



# Chief Executive

## Recruitment Pack April 2021



# Welcome to Theatre Royal Plymouth



Hello

We are delighted you are interested in the role of Chief Executive at the Theatre Royal Plymouth.

As the largest producing and receiving theatre in the South West, TRP plays an important and key role in the cultural life in the City of Plymouth and wider region. Supported by Arts Council England and Plymouth City Council we are embedded in the City's communities and take our role in making Plymouth a great place to live very seriously.

Our long-standing Chief Executive, Adrian Vinken OBE DL, will be leaving TRP later in 2021 so we are now looking for a leader who can build on his significant achievements and guide TRP to future successes.

Whilst the effect of the global pandemic has been devastating for the sector and difficult for TRP, the theatre remains in a sound position and has strong foundations on which to build back in a post Covid environment. With challenges still to face as we navigate the continued impact of Covid, we are confident that, with the right leadership in place, there are exciting opportunities for growth.

As you will see from the information in this Recruitment Pack we are looking for someone whose ambitions, values, leadership and artistic vision aligns with our plans. We are committed to cultivating a culture of inclusion and would therefore welcome applications from anyone who represents the diverse communities we serve.

We are excited about the future for TRP and I hope you will be too. The role of CEO is a wonderful opportunity to join and inspire our brilliant team of professionals. If you would like more information or an informal conversation about the role the ways to contact us are listed at the end of this information pack.

Thank you for your interest and I look forward to hearing from you.

A handwritten signature in white ink, appearing to read 'Nick Buckland', with a stylized flourish at the end.

**Nick Buckland OBE** Chair, Theatre Royal Plymouth



Theatre Royal Plymouth specialises in the production of new plays and is the starting place of many large-scale productions bound for the West End or touring. We present a broad range of theatre, both from the commercial and the subsidised sector - including classic and contemporary drama, musicals, opera, ballet and dance. We have three performance spaces - The Lyric (1,300), The Drum (175) and The Lab (50).

As a registered charity we provide art, education, and community engagement throughout Plymouth and the wider region. We engage and inspire our many communities through performing arts and we touch the lives and interests of people from all backgrounds in a number of ways:

- **By the breadth of the shows we create and present**
- **Through extensive creative engagement programmes, partnering with and learning from diverse communities who otherwise feel theatre is not for them**
- **By embracing the vitality of new talent, giving voice to emerging and established artists to push new boundaries and make brave decisions**
- **By providing dynamic cultural leadership for the city of Plymouth.**

Our work with young people and communities is extensive and radical, taking place across all our venues and beyond. Our Engagement and Learning programme is housed in our state of the art Production and Learning Centre, TR2, which is also where we build sets, props and costumes for our own productions and many West End and touring shows.

We are a longstanding Arts Council England Band 3 National Portfolio Organisation and are in receipt of funding from Plymouth City Council.





# The Impact of Covid

The global pandemic has had a significant impact on the TRP in the last year, with the stages empty for all but a brief respite over the Christmas period in 2020. With 91% of its income lost TRP was fortunate to receive ACE Emergency funding, Culture Recovery Funding and continued financial support from Plymouth City Council and Arts Council England. Alongside this our loyal audiences have, to date, donated £130,000 to support the charity.

Not only has the pandemic had a devastating financial impact but, as part of our survival strategy, we lost 30% of our staff to redundancy in 2020, retaining only core organisational capacity and a skeleton staff to create and deliver engagement opportunities whilst closed.

We were chosen as one of the few National Lottery supported pantomimes, partnering with Qdos to present three weeks of *Robinson Crusoe* alongside two productions in the Drum over the festive period. The three shows welcomed 16,000 audiences safely through our doors. This was a wonderful, albeit brief, opportunity to share the magic of theatre on our stages during such difficult times and, more practically, to create a future blueprint for operating a safe Covid-secure environment.

TRP has healthy reserves which, alongside the funding received, has enabled us to navigate the impact of Covid over the last year. With a robust balance sheet and a positive roadmap for re-opening, we are cautiously optimistic that, by 2022/23, the theatre will be operating at full strength once again.



## Our Vision

To be special for everyone: inspiring a lifetime of creativity for our audiences, artists and participants, creating memorable experiences for all and to be the principal home of the performing arts in the South West.

