

# Deputy Director

## Recruitment Pack



**April 2021**

Thank you for your interest in the role of Deputy Director at Icon Theatre.

The contents of this pack include:

- a job description
- a person specification
- information about Icon Theatre
- Equality and Diversity Form

Icon Theatre transforms lives and strengthens communities by supporting people to make and experience world class theatre and participatory arts.

Inspirational, excellent new productions are at the heart of our work. Alongside this is a desire to support, develop and create new cultural communities both locally and nationally, and to grow artistic excellence that really connects with people.

The Board is looking to appoint a Deputy Director who can support our Artistic Director and CEO Nancy Hirst lead the company into its next exciting phase. We are keen to find a Deputy Director who can be instrumental in our growth and strategic development, is passionate about the positive social impact our work can have and is interested in learning and growing with the company over the next few years.

We are at a very exciting time in our development. In June 2020 we won a significant tender from Medway Council to lead the flagship ACE/DCMS funded programme Theatre31, engaging 2000 children and young people across Medway and Sheppey in performing arts activities by June 2022. Key strategic aims for the organisation include positioning ourselves effectively for successful entry into the ACE National Portfolio from 2023 and supporting Medway's bid for City of Culture 2025 as a key delivery partner.

As part of this we are currently undergoing a full rebranding exercise which includes complete redevelopment of our website, logo and marketing materials. In light of this we are particularly keen to meet applicants with a strong track record in communications and marketing who can play a key role in this exciting next step of our journey. The successful applicant will also have good understanding and experience of the operational systems and financial processes required to support the effective delivery of our work.

The Deputy Director will be passionate about enabling Icon Theatre to achieve its potential and supporting our gifted Artistic Director in her artistic and social vision for the company. We anticipate that there will be many opportunities for the Deputy Director to develop and grow within the company to support the exciting and transformational developments for Icon Theatre over the next few years.

If you're eager to be part of an innovative and progressive artistic company I encourage you to read the enclosed information and contact us at the email address below with any questions you may have.

We are keen to support good applications from individuals coming from a variety of backgrounds and experience, and as part of this are willing to consider on-the-job training in areas of the job description where an applicant may have limited previous experience. Please specify in your application any areas where you feel this would be appropriate or useful.

The role is based in Chatham, which is a 45 minute train journey from Central London. All staff are currently home working until it is considered to return to the office safely. All proposals for remote and flexible working will be positively considered.

### **How to apply**

To apply, please read through the information and guidance notes provided in this pack. Please send your CV with a covering letter referring directly to the person specification explaining why your skills and experience make you an exceptional candidate for the role.

Please email your CV and cover letter to: [opportunities@icontheatre.org.uk](mailto:opportunities@icontheatre.org.uk) and address to Alysha Sargent (Chair, Icon Theatre Board of Trustees).

### **Closing date for applications: 12 noon, May 13th 2021**

If you require this pack in an alternative format, or would like to discuss the role before applying, please email [jemma@icontheatre.org.uk](mailto:jemma@icontheatre.org.uk) and we will arrange a time for an informal phone conversation with Nancy Hirst, Artistic Director & CEO.

I look forward to receiving your application.

Yours faithfully,

Alysha Sargent  
Chair of the Trustees

## **DEPUTY DIRECTOR – JOB DESCRIPTION**

**LINE MANAGEMENT:** Artistic Director/CEO

**DIRECT REPORTS:** Book-keeper (Freelance, 5 hrs per week)  
Marketing Officer (Freelance, 3 days per week)  
Press Consultant (External)  
Freelance fundraisers (occasional/fixed term)  
Freelance project management staff (occasional/ fixed term)

**SALARY:** up to £33,000 per annum

**CONTEXT:** This Senior Management Team role is a new position for Icon Theatre, created to support the company with development and delivery of key strategic objectives, and to support the work of the founding Artistic Director/CEO.

This job description is intended as a working document giving a guideline to the major tasks to be performed. It is to be understood that as this is a brand new role, the post is likely to develop and change in order to meet demands and changing expectations.

