



**Deputy CEO, Finance & Operations**

# Welcome

I'm really pleased that you have downloaded this pack and are curious to learn more about the role of Deputy CEO, Finance and Operations, here at Theatre Royal Plymouth.

We've recently developed a new Strategic Framework to steer the charity through the next five years. During this time we will deliver a major capital project at our building on Royal Parade. The successful candidate who takes on this role will be instrumental in leading that project.

The Executive team at TRP is made up of myself, Liz King, our Deputy CEO, Producing & Programming and the postholder for the Deputy CEO, Finance and Operations role. We are all supported by a really excellent team of Directors, and together with them we form the Strategic Leadership Team.

Across our two sites, Theatre Royal Plymouth and TR2, our Production and Learning Centre, we have a dedicated workforce of over 300. Our brilliant team create, make, build and present world-class theatre for the people of our city and region and we collaborate with internationally regarded artists to bring the world to Plymouth and take Plymouth to the world.

We need an experienced strategic leader to join our Executive team, to help drive success, continue to develop a clear case for support and help us achieve all our plans for the future. We work in a beautiful part of the country with the sea only ten minutes on foot from Stage Door and Dartmoor National Park to the north of the city. We believe the quality of life here is exceptional.

If you'd like to have a confidential, informal chat with me about the role, please contact Sam Phillips, Assistant to the Executive Team, on [samantha.phillips@theatreroyal.com](mailto:samantha.phillips@theatreroyal.com) who can arrange a time for us.

James

**James Mackenzie-Blackman**  
CEO & Artistic Director



Image credit: *Paraorchestra* (2024) by Dom Moore

# Deputy CEO, Finance & Operations

**Reporting to:** Chief Executive & Artistic Director

**Direct Reports:** Director of Finance and Operations; Director of Planning; Director of Partnerships and Philanthropy

**Key Relationships:** Board of Trustees; Deputy CEO, Producing & Programming; Strategic Leadership Team; Principal Funders (Arts Council England & Plymouth City Council); Bectu

**Salary:** £85,000 - £95,000 dependent on experience

**Contract:** Full-time, permanent

**Benefits:** 33 days' annual leave (including Bank Holidays), contributory pension scheme, staff discounts, and access to exclusive ticket offers.



Image credit: *The Devil Wears Prada* (2024) by Matt Crockett

# Purpose of the Role

The Deputy CEO, Finance & Operations is a senior executive leadership role, working in close partnership with the Chief Executive & Artistic Director and the Deputy CEO, Producing & Programming (who together form TRP's Executive Team) to ensure the long-term financial resilience, operational excellence and organisational sustainability of Theatre Royal Plymouth (TRP).

The postholder will provide clear strategic and operational leadership across finance, governance, capital, human resources, commercial activity and theatre operations, ensuring that TRP operates with financial rigour, creativity and integrity.

They will play a critical role in enabling the artistic vision of the organisation by ensuring that robust systems, infrastructure, policies and people are in place to deliver excellence on and off stage.

As a key member of the Strategic Leadership Team, the Deputy CEO, Finance & Operations will help shape organisational strategy, lead a positive and inclusive workplace culture, support and challenge colleagues constructively, and represent TRP externally as an ambassador for its values.



Image credit: Steve Tanner

# Our Vision & Mission

## Our Vision

Together with the people of Plymouth and the South West we will make waves in our ocean city, ensuring we're the most ambitious and creative community in the country.

## Our Mission

We bring people together to create, make, build and present world-class theatre.

## Our Values

- Collaboration
- Creativity
- Diversity
- Quality



Image credit: Robin Kother

# Key Responsibilities

## Strategic Leadership & Governance

- Act as a full and active member of the Executive and Strategic Leadership Team, contributing to the development, delivery and monitoring of TRP's Business Plan and long-term strategy.
- Provide strategic leadership for finance, operations, HR, governance, capital and commercial activity in alignment with TRP's creative ambition and charitable objectives.
- Support and advise the Chief Executive and Deputy CEO, Producing and Programming to maintain financial credibility, organisational resilience and effective relationships with the Board of Trustees and stakeholders.
- Provide clear, timely and accurate reporting to the Board of Trustees and its Committees.
- Oversee the organisational Risk Register, ensuring risks are identified, monitored and mitigated, and lead on business continuity, disaster recovery and business interruption planning.

