



# Executive Director for START: Thurrock Creative People and Place

Information for applicants



Sound Crowd. Jack Petchey's Perfect Pitch Grand Final



Singing Our Lives Choir Credit Rachel Cherry



Kipetika ROH silk commission hanging in the Backstage Centre



Rendered Retina





## Executive Director, START: Thurrock

(£44,000 - £47,000 FTE per annum, dependent upon experience)

Part time 0.6, fixed term contract to 30<sup>th</sup> June 2024

(contract may be extended subject to funding for future phases)

We are committed to supporting flexible working conditions and hours

### Hours of work:

24 hours (0.6 FTE) per week. These hours can be delivered flexibly across the working week.

Due to the nature of this role some evening and weekend work will be required.

### Location:

CPP office in Grays plus outreach work as needed.

Hybrid remote working will also be possible.

Holiday: 25 days pro rata plus Bank Holidays

Benefits: employer pension contributions

For an informal discussion, please contact Katie Beadle via [katie@st-art.org.uk](mailto:katie@st-art.org.uk)

**Closing date for applications: Midnight, Monday 29<sup>th</sup> May 2023**

We are working towards becoming a disability confident employer, if you identify as a disabled person and have specific access requirements then please let us know and we will make reasonable adjustments to support your needs.



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## Part 1: About Us

Our new Creative People and Places (CPP) programme is START: Thurrock (Stronger Together Arts) through which our community will take the lead in creating a new story for Thurrock. START will energise our people in the forging of a confident new arts-led narrative post pandemic. With control held locally through our STARTer resident panels and inspired by our motto ‘By Thames to all peoples of the world’, we will form, write, tell and review our story over the next decade.

Hosted by Tilbury on the Thames Trust as lead organisation with support from Thurrock Council, Thurrock Lifestyle Solutions CIC, Thurrock CVS and the Royal Opera House as ‘custodians not controllers’, we cannot wait to start cultivating, showcasing and growing world class creativity in the heart of our communities!

### About Creative People and Places

Creative People and Places is a national action learning programme funded by Arts Council England. It’s about more people taking the lead in choosing, creating and taking part in brilliant art experiences in the places where they live. It focuses on parts of the country where involvement in arts and culture is significantly below the national average. Creative People and Places programmes cover 56 local authority areas, including 11 entirely new areas announced in December 2021 – including Thurrock

### About START: Thurrock CPP

START: Thurrock responds to low levels of engagement in arts and culture relative to the national picture. At 35.8%, this was the lowest level in the East of England region without a CPP in place. We want to increase this from 35.8% to 50% over 3 years (84,887 people) by facilitating public-led cultural programming through 7 action learning projects that develop place, develop cultural supply and demand, and increase quality and ambition by placing communities in the driving seat of cultural provision:

1. **Experiences:** Local action learning projects/activity led by community and creative sectors working together, and which leads to high-quality public engagement activity

2. **Inspiration:** Action learning outside Thurrock led by community and creative sectors, helping to raise artistic quality and ambition locally
3. **Front Cover:** Developing and Programming new cultural activities for Thurrock audiences to take place in well-known safe spaces
4. **Chapters:** Opening up meanwhile spaces and providing support for Thurrock creatives to deliver public engagement activity
5. **Table of Contents:** A central place to navigate Thurrock’s cultural calendar and possibilities, supporting increased public involvement and enabling decision-making
6. **Thurrock Story:** Flagship cultural programme in prime places, created by and for Thurrock audiences and building from existing strengths
7. **Book Review:** Reviewing and presenting our story to a national audience as part of CPP peer learning and national evaluation.

## About the START: Thurrock CPP Core Consortium



Tilbury on the Thames Trust (TTT) is the lead organisation for START. Initiated by local people in 2015, TTT now works closely with the Port of Tilbury, co-designing the future of Tilbury Cruise Terminal to blend community and commercial use. TTT is financially backed by the Port of Tilbury, which will extend corporate back-office functions to START CPP in-kind. We believe inclusion of a CPP within the Corporate Social Responsibility programme of a high-profile commercial partner is unique, potentially yielding fascinating lessons for national sector development and peer learning.