## Our Mission

To develop and deepen people's engagement with pioneering creativity in Plymouth and the South West, delivering experiences that spark delight, expression and fulfillment.

## Our Values

Our Values underpin the way we work across Theatre Royal Plymouth, and with our participants, visitors, partners and co-creators.



Our Production and Learning Centre, TR2

## Collaboration

*Valuing each other in the way we work, communicate and spend time together.*

We work openly and honestly together. We communicate regularly with each other, listening and making sure we understand people's needs. We value and respect the relationships we have with colleagues, artists and partners and celebrate our shared successes.

## Creativity

*Being imaginative in everything we do.*

We use our knowledge, experience and judgment to explore doing things differently. We aim to empower everybody in the organisation to adopt a flexible, open-minded and imaginative approach.

## Quality

*Taking pride in achieving excellence.*

We take responsibility for and pride in what we do, recognising each other's good work. We consistently exceed expectations in all we do and ensure that everyone has the skills to achieve excellence.

## Diversity

*Embracing the diversity among our people and community.*

We embrace and value difference and individuality treating everyone as equally important. Together we are stronger and more effective.



# Presenting and producing the very best national and international theatre

As the South West's principal centre for performing arts we present a year-round programme of world-class and distinctive productions on all scales.

We collaborate with some of the most accomplished artists and theatre makers in Europe and around the world, including Complicité, Ontroerend Goed, Paines Plough and Robert Lepage.

Our recent co-productions with long standing collaborators have included *One Under* with Graeae, *The Strange Tale of Charlie Chaplin and Stan Laurel* with Told By An Idiot, *Amsterdam* with ATC and the Orange Tree Theatre, and *I Think We Are Alone* with Frantic Assembly.

We have also co-produced with the likes of Cameron Mackintosh, David Pugh, Hofesh Shechter, Jamie Hendry and Kneehigh.

Our longstanding relationships with Birmingham Royal Ballet, Matthew Bourne's New Adventures, National Theatre, Rambert, Royal Shakespeare Company, Welsh National Opera and our membership of the Dance Consortium ensures that the people of Plymouth and across the region regularly access live performance of national and international standing.





## Engagement & Learning

TRP's Engagement & Learning programme is purposefully embedded into the life of the theatre and is driven by our core purpose to engage and inspire all the communities we serve. There were over 81,000 attendances to our programme in 2019/20. This work was prioritised during 2020/21 when the theatre was closed for a year due to the Covid pandemic, evolving in response to participants' needs and the changing environment. It comprises four distinct areas:

### Education

We work in partnership with primary, secondary and special schools, further education colleges and universities including the University of Plymouth, our institutional partner in the Plymouth Conservatoire

### Community work

We work with disabled adults, people with multiple and complex needs, including those within criminal justice settings, and adults who want to participate in making theatre

### Talent Development

We programme new work and offer space and support-in-kind to develop talent, particularly from young and emerging artists who might otherwise struggle to access opportunities to make and present theatre

### Young People

We engage young people through our youth theatre; the Young Company and Young Company Hubs (in areas where young people face significant barriers to accessing theatre), work-experience, and by participation in the making of theatre productions. We also work with early years' children where engagement in the arts is low and with children from refugee, asylum-seeker and migrant communities.

*"It's safe there. I got a base of friends there, I am welcome outside the door, I can go there any hour I like, theatre is my life now. I'm going in that one direction and I'm sticking with it"*

Clive, Project X member and Our Space Steering Committee.





## Talent Development

We play a significant role in the South West's vibrant theatre-making scene by improving pathways for artists and companies to develop their practice.

In 2019/20 we supported 260 artists via our Talent Development programme; supported the development of 19 new shows along with 14 early stage scratch performances; founded the Eggbox writers' group from which 6 local playwrights were commissioned to develop new work; partnered with Graeae and 6 South West based regional theatres to develop the work of 5 D/deaf and disabled writers; delivered actor training to every single BA(hons) Acting student across all three years of the Plymouth Conservatoire, in collaboration with the University of Plymouth.