## Financial Management & Oversight

- Hold ultimate responsibility for the good financial practice of TRP
- Oversee the finance function, ensuring strong financial controls, effective systems and full compliance with statutory and regulatory requirements. This will include:
  - The timely production of accurate management accounts, forecasts and annual budgets (short and long term), supporting effective decision-making and accountability. This will include benchmarking and performance monitoring.
  - Oversee cash flow management to ensure TRP meets its day-to-day obligations and long-term ambitions. In collaboration with the Director of Finance & Operations ensure cash holdings are appropriately managed to maximise returns.
  - Oversee the annual audit process and oversee preparation of the Trustees' Annual Report and Accounts.
  - Ensure all funding and reporting obligations to Arts Council England and other funders are met, including alignment with ACE's Let's Create strategy and Investment Principles.

## Capital Projects & Estate Development

- Provide senior strategic leadership for the planning, governance and delivery of major capital projects and estate developments at Theatre Royal Plymouth, ensuring alignment with the organisation's creative vision, strategic framework and long-term sustainability.
- Act as the executive lead for capital projects, working closely with the Chief Executive, Board of Trustees, funders and external advisors.
- Oversee project governance structures, ensuring robust decision-making, risk management, reporting and compliance with funder, statutory and contractual requirements.
- Lead on financial oversight of capital projects, including budget development, cost control, cash flow forecasting and value-for-money assessments.
- Procure, appoint and manage key professional teams (e.g. architects, consultants, contractors and project managers), ensuring effective performance and accountability.
- Ensure capital projects are delivered on time, within budget and to agreed quality standards, with minimal disruption to creative programmes, staff, audiences and commercial activity.
- Ensure that access, environmental sustainability, health and safety, and future operational resilience are embedded throughout the design and delivery of capital works.

## People, Culture & Organisational Development

- Provide strategic leadership for HR, ensuring best practice policies and procedures for recruitment, employment, performance management, health and wellbeing, safeguarding, and Health and Safety.
- Champion TRP's values, Equality, Diversity & Inclusion commitments and Access work, ensuring they are embedded across the organisation.
- Lead and support the Department Leaders Group, developing their leadership capacity and ensuring clear objectives, accountability and professional development.
- Foster a positive, open and collaborative organisational culture, encouraging continuous improvement, creativity and mutual support.

## Commercial & Income-Generating Activity

- Provide strategic oversight of TRP's commercial activities, including hospitality, catering, retail, events, manufacturing and project development at TRP's Production workshop facility, TR2.
- Ensure commercial operations maximise income and opportunity while supporting the creative programme, community objectives and audience experience.
- Oversee procurement, tendering and contract negotiation, managing commercial and operational contracts to ensure value for money and high-quality service delivery.
- Support the development of secondary income streams and entrepreneurial activity, managing risk appropriately.

## Partnerships & Philanthropy

- Provide strategic oversight of TRP's fundraising and philanthropy activities ensuring our ambition to diversify our income is realised.
- Working with the Director of Partnerships and Philanthropy, ensure that fundraising regulation is met and Charity Commission guidance is well integrated.
- Support the development of philanthropic income streams and manage risk appropriately.

## External Relations & Representation

- Represent Theatre Royal Plymouth externally at industry, civic and community events, acting as an ambassador for the organisation and its values.
- Build strong and effective relationships with external partners, funders, auditors, suppliers and sector peers.

## General

- Attend premieres, press nights and events as required.
- Work flexibly, including unsocial hours, in line with the demands of a producing theatre.
- Uphold all relevant legislation, company policies and procedures, including GDPR.
- Undertake any other duties reasonably required by the Chief Executive & Artistic Director.



Image credit: Dom Moore

# Personal Specification

## Essential Experience

- Significant senior leadership experience in the cultural, charity or not-for-profit sector.
- Broad general management experience across finance, operations, HR, governance and risk.
- Proven experience of overseeing finance functions, including budgeting, financial controls and audit.
- Experience of leading and developing senior teams and managing multiple, complex projects concurrently.
- Experience of contract management, procurement and commercial operations.