Thurrock CVS (Community and Voluntary Services) supports local organisations and community groups in Thurrock by working behind the scenes to ensure the long-term future of essential services delivered by the voluntary sector. Much of the work that TCVS does focuses on support, development work, capacity building, liaison, strategic partnerships, representation and advocacy.



Royal Opera House (ROH) represents our arts sector on the Core Consortium, providing recognised expertise in establishing cultural engagement programmes within Thurrock. The Learning and Participation Team will lead on START on behalf of ROH, supporting our core consortium to translate the artistic excellence and principles behind the [Thurrock Trailblazer](#) Cultural Catalogue into the START ‘Table of Contents’.

Thurrock Lifestyle Solutions (TLS) CIC services Thurrock’s disabled community via inclusion and offers invaluable experience in facilitating empowerment to shape service provision; 100% of their board identify as disabled. TLS also provides recognised expertise in social enterprise, having been listed 1<sup>st</sup> on the NatWest



SE100 index for the East of England. TLS owns 5 residential properties, minibuses, an office and 7 locality buildings covering all Thurrock, supporting over 250 disabled people with 135 local support staff. START CPP will benefit from this infrastructure to engage disabled people, building on the connections already engaged.



[thurrock.gov.uk](http://thurrock.gov.uk)

Thurrock Council will link our CPP to Thurrock's place-making programme including major regeneration initiatives such as Purfleet Media Village, borough cultural services including the library, museum and theatre, public health and wellbeing agendas, and regional initiatives such as the South East Creative Economy Network, Thames Estuary Production Corridor and the Towns Fund. This includes tying our CPP development to a collectively owned arts, culture and heritage strategy.

## About Thurrock

Thurrock is located on the north shore of the River Thames, a short distance from the east of London, and Essex to the north and east. Thurrock's location includes towns and villages surrounded by acres of parks, countryside and heritage sites. Urban centres are a vibrant mix of established towns and new young communities, with a diverse and growing population of around 160,000 residents. Our location as the fulcrum of the Thames Estuary – Gateway to the Globe - underpins major investments in regeneration, infrastructure and industry.

Nationally significant cultural organisations and artists coexist with emerging creative practitioners and a vibrant amateur sector to develop talent and serve diverse audiences. High House Production Park is an international centre of creative and cultural excellence and learning. Our heritage assets and maritime industry connect to a global narrative of trade and migration. We are a nexus for Creative and Cultural Industries within the Thames Estuary Production Corridor, a sector which generates skilled jobs and productivity across the UK.

## Part 2: About the Role

We are seeking an Executive Director to join us at a watershed moment as we seek to translate our vision for a community-led START: Thurrock into reality. Your remit will be to lead on the development and delivery of the START: Thurrock business plan, working with the Creative Director to realise the programme and increase cultural engagement across Thurrock. Informed by resident feedback you will be responsible for the strategic overview of the programme, reporting to funders and stakeholders, managing relationships and developing partnerships, and fundraising to drive the delivery of a cultural programme that responds to demand whilst raising aspirations and expectations.

We are looking for an exceptional creative leader and an enabler of others with the ability to provide the strong, ambitious and imaginative leadership needed for START: Thurrock CPP. You will have experience in developing and managing teams, setting strategy and the ability to implement an artistic vision in true collaboration and partnership with the public.



You will have the ability to both lead strategy and address the detail in a small team focussed on delivery. You will believe passionately in the value of art and culture in people’s lives and want to make a difference.

We actively encourage people from a variety of backgrounds with different experiences, skills and stories to apply for this opportunity.