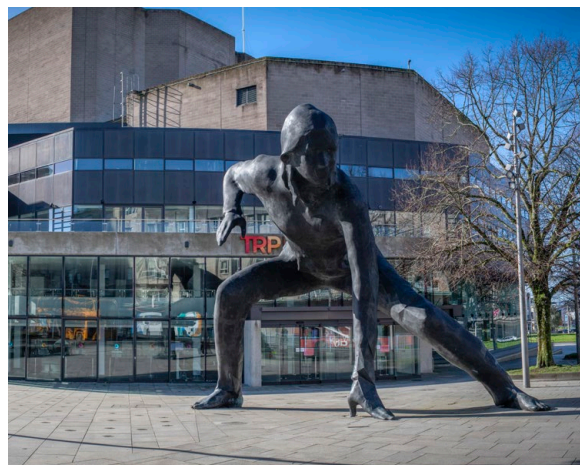
The Positive Performance Framework, our bespoke organisational development programme, is developed with the input of staff members and was recognised by the National Training Journal Awards in 2018.

## 2019: The Arrival of Messenger

As part of our 2012 Regeneration Project we wanted to create an inspirational piece of public art that reflected the creativity at the heart of TRP and the cultural ambition of Plymouth. Created by Cornish-born sculptor Joseph Hillier, *Messenger* was inspired by 3D images of actors rehearsing for *Othello*, TRP's award-winning co-production with long-standing partners Frantic Assembly. Revealed on Monday 18 March 2019 with a dramatic arrival by sea into Plymouth, her arrival generated 520 pieces of media coverage, seen by a global audience of 63.5m people.

*"Messenger embodies everything this city is about. She's dynamic, she's different, she's beautiful... The national reaction to Messenger has been almost overwhelming, she has really put us on the arts and culture map. I would like to congratulate everyone involved in her planning, creation and move to Plymouth."*

Tudor Evans OBE, Leader of Plymouth City Council

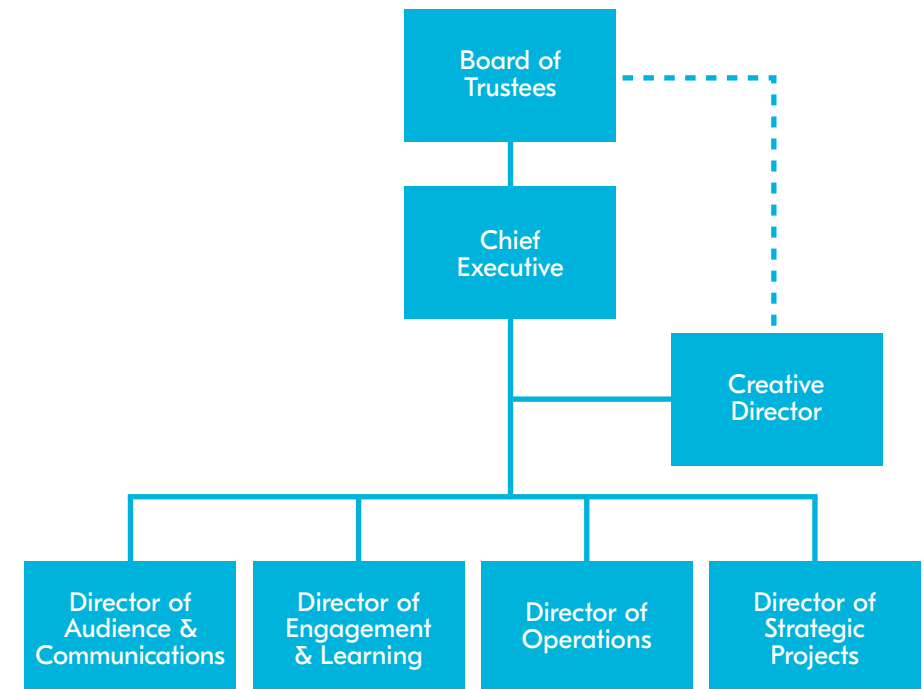




# Theatre Royal Plymouth Headline Facts and Figures (2019/20)

- **£16.6m** turnover
- **91%** of our income was self-generated
- For every **£1** received from public funding, we generated **£25.88** of economic impact
- We had **over 81,000** attendances to our Engagement & Learning programme
- We welcomed **342,819** people through our doors for **92** productions
- We achieved **77%** occupancy
- **33.5%** of our audience were first time attenders
- **30%** of our audience attended two or more times

## TRP's Leadership Structure



### Creative Director - a new role for Theatre Royal Plymouth

On successful appointment of a Chief Executive, Theatre Royal Plymouth will begin the search for a Creative Director who will be responsible for developing and leading a high-quality, relevant and ambitious creative vision for the organisation. They will oversee a cohesive and diverse programme of both touring and produced work in The Lyric, The Drum, The Lab, and in other spaces across the organisation and wider City. It is expected that the Chief Executive will play a key role in this recruitment process.