## **DUTIES AND KEY RESPONSIBILITIES**

### **Communications**

- Develop a robust and sustainable Communications Strategy enabling Icon Theatre to articulate the positive outcomes of their work and creative output. The strategy will cover profile raising & strategic positioning, marketing and press campaigns and digital output and development, and will be designed to raise the profile of Icon Theatre locally and nationally across a range of audiences, participants, Arts Council, local authority, funders and other strategic stakeholders.
- Oversee and manage delivery of all communications, marketing and press activity across the organisation to deliver the Communications Strategy, including overseeing all output; copy-writing, creating and editing content where required; liaising with partners and artists where required; maintaining agreed scheduling and ensuring all activity is in line with the Communications Strategy and Icon Theatre’s branding guidelines (currently in development);
- Directly line manage the Marketing Officer to ensure successful delivery of the Communications Strategy
- Directly manage the working relationship with Icon Theatre’s external Press Consultant including liaising with local press outlets where necessary, and work in a collaborative approach with the Theatre31 Head of Programme to anchor programme highlights and build further awareness, locally and nationally, around Icon Theatre’s artistic output

### **Operational Systems**

- Implement and maintain organisational systems and processes eg HR record keeping (TOIL/ annual leave) and organisational calendars
- Manage and liaise with our IT support agency and database developers to ensure the efficient and effective operation of all IT, software and database systems across the organisation
- Implement, develop and maintain any other necessary operational processes and systems required for staff to work efficiently and to support the effective running of the organisation
- Manage and update all organisational policies and procedures, ensuring they are abreast of all updated legislation, follow best practice and are effectively communicated to staff.

### **Financial Systems**

- Support the Artistic Director/CEO to draw up annual organisational budgets and forecasts supporting the operational, fundraising and artistic targets of the organisation
- Work with the Bookkeeper in day-to-day financial operations and ensure the accuracy and transparency of the accountancy processes.
- Support the financial security of the organisation by maintaining and developing appropriate and robust financial processes and controls.
- Verify and manage payment invoices and expense claims promptly.
- Monitor project budgets in line with annual budgets and forecasts, and review project expenditure/income with project managers against annual budget targets
- Work with the book-keeper to draw up management accounts on established reporting templates, supporting the book-keeper to resolve queries relating to day-to-day operations
- Collate financial and legal information required for authorities such as gift aid and Theatre Tax Relief claims to HMRC.

### **Fundraising**

- Agree fundraising strategy with the Artistic Director/CEO and coordinate scheduling with the Artistic Director/CEO and freelance fundraisers to ensure the preparation, development and completion of timely fundraising applications completed to the highest standards.
- Manage grant reporting, including scheduling and liaising with staff and partners to collect and collate information into required reporting formats for Icon Theatre's range of funders.
- Work with the Artistic Director to build experience of successful bid writing and develop small grant applications using Icon Theatre's established fundraising templates
- Manage freelance fundraisers to develop small fundraising bids (including editing and proof-reading application drafts) to successfully raise funds as required.
- Support the Artistic Director/CEO to write and complete timely fundraising applications for larger and 'one-off' bids.

### **Audience Development**

- Work with the Audience Agency, Artistic Director and external consultants to analyse Icon Theatre's current audiences and create an Audience Development Plan

- Work with the Artistic Director to ensure delivery of the Audience Development Plan and update the Communications Strategy to support achievement of Audience Development targets
- Ensure all data collection systems are in place to effectively gather the data needed to monitor delivery of the Audience Development Plan
- Update and maintain the Icon Theatre CIVICRM database, signup/monitoring forms and mailing lists in line with Audience Agency requirements and all relevant legislation including GDPR

### **Project Management**

- Line manage, monitor and support freelance Project Managers delivering occasional and 'one-off' community projects.
- Ensure that freelance Project Managers are delivering against key strategic outputs, deliverable KPIs for funders and keeping their projects running on time and within budget.

