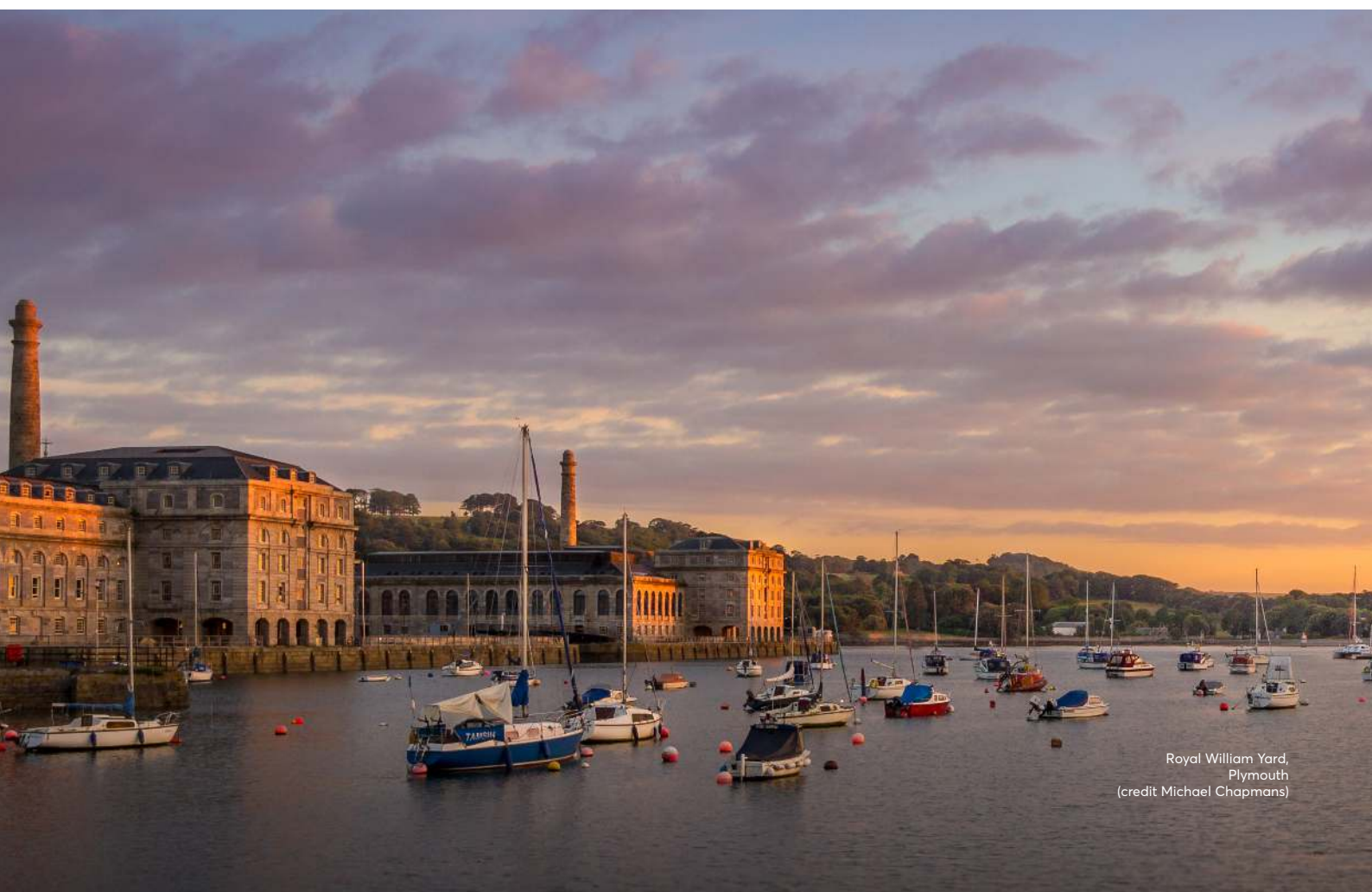
This has created excitement, energy and innovation encouraging a proliferation of new creative organisations to emerge. At the last round of NPO funding from ACE the cities funded organisations rose from 4 to 10. This is the highest investment uplift of any English city at 39% from Arts Council England.

Plymouth is also under-going major cultural capital development with spaces like Ocean Studios, Market Hall Digital Centre, and The Box Plymouth

Set to open in spring 2020, The Box is a symbol for the city's current regeneration and its future as one of the UK's finest visitor destinations. It will be a museum for the 21st century, with extraordinary gallery displays, high profile art exhibitions as well as exciting events and performances that take visitors on a journey from pre-history to the present and beyond.

2020 is a significant year. Plymouth is the lead UK city for the 400 year anniversary of the sailing of the Mayflower and is leading the Mayflower 400 programme. This is Plymouth's 'city of culture' moment and new resources are coming into the city to support a truly remarkable programme that will expose the quality, diversity and originality of the city's many performance artists. The national and international connections made through this yearlong programme will have a significant impact on its future growth and positioning.

Plymouth's vision is to be one of Europe's most vibrant waterfront cities where an outstanding quality of life is enjoyed by everyone. The Barbican's new Chief Executive Officer will play an important part in making this happen.



Royal William Yard,  
Plymouth  
(credit Michael Chapmans)





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Chhaya Collective at FUSE Diverse Dances 'Fierce' October 2019  
(credit Dom Moore)