## Job Description

<b>Job Title:</b>	<b>Executive Director, START: Thurrock</b>
<b>Reporting to:</b>	<b>Tilbury on the Thames Trust Director</b> ('TTT' - day to day) <b>START: Thurrock Core Consortium</b> (strategic)
<b>Working with:</b>	START Thurrock Creative Director
<b>Responsible for:</b>	Operational development and management of the START Thurrock CCP programme. Line management of the START Thurrock delivery team.
<p><b>General purpose:</b></p> <p>The posts key functions are to lead the operation and stakeholder engagement at both strategy and delivery level for our CPP. This will involve: leading the development and delivery of the evaluation of the programme and the fundraising strategy, supporting the production and development of high quality, home grown ideas and commissioned work that will maximize and optimise creative potential in Thurrock, resulting in increased participation, access and engagement.</p> <ul style="list-style-type: none"> <li>• Strategic leadership in conjunction with the Creative Director.</li> <li>• Fulfilling the role of Executive Director for START Thurrock by managing operations and stakeholder relations.</li> <li>• Co-Direct the delivery of the START Thurrock Business Plan, including the review and development of it throughout the programme to meet key agreed and required outcomes, considering the longer term aims of the programme into its next funding round.</li> <li>• Take the lead in establishing an effective model of management practice which enables increased engagement and leadership (both in quantitative and qualitative terms) by people in Thurrock, with high quality creative practice at the heart of the programme.</li> <li>• Support the Creative Director in the strategic development of START Thurrock with reference to the current artistic and community contexts implementing new projects and initiatives and developing existing opportunities for arts and cultural engagement.</li> <li>• Lead the development of a fundraising strategy, raising partnership support from earned income, businesses, trusts and foundations, and other public sources to build support for START: Thurrock CPP</li> <li>• Steer fundraising efforts (with the support of a freelance fundraising post as required) to secure delivery and develop sustainability of START: Thurrock beyond March 2025</li> </ul>	

- Support the Creative Director to plan and deliver an innovative and relevant community-led cultural programme, ensuring residents in Thurrock have access to opportunities to lead, create and experience fantastic art and culture
- Support the Creative Director to develop a creative commissioning process aligned to a theory of change, projects and outcomes framework.
- Play an active role in strategic planning with particular reference to creative delivery, collaborative partnerships, engagement, communications and audience development. Linked to this, developing community leadership in planning processes.
- Develop and maintain stakeholder relationships with the wider START Thurrock key partners.
- Oversee Consortium Partner Service Level and other agreements.
- Working with the Creative Director take day-to-day responsibility for direct delivery of START: Thurrock CPP, facilitating the Core Consortium and other key stakeholders, budget control and evaluation, and leading and supporting the staff team.

**Key responsibilities:**

Action Research and Sharing Learning in conjunction with the Creative Director

- Develop the START Thurrock theory of change and audience development plan to refine outcomes.
- Oversee, and develop where necessary, the programme monitoring and evaluation systems and where appropriate aligning these to the national evaluation programme, ensuring use of effective evaluation processes.
- Work with the START Thurrock evaluator to ensure that project learning is shared with the wider creative community.
- Oversee the development and management of the evaluation methodologies and delivery of monitoring.
- Supporting and feeding into the national evaluation programme and Arts Council England evaluation.
- Prepare reports for funders and other key stakeholders on behalf of the Consortium.

Strategic Development and Management

- Lead on the development and delivery of the START: Thurrock 2023-25 Business Plan with the Core Consortium and Tilbury on the Thames Trust board, as agreed with Arts Council England.
- Oversee the effective coordination of the activities of Core Consortium supporting the creative director to manage the Associate Partner Forum and STARTer Panels, supporting them with timely and clear information, analysis and planning documents to enable them to fulfil their roles.
- Work closely with lead organisation Tilbury on the Thames Trust directors to ensure that the organisation runs effectively in support of START: Thurrock CPP.

- Cultivate and nurture relationships and trust in our communities.

#### Governance

- Oversee the successful implementation of the governance structure of core consortium, associate partners and STARTer panels.
- Ensure the ongoing connections between the governance to maintain the core consortium role as ‘custodians, not controllers’, associate partners as advocates and that cultural commissioning decisions sit with the STARTer panels to ensure community leadership.
- Provide support to core consortium members, associate partners and residents to fulfil their respective governance roles.
- Facilitate opportunities for community influencing and decision making through the evolving governance structure for START Thurrock.
- Act where appropriate as the representative for the START Thurrock Consortium in peer groups and other forums.
- Manage and support the Programme co-ordinator, Evaluator, and additional staff and/or freelance contracts.

#### External Relations and Communications

- Support the marketing and audience development for the programme, supporting the staff team members with delegated responsibility for this.
- Working with the Creative Director to lead the development of an online presence for START: Thurrock including the creation of new branding and design.
- In conjunction with the team and independent contractors support the development of a marketing and communications strategy and oversee its implementation for the programme.
- In conjunction with the Creative Director (and other designated Consortium members) raise the profile and community awareness of START: Thurrock, act as a representative for START: Thurrock, advocating for its mission and work at a local, regional and national level.
- In conjunction with the Creative Director maintain an overview of all aspects of START: Thurrock communications, branding and design.