### **Governance**

- Oversee the arrangement of board and committee meetings and circulate papers beforehand
- Support the Artistic Director/CEO with the timely preparation of board papers
- Circulate papers to Board & committee members in advance of the meetings
- Act as Company Secretary, ensuring that the organisation sends end of year accounts and updates organisational records accurately and promptly with Companies House and the Charities Commission.

### **General**

- Contribute to the development and delivery of a new Icon Theatre Organisational Strategy
- Manage the day-to-day relationship with the Brook Theatre where Icon Theatre is based, including room bookings and use of rehearsal space
- Support the development of and extensive use of digital activity in production, marketing, learning and participation and artist development.
- Attend Board Working Group meetings and relevant committee meetings when required.
- Represent Icon Theatre at public functions, conferences, in interviews with the media and at strategic creative and cultural events to communicate and promote the vision and activities of Icon Theatre when required.
- Manage freelance project staff for one-off and occasional projects as required
- Ensuring that the intentions and requirements of the Icon Theatre's Equality and Diversity Policy are applied personally and by all staff and freelancers.
- Follow agreed policies and procedures in all aspects of the role.
- Undertake personal training and development as required.
- In addition to the above, undertaking any other duty or responsibility which may reasonably be requested by Icon Theatre's Board of Trustees.

**Icon Theatre requires that all staff work in a flexible manner compatible with their jobs and in line with the objectives of the company. Please note that the job description for**

**this position may be reviewed and amended to incorporate the future needs of Icon Theatre.**

## **PERSON SPECIFICATION**

### **Skills, Knowledge and Experience Essential**

- Successful and demonstrable experience of working in management in theatre, arts or charitable sectors.
- Demonstrable experience of leading marketing and press campaigns with a strategic organisational approach.
- Experience in reviewing, developing and managing operational systems and processes
- Experience of managing budgets and financial processes in a financially stable organisation.
- Experience of leading or supporting the development and submission of successful fundraising applications.
- Ability to work in a collaborative way with colleagues, stakeholders, partners and the Artistic Director/ CEO.
- Experience of managing and developing staff to achieve their objectives and potential.
- A commitment to diversity in all aspects of the organisation and its output and to making the arts accessible to all.

### **Desirable**

- Understanding of the operational systems and processes required in a company the size of Icon Theatre
- Experience of developing and implementing new strategies, and developing organisational structures to support delivery of those strategies
- Experience in supporting the preparation of organisational management accounts
- Experience in reporting and working with trusts, foundations and Arts Council England.
- A strong understanding of theatre and contemporary performance and an understanding of how it is created, with a particular interest in community and participatory work
- Professional networks within the arts to support the development of Icon's collaborations and strategic partnerships

### **Personal attributes**

- Excellent copy writing and persuasive writing skills, with exceptional attention to detail.
- Ability to inspire and support teams to effectively adopt new strategies and new ways of working.
- Resilience and a proactive approach in the face of challenges.
- Desire to be part of an ambitious organisation making exceptional quality work.
- Excellent communication and interpersonal skills.
- Confident, proactive and entrepreneurial approach to the development of sustainable, longterm organisational strategies.
- The ability and willingness to advocate for and network on behalf of Icon Theatre.

## **CONDITIONS OF WORK**

Contract	Full time, permanent
Pay	Up to £33,000
Holiday	20 days holiday, 8 statutory bank holidays

Hours 37.5 hours per week. Some evening and weekend work may be required. No overtime will be paid but time off in lieu will be given for any hours worked in excess. Office hours are 10am – 6pm.

Place of work Icon Theatre offices, at The Brook Theatre, Chatham. Proposals for combination of flexible and/or home working will be positively considered. Currently all staff are home working until it is considered safe to return to the office.

Probationary Period 6 months with regular reviews.

Notice Period on satisfactory completion of probationary period: 3 months

## **7. Equality and Diversity**

Icon Theatre is committed to equality of opportunity. Recruitment and selection procedures are monitored to ensure that individuals are selected on merit.

In order to help us to monitor how effectively our recruitment procedure meets this aim, please complete [this form](#) and return it with your application.

The organisation needs your help and co-operation to enable it to do this but filling in this form is voluntary. Your completed form will not be viewed until the recruitment process is completed.