## Plymouth: Britain's Ocean City

It's an exciting time for Plymouth. Despite the impact of Covid, there is a renewed ambition and investment strategy for the sustainable development of the city's offer - with arts and culture positioned as a core pillar of the city's identity.

In 2021, Plymouth Culture (the city's arts and cultural development agency) launched a new Culture Plan: an ambitious vision to put culture at the heart of Plymouth's development, supporting and creating hundreds of jobs and businesses while building a world class cultural offer. Destination Plymouth also launched a new Visitor Plan which targets the growth of visitor numbers by 15% from 5.1 to 6 million by 2030.

[www.plymouthculture.co.uk/culture-plan](http://www.plymouthculture.co.uk/culture-plan)

[www.visitplymouth.co.uk/destination-plymouth/about-us](http://www.visitplymouth.co.uk/destination-plymouth/about-us)

## Connectivity

GWR operates an improved rail service between Plymouth and London with up to 24 services a day. Exeter and Bristol International airports are located just one and two hours away respectively, and Brittany Ferries operates regular passenger services to Roscoff in France and Santander in Northern Spain directly from Plymouth.

## Quality of life

Plymouth ranks fourth for its quality of life, according to the The Arcadis Investing in Britain: Cities Built for the Future study (2018) and The Independent rated Plymouth in the top 20 cities to live in 2015 based on the Good Growth for Cities Index by PwC/Demos. A wide choice of housing is available in Plymouth and the surrounding area and, with water surrounding approximately two-thirds of the city and moorland and countryside the remaining third, many residential areas have spectacular waterfront or country views.

Over 40% of the city is designated as green space and is surrounded by 3 Areas of Outstanding Natural Beauty. Plymouth has 10 Local Nature Reserves, over 40 wildflower meadows, 9 Special Sites of Scientific Interest and 28 County Wildlife Sites. Source: [dataplymouth.co.uk](http://dataplymouth.co.uk)

## Education

Plymouth has a fantastic range of schools on offer and talented, dedicated staff working in them. The number of schools and nurseries judged to be good or outstanding by Ofsted has reached an all-time high. The city is also home to c50,000 higher education students with the University of Plymouth a leading UK institution and a Top 10 UK Young University in the most recent Times Higher Education Young University Rankings.



# The Role

**The role of Chief Executive of Theatre Royal Plymouth provides inspirational and entrepreneurial leadership for the organisation, ensuring strategic vision, artistic excellence, financial resilience, equality of opportunity, inclusion and long-term stability and growth.**

**As a prominent cultural leader for the South West, the Chief Executive will continue to build Theatre Royal Plymouth's reputation and profile in the region, as well as nationally and internationally, playing an important role in the life of the City and in the wider cultural sector.**

**The Chief Executive reports to the Chair and Board of Trustees of Theatre Royal Plymouth and has overall responsibility for a permanent, contracted and casual staff of circa 360 people. The role is directly responsible for the Creative Director, Director of Audience & Communications, Director of Engagement & Learning, Director of Operations and Director of Strategic Projects.**