#### Fundraising and Legacy

- In conjunction with the Creative Director, develop a fundraising strategy for START Thurrock working with the Consortium and team where appropriate.
- Develop a fundraising strategy for the programme that secures delivery of 2023 – 2025 business plan and the longer term START vision, drawing on freelance fundraising support where needed to lead on funding applications.



- Develop and maintain key strategic relationships, within private, third and public sector as active partners and funders for the programme working towards long-term relationships and partnerships to support organisational work and programme delivery, and ensuring income generation across a range of sources including earned income, sponsorship and donations.
- Identify and secure new business opportunities for the CPP serving the vision and objectives of the business plan.
- Use evidence and advocacy to advance the interests of communities with strategic partners.
- Support the Creative Director to co-develop and deliver cultural experiences to regional, national and international audiences building a reputation for excellence.
- In conjunction with the Creative Director facilitate and optimise community influencing, decision making and ongoing sharing of ownership of the programme.
- Act as the Data Manager for the CPP.
- Review TTT's commitment to health & safety, quality systems and responsible environmental and equal opportunities practices to ensure they are appropriate to the work of START Thurrock.
- Any other duties commensurate with the grading and the key objectives of the post.

#### Financial Management

- Oversee compliance with Tilbury on the Thames Trust and Core Consortium approved financial procedures, to ensure accurate and timely annual and project budgeting, financial management and reporting. This will be supported by the Programme Co-ordinator with back office functions provided by the Port of Tilbury.
- Ensure accurate and timely financial reporting on a regular basis to the Tilbury on the Thames Trust board, Core Consortium, Arts Council England and other stakeholders.
- Ensure that funds are directed in line with the START Thurrock Business Plan and that all available resources provide value for money including maximum leverage within agreed policy and planning guidelines.
- Supported by the Creative Director manage the provision of written materials, budgets, evaluations and other information as necessary to the "accountable body" to support financial accounting, evaluation and monitoring.
- Oversee contract management.

#### Operational

- Recruit, supervise and motivate START: Thurrock staff and freelance artists and contractors, promoting a culture of initiative and collaboration.
- Work closely with Tilbury on the Thames Trust directors to ensure our operational policies and procedures are robust, and Tilbury on the Thames Trust complies with its legal obligations; including data collection, employment-related policies and obligations, Equality and Diversity Action Plan, and Environmental Action Plan.

- Take day-to-day responsibility for ensuring all programme activity complies with current legislation.

#### Evaluation and Monitoring

- Develop and oversee the effective delivery of the START: Thurrock evaluation framework, including ensuring the effective audience data capture and reporting to funders as required.
- Act as the lead contact for ACE reporting.
- Play an active role within the Creative People and Place national evaluation framework, including the peer learning network, submitting case studies and representing the programme at conferences and events as required.
- Represent and advocate for START: Thurrock externally through speaking engagements and participation in local and national forums.
- Build environmental sustainability into programme delivery.

The Executive Director will carry out other reasonable duties, as requested by the Core Consortium. The summary of key responsibilities above is a guide to the nature of the work required of this position.

## Person Specification

Experience, Education and Training	
Essential	Desirable
<ul style="list-style-type: none"> <li>• Demonstrable management experience at senior level in an arts, cultural or community organisation</li> <li>• Recruiting talented individuals and leading/managing teams</li> <li>• Developing and sustaining exceptional arts, cultural and/or creative initiatives and programmes</li> <li>• Experience of co creation and co-production with communities</li> <li>• Track record of engaging communities as decision-makers and leaders in creative projects</li> <li>• Managing large scale projects with significant budgets</li> <li>• Track record of fundraising and income generation</li> </ul>	<ul style="list-style-type: none"> <li>• Previous experience of working in or knowledge of Creative People and Place programmes</li> <li>• Experience of working across multiple art forms</li> <li>• Experience with Thurrock communities</li> <li>• Programming/producing/curating professional arts projects</li> <li>• Recognised qualification in organisational management</li> <li>• Recognised qualification relevant to Arts development and/or other delivery activities</li> </ul>