Monitoring is a requirement of all Arts Council England funded organisations and Icon collects statistical data on those who work with us, take part in our participatory work or see our shows. We do this to help us monitor the diversity of the organisation and its audience. This form will not be kept on file and the data will be anonymised and used for statistics only.

The full link can be found here: <https://nq4cwi781lz.typeform.com/to/s5Yes2bz>

Please can you also let us know where you saw the advertisement or found out about this role.

## **ICON THEATRE**

Icon Theatre is an award winning theatre and participatory arts organisation, based at the Brook Theatre in Chatham, Medway.

### **Vision**

We transform lives and strengthen communities, by supporting people to make and experience world class theatre and participatory arts.

### **Mission**

We co-create high quality, contemporary new work with communities and young people.

Based in Medway, we work with disadvantaged and excluded communities across north and east Kent. Much of our activity takes place in central Chatham, focusing particularly on adults, families and young people who face significant socio-economic deprivation and exclusion.

Led by our founder and Artistic Director Nancy Hirst, we believe that the stories we tell about ourselves can help to define who we are. Our shows often explore social inequalities and injustices which demand societal change.

Whether we're working in a community centre, a PRU, an old fort or a drop-in centre, we support people to develop strong, authentic voices. Participants gain personal, social, professional and creative skills that often lead to education and employment, as well as an increased sense of empowerment which acts as a catalyst for further social change.

Rooted firmly in our local neighbourhood, our branches spread further afield. Individual stories reflect global experiences, and we connect with communities across the UK to develop national and international partnerships which invigorate our work and ensure we remain innovative, excellent and inspirational.

### **Values**

All our activities are brought together by common values and a shared approach. We create high quality work that promotes the authentic voice of participants and reflects a genuine sense of place.

We strive to be:

- empowering and collaborative
- inclusive
- excellent and inspirational.

## OUR WORK

### Productions and Outreach

We support communities to come together to create large-scale, outdoor, site specific and promenade performances, exploring and highlighting local issues, stories, and agendas that influence their lives.

Our productions have won a Fringe First Award, selection by Lyn Gardner in her column 'What



to See: Theatre Tips', shortlisting for an Amnesty Freedom of Expression Award and a range of critical acclaim including:

*'A sharp, impeccably performed and blazingly impassioned piece of theatre...simply terrific.'* - The Times

*'Icon Theatre has created one of the most compelling and theatrically*

*effective pieces of storytelling on the Fringe.'* - The Scotsman

*'It is easy to take for granted the acting skills of a top theatre company. But when actors embody characters as superbly as this, you can't help but notice.'* - The New Statesman

*'Icon has achieved something remarkable... this is a theatrical treat.'* - The Stage

We work with participants in North Kent who have often experienced severe income deprivation, life in care, speak English as a second language, have refugee or asylum seeker status, or are disabled. Many of our young adults are at risk of exclusion, some have already been excluded and many remain not in education, employment or training (NEET).



We run a broad range of participatory arts activities for these participants, including a range of projects delivered directly on housing estates, local community centres and youth clubs, schools and drop in centres.

Our community projects have won awards for their quality, notably a film made by our youth theatre being awarded Best Film Award (U-Screen Film

Competition), second place in the national Animat-Ed Festival and a screening at the Barbican Centre London (Framed Festival), as well as our rural arts and history project 'Time and Tides' winning a 'Recognition Award' from Medway Council – a benchmark of excellence for community and outreach projects.

## **GOVERNANCE, STAFFING AND FINANCES**

Icon Theatre is a registered charity 1097311 and a company limited by guarantee. We are overseen by a board of trustees, chaired by Alysha Sargent.

Day to day management of the company is led by the Artistic Director/CEO, supported by the Outreach Officer, Outreach assistant and freelance book-keeper. The Theatre31 Head of Programme, 2 full time and one part time staff members support delivery of Theatre31. We also work with a range of associate artists and freelance contractors, including fundraisers, technical, stage management and creative teams.