## Essential Skills & Knowledge

- Exceptional leadership skills with the ability to inspire, motivate and develop others.
- Strong financial acumen and analytical capability.
- Excellent strategic planning, organisational and problem-solving skills.
- Strong understanding of compliance areas including charity/company law, Health and Safety, GDPR and safeguarding.
- Excellent written and verbal communication skills, with the ability to engage effectively with Boards, funders and stakeholders.
- Ability to work calmly and decisively in a complex, pressurised environment.
- Ability to balance artistic, operational, financial and public-facing priorities during periods of significant organisational change.
- Strong strategic judgement, with the confidence to make complex, high-impact decisions in partnership with Trustees and senior colleagues.

## Desirable

- A professional qualification or specialism in finance, capital development, operations, HR or governance.
- Experience of organisational development, cultural change and transformation.
- Experience of delivering multi-million-pound capital projects for theatres, cultural venues or public buildings.
- Knowledge of capital funding frameworks, including Arts Council England, public sector grants, trusts, foundations and philanthropic investment.
- Experience of embedding environmental sustainability and access best practice into building design and capital delivery.
- Knowledge of charity and company law, VAT exemptions for cultural organisations and ACE funding requirements.
- Experience of hospitality, bars or front of house operations within a theatre or visitor attraction.
- Existing knowledge of the UK theatre ecology and the challenges facing cultural organisations.

## Personal Attributes

- A genuine commitment to the performing arts and the mission of Theatre Royal Plymouth.
- Strong alignment with TRP's values, including a commitment to inclusion, access and diversity.
- Strategic thinker with the ability to anticipate future challenges and opportunities.
- Commercially minded, entrepreneurial and solutions-focused, while managing risk wisely.
- Collaborative, approachable and resilient, with a hands-on and action-oriented approach.

# About Theatre Royal Plymouth

Theatre Royal Plymouth (TRP) is the largest and most well-attended regional producing theatre in the UK, presenting diverse productions on our three stages: The Lyric (cap. 1,300), The Drum (cap. 146), and The Lab (cap. 50).

With a regional audience of over 2.1 million, we employ over 300 dedicated staff, including leading artists and craftspeople, and attract 300,000+ annual audience members. TR2, our unique Production and Learning Centre, is world-renowned for scenic design and construction, delivering sets to leading producers for over 20 years. TR2 is also home to TRP's engagement and learning activities, reaching thousands of people annually, with a focus on engaging disadvantaged communities and those who feel excluded from the arts.

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, including:

- 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 Creative Communities 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 National Portfolio Organisation and are in receipt of funding from Plymouth City Council.



Image credit: The Key (2024) by Steve Haywood

# About Plymouth

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.

Plymouth offers a great lifestyle, with a blend of coastal living and city amenities. With a relaxed atmosphere and affordable housing, there is a strong sense of community. From the expanse of Dartmoor for hiking and biking, to the wide beaches of Cornwall and Devon for surfing and swimming, there truly is something for everyone.

Plymouth is the fourth happiest UK city to live in. Over 40% of the city is designated as green space and is surrounded by three AONBs. Plymouth has 10 Local Nature Reserves, over 40 wildflower meadows, nine Special Sites of Scientific Interest and 28 County Wildlife Sites, with Plymouth Sound and Harbour as the country's first National Marine Park.



Image credit: Visit Plymouth

## How to Apply

Please submit a letter of application (no more than two sides of A4, in a font size no smaller than 10 point) and a CV through our [recruitment portal](#) by Thursday 16 July, 09.00am.

If you would like to submit your application, or require the job pack in an alternative format, please contact the Recruitment Team at [recruitment@theatreroyal.com](mailto:recruitment@theatreroyal.com).

First round interviews will be held in Plymouth on Monday 27 July.

We look forward to receiving your application.



Image credit: Dom Moore



**TRP**

Theatre  
Royal  
Plymouth



Supported using public funding by  
**ARTS COUNCIL  
ENGLAND**



Image credit: Steve Haywood