<ul style="list-style-type: none"> <li>• Developing and delivering an Audience Development plan</li> <li>• Risk aware but not risk averse</li> <li>• Educated to degree level or equivalent life/work experience</li> <li>• A record of continuous professional development and advancement</li> </ul>	
<b>Skills</b>	
<b>Essential</b>	<b>Desirable</b>
<ul style="list-style-type: none"> <li>• Excellent negotiations and advocacy</li> <li>• Strong financial management skills and the ability to analyse budgets</li> <li>• Strategic planning and the skills to translate national aims and aspirations into a deliverable local/regional programme</li> <li>• Ability to broker and develop effective partnerships with a broad range of stakeholders</li> <li>• Ability to diplomatically negotiate between competing artists and enable collaborations and cooperation</li> <li>• Creative and innovative thinker, including effective problem-solving skills</li> <li>• Facilitation and co-creation</li> <li>• Willingness to take calculated risks and accept failure as a learning step</li> <li>• Comprehensive written, verbal and IT Skills</li> </ul>	
<b>Knowledge</b>	
<b>Essential</b>	<b>Desirable</b>
<ul style="list-style-type: none"> <li>• Understands the needs and aspirations of creative people</li> <li>• Understanding of culture led and place-based regeneration</li> <li>• Understanding of aims and objectives of Creative People and Place projects</li> <li>• Well networked in cultural and creative sector</li> <li>• Public, private and voluntary sector partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of Thurrock and the Thames Estuary, including local entrepreneurial spirit</li> <li>• The establishment of sustainable business models</li> <li>• Understanding of and commitment to a broad range of art forms</li> <li>• Awareness of the roles of relevant partners and agencies</li> </ul>

<ul style="list-style-type: none"> <li>• Awareness of the economic, social and environmental issues and ‘drivers’ of Essex and Thurrock.</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness of the roles of Arts and community development organisations</li> <li>• Awareness of the economic, social and environmental issues and ‘drivers’ of the South East region.</li> </ul>
<b>Personal Qualities</b>	
<b>Essential</b>	<b>Desirable</b>
<ul style="list-style-type: none"> <li>• Enabler and facilitator, with an ability to inspire others</li> <li>• Effective communicator, listener and decision maker</li> <li>• Strategic thinker, with an ability to recognise the value of new ideas and opportunities</li> <li>• Able to work under pressure, multitask and to set and meet strict deadlines</li> <li>• Enthusiasm and determination</li> <li>• Strong interpersonal skills</li> <li>• Approachable, showing empathy with the need for and processes of community development</li> </ul>	
<b>Other</b>	
<b>Essential</b>	<b>Desirable</b>
<ul style="list-style-type: none"> <li>• Willingness to represent the organisation in local, regional, national and international events and debates, including undertaking associated travel outside of Thurrock</li> <li>• Willingness to work throughout Essex, adopting a flexible and fair approach to the working week in light of demands</li> <li>• Personal access to private transport which will enable work throughout Thurrock</li> </ul>	

### Part 3: Recruitment Process

Tilbury on the Thames Trust is committed to equality of opportunity and access for all. We recognise the positive value of diversity and promote, equality. We welcome and encourage applications from

everyone, irrespective of their age, gender, class, marital status, nationality, ethnic origin, disability, religious belief or sexual orientation or any other protected characteristics listed under the Equality Act.

We are committed to accommodating flexible working conditions, days and hours and encourage you to contact us if you have any questions about the requirements of the role.

To apply, please submit:

- A letter of application setting out why you are applying, your interest in the position, and how your skills and experience match the job description and person specification (maximum 1,000 words) **OR** equivalent video/audio submission that is no longer than 5 minutes
- Details of 2 referees, one being your current or most recent employer
- Your CV

Deadline for applications is midnight on Monday 29<sup>th</sup> May 2023

Shortlisted applicants will be contacted by Monday 5<sup>th</sup> June 2023 and invited to interview

Interviews will take place on Friday 9<sup>th</sup> June 2023 in Thurrock (venue to be confirmed).

**If you would like to talk about the role, and to submit your application please email Katie Beadle via [katie@st-art.org.uk](mailto:katie@st-art.org.uk)**