Our artistic programme for 2021-22 is currently being finalised. It is an ambitious and exciting programme reflecting the scope of our work delivering Theatre31 and our growing role in the preparations for Medway's City of Culture 2025. To support delivery of this programme, we are also currently recruiting a part time Marketing Officer and external press consultant. This will bring our team (including Deputy Director) to 6 full time members of staff plus 3 part time/ sessional.

Icon Theatre is a financially stable charity and we have managed to achieve a small surplus on an average turnover of c. £190,000 for the past five years. The next two years will see a significant increase in turnover to £450,000, due to the Theatre31 programme, which will complete in December 2022. Although we have no regular core funding we receive support from a broad range of trusts and foundations, ACE, lottery funders, earned income from box office and theatres tax relief. Current and recent funders include BBC Children in Need, Medway Council, People's Health Trust, ACE, HLF, Kent Community Foundation and the Henry Smith Charity. End of year accounts for previous years are available on the Charity Commission website.

### **Covid-19 Impact & Strategy**

Because fees from live activities and box office contribute a relatively small proportion of Icon Theatre's overall income, the organisation has managed to maintain a reasonable level of organisational and financial stability during the pandemic, and we have utilised digital, flexible, outdoor and socially distanced activities to ensure continued delivery to our audiences and communities throughout lockdown.

## **CURRENT AND RECENT ACTIVITIES**

### **Theatre31**

Theatre31 is one of five flagship Youth Performance Partnerships in the UK, funded by Arts Council England and DCMS. The programme is delivered in partnership with Medway Council, the Medway and Sheppey Local Cultural Education Partnerships, Ideastest, Kent County Council and ROH Bridge.

Inspired by the idea that cultural and artistic activities are a human right for all children and young people, Theatre31 aims to empower 2000 children and young people across Medway and Sheppey to commission, co-create and engage in performing arts activities by June 2022.

The programme is led by children and young people, and aims to support children and young people develop confidence, aspirations, motivation, wellbeing and performing arts related knowledge and skills.

Theatre31 also aims to raise awareness about the current range of cultural opportunities available for children and young people in the region, developing sustainable channels of communications and connectivity for children, young people, schools, individual artists and creative organisations across Medway and Sheppey.

### **The Chatham Witch**

The Chatham Witch explored the extraordinary history of women in Medway through the ages, from the Anglo-Saxon burial on Chatham Lines, to the 19th century Chatham Scandal and the ARP women at Fort Amherst in WWII. Commissioned to celebrate recent restoration works, this unique promenade performance welcomed local people into areas of Fort Amherst that had previously been closed to the public for many years and are now stunningly restored.

Featuring 150 actors, dancers and singers from the local community, newly commissioned music specifically for the performance, a large-scale visual installation created by local artists and residents, and a dazzling projections on the historic bricks of the Fort, *The Chatham Witch* brought alive the powerful, true and untold stories of Medway's most untamed women.

### **23 Submarines**

After heavy storms in 2013, a forgotten World War I submarine emerged from the mudflats on the River Medway. It was later discovered a further 23 submarines were originally abandoned, having sunk over the years into the Medway mud and disappeared without a trace.

A large-scale, outdoor theatre performance in September 2016 explored this story and other myths from the Medway River. Performed on the Chatham riverside at sunset, the production included a community choir, local schools and over 80 local residents performing alongside a professional cast and creative team. The production came out of 9 months of workshops, exhibitions and commissions for local artists and poets, including a poetry trail which displayed excerpts of commissioned poems around Medway's five towns, including in shops, parks, high streets and railway stations. The project actively engaged over 3000 people.

### **Six Ways to Wellbeing**

In recognition of our innovative work around wellbeing, mental health and young people, we were commissioned by Kent Public Health, Kent Council Arts Team and ROH Bridge to deliver a county-wide flagship arts & wellbeing project based around the 'Six Ways to Wellbeing'. Working with over 100 vulnerable young people from challenging backgrounds, we used theatre, music, dance and visual arts to combat poor mental health and improve wellbeing through a series of summer workshops and activities.



*The Silk of 1000 Spiders*

*All photographs by Simon Kelsey*