# Key Responsibilities

## Leadership and Management

- Provide inspirational leadership and a clear sense of direction and purpose to the management team and wider organisation ensuring best practice and equality of opportunity, and creating a working environment where staff feel valued and can develop and flourish.
- Develop and oversee delivery of strategic plans that support the Vision, Mission and Values of Theatre Royal Plymouth, ensuring buy-in from team members, Trustees and stakeholders.
- Working closely with the Creative Director, and members of the Senior Management Team where appropriate, to develop a high-quality, relevant and ambitious artistic programme across The Lyric, The Drum and The Lab, as well as in other internal and external spaces.
- Champion the integration and expansion of the organisation's Learning, Engagement and Talent Development activities, ensuring they sit at the heart of Theatre Royal Plymouth's work.
- Provide visible leadership and support to key Plymouth strategic forums such as Plymouth Culture, Destination Plymouth and Plymouth Area Business Council.
- Work with the Senior Management Team to ensure an imaginative and effective approach to Theatre Royal Plymouth's marketing, brand management, sales, and audience development strategies.
- Champion the delivery of Theatre Royal Plymouth's high-quality experience for audiences, artists and other visitors, extending a world-class welcome and promoting best practice in customer service with all staff.
- Implement and oversee the organisation's capital programmes of both minor and major works, ensuring the use, ongoing maintenance and future development of the main building is commensurate with the historic fabric of Theatre Royal Plymouth as a Grade II listed building.
- Encourage the exploration and incorporation of new and emerging technologies for the benefit of the organisation.
- Ensure a commitment to diversity, inclusion, accessibility and environmental sustainability across all of the organisation's activities.
- Ensure compliance with all legal obligations and statutory requirements, including the preparation of Annual Report and Financial Statements.
- Work closely with the Chair and Board of Trustees to ensure good governance, maintain compliance with all relevant legislation, and develop and monitor effective risk management systems.
- Attend Board meetings and other committee meetings, working groups or events as appropriate.



# Key Responsibilities

## Financial Management and Income Generation

- Ensure the efficient, effective and professional management of all resources throughout the organisation, driving the business planning and budgetary processes.
- Oversee the sound financial management of the organisation as a viable business, ensuring expenditure and commitments are made within available resources and risk is managed.
- Develop and nurture the organisation's commercial capability, ensuring all opportunities for generating income are maximised.
- Support the Director of Operations with the continued commercial development and efficient management of our Production and Learning Centre, TR2 and our scenic workshop.
- Set and deliver agreed financial income targets to ensure there is a strong cash-flow position at all times.
- Play a key leadership role in the delivery of the organisation's fundraising strategy, developing sustainable partnerships with both public and private funders.

## Stakeholder Relations and Representation

- Build excellent and effective working relationships and maintain regular dialogue with key stakeholders and strategic partners, including Arts Council England and Plymouth City Council.
- Develop the civic function of Theatre Royal Plymouth, extending the reach and influence of the organisation as a significant public institution in the City.
- Continue to develop Theatre Royal Plymouth's influence as a key strategic partner and cultural leader locally, regionally and nationally, working with other cultural organisations and businesses to ensure a more strategic, creative and efficient approach to the delivery of cultural provision in the South West, and beyond.
- Work with the Creative Director to develop and maintain productive relationships with the UK theatre industry, including leading commercial producers, co-producing partners, theatre and dance consortia and visiting companies, maximising these networks and partnerships for the financial and artistic success of Theatre Royal Plymouth.
- Lead the development and implementation of an effective communications plan for all aspects of the Theatre's work internally and with external partners.
- Further develop good relations with the press and other media, acting as a spokesperson for Theatre Royal Plymouth.
- Represent the organisation publicly and attend relevant conferences, seminars and other industry forums as appropriate.
- Promote, advocate and lobby for the work of Theatre Royal Plymouth raising the profile with key decision-makers and the public and continually seeking opportunities to further the aims and interests of the organisation.
- Carry out any other tasks that will, from time to time be allocated by the Board of Trustees on an ad hoc or continuing basis.



# Person Specification

## Experience

### **A track record and proven successful experience in:**

- Leadership at a senior level in the cultural or creative industries, in an organisation of scale and similar complexity as Theatre Royal Plymouth.
- Operating in a commercial environment with demonstrable skills in financial management and negotiation.
- Successfully leading and developing a team, specifically through times of substantial change.
- Developing and implementing business plans.
- Managing significant budgets.
- Fundraising from private and public sector sources.
- Establishing and managing strategic partnerships.
- Networking at the highest political levels.
- Dealing with the media.
- Balancing creative risk and ambition with sound financial management.

### **Desirable**

- Experience of theatre production, co-production and touring for mid- and large-scale theatres.
- Management of a Grade II listed building.

## Skills & Abilities

- Strong, inspirational leadership skills with the ability to provide clear strategic direction and manage and motivate large groups of staff to give their best.
- Strategic planning and creative thinking skills with the ability to see the 'big picture'.
- Well-developed financial management and commercial and artistic negotiating skills.
- An innovative, entrepreneurial approach, with the ability to recognise and exploit commercial opportunities.
- Excellent interpersonal and communication skills with demonstrated ability to build trust-based relationships with a wide range of people both internally and externally.
- The ability and ambition to work with a range of stakeholders at the highest level to position Theatre Royal Plymouth as a cultural leader in the City, region and nationally.
- Ability to work successfully with the Chair and Board.



# Person Specification

## Knowledge

- A good knowledge of, and interest in, the UK's cultural sector, including producing and presenting theatre.
- An understanding of the political dimensions within which Theatre Royal Plymouth operates, including the decision-making processes of local and national government, and the work of other strategic bodies.
- An understanding of the fundraising landscape.
- An awareness of developments in theatre in the UK and internationally.

## Desirable

- A good knowledge and network of artists and producers working in the cultural sector both regionally and nationally.
- A strong understanding of marketing and audience development.
- Knowledge of the regional theatre context.

## Personal Qualities

- Entrepreneurial spirit and strong commercial instincts.
- Committed to improving diversity and inclusion in Theatre Royal Plymouth's workforce and programmes in order to better reflect the range of communities the organisation serves.
- Committed to learning, engagement and talent development.
- Committed to delivering excellence and quality in all aspects of the Theatre's work and customer relations.
- Open to new technology and digital trends and their potential for integration into future theatre activities.
- Diplomatic, with the ability to move comfortably and effectively in political circles.
- Flexible, with the ability to manage ambiguity and create clarity.
- Maturity to deal with difficult situations and proactively create solutions.
- Resilient, with the ability to cope with pressure and high expectations.
- Comfortable with public speaking and exposure to the media.
- An empathy with and passion for theatre and engagement and inclusion in the arts.
- Integrity.

# Summary of Terms and Conditions

## Salary

Six figures, dependent on skills and experience.

## Contract

Open-ended.

## Probationary Period

Six months, with one month's notice.

## Notice Period

Six months in writing on either side.

## Working Hours

The working week is 40 hours however it may be necessary to work beyond the contracted hours to fulfil the requirements of the role.

## Pension

A defined contribution scheme that includes an employer contribution of 5% paid via Salary Exchange.

## Holidays

25 days + statutory holidays.

## Location

The Chief Executive will be expected to live in Plymouth within easy commuting distance of Theatre Royal Plymouth in order to sufficiently engage with the City and region. A relocation package is negotiable.

We encourage candidates from different backgrounds with different experiences, skills and stories to apply. We will consider applications from people who wish to work flexibly.



# Equality, Diversity and Inclusion

At Theatre Royal Plymouth we recognise that our success depends upon people. Our long-held commitment to diversity and equality sits at the heart of our organisational values and mission. If we are to be truly “special for everyone” then it is incumbent on us to not only have the best and most representative work on our stages and across all our programmes, but also to recognise that how we recruit, who our partners are, what we prioritise, and how we exercise our influence, can have real impact and effect change.

The Black Lives Matters campaign during 2020 caused us to reflect. Whilst there is much to celebrate, we believe we have more to do to ensure that we are the most diverse and inclusive organisation we can be. To this end the Board of Trustees has established a sub-committee to add pace and direction to the creation of an Action Plan that will ensure we make robust and sustainable change across all areas of TRP business.

We are committed to creating a culture in which all those who engage with us are treated with fairness, dignity and respect.

## How to Apply

This process is being led by Theatre Royal Plymouth’s Board of Trustees who are working with recruitment consultant, Heather Newill, Director of AEM International Ltd.

To apply for this role, please send a CV and letter of application, addressing how your experience matches the job description and person specification, to **Heather Newill, Director AEM international**, either by:

Email: **[hnewill@aeminternational.co.uk](mailto:hnewill@aeminternational.co.uk)**

or by post: **AEM international Ltd, 22 Well Close Square,  
Framlingham, Suffolk, IP13 9DS.**

The letter of application should be no longer than 3 sides of A4.  
All applications will be acknowledged.

For an informal conversation about the job, please call  
Heather Newill on + 44 (0)1728 660026.

**Deadline for applications: Mon 17 May 2021**



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ENGLAND**



TRP is proud to be a Real Living Wage employer