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**ARTS COUNCIL
ENGLAND**



StartEAST building the cultural economy

PROJECT DIRECTOR - STARTEAST

We're looking for a visionary leader with the ambition to direct StartEast. You'll be a strategic thinker with the vision, passion and drive to support the development of small creative businesses. If this sounds like you, then we would love to hear from you.

Introduction

The New Anglia Cultural Board has developed StartEast, a project to make Norfolk and Suffolk places where enterprising, creative people can start up and build sustainable, cultural enterprises. StartEast launched in June 2017 and is currently developing and delivering business support and investment for over 100 artists and creative people building a cultural business. The current portfolio includes theatre, dance, music, writers, design, visual art and a cluster of practitioners working in in health, education and social care settings.

This is a unique opportunity for a strategic, skilful director to lead this successful, innovative project into its next phase of development and delivery. As Project Director, you will lead an experienced, efficient, lively and committed team.

This post is part of the 'Building the Cultural Economy in New Anglia Programme' and is funded by the European Regional Development Fund and Arts Council England.

The New Anglia Cultural Board is made up of cultural leaders from across Norfolk and Suffolk, and is chaired by independent cultural champion, Helen Wilson and supported by Norfolk and Suffolk County Councils. As part of its Strategic Economic Plan, New Anglia Local Enterprise Partnership has outlined ambitious growth plans to transform our regional economy into a global centre for talent and innovation. The Cultural Board has worked collaboratively to identify specific initiatives that the cultural sector can lead and deliver with partners, which will generate growth in the local economy, whilst also developing and diversifying cultural businesses and their audiences. The Board is currently delivering a cultural tourism initiative and a cultural growth initiative, alongside developing a five-year cultural manifesto.

The New Wolsey Theatre, Ipswich is a 400 seat regional theatre with a national reputation for the quality, range and reach of its work and for embracing diversity in the widest sense. It is nationally renowned for its producing work both as a sole producer and in collaboration with a diverse range of UK artists and companies. StartEast is led by the New Wolsey Theatre in Ipswich with support from a regional partnership Steering Group.

Key Relationships

The post-holder will be based at the New Wolsey Theatre, will work closely with project partners, Norfolk and Suffolk County Councils and will report to the Project Steering Group. You will lead a team which includes a Senior Producer, a Project Coordinator and an Administration Assistant.

The development of support packages for cultural enterprises is shared between the Senior Producer and the Project Director, with both working across Norfolk and Suffolk. The Project Director has overall accountability and responsibility for the project's strategic development and delivery.

Post-holders are responsible for embedding themselves within the New Wolsey Theatre, initiating links with existing and future programmes.

Application Details

The recruitment of the Project Director is being managed by Suffolk County Council. Completed application forms should be returned to carole.makinson@suffolk.gov.uk by 12 noon on **Friday 26th January 2018**. Please note you **must complete the attached application form** to be considered for this position.

If you would like to discuss the details of this role and the project. You are welcome to contact Jayne Knight, Arts development Manager, Suffolk County Council, for further information please email jayne.knight@suffolk.gov.uk or call 07540669035.

First interviews for short-listed candidates will be held on **Wednesday 7th February 2018** at the New Wolsey Theatre. Second interviews will be held on **Monday 12th February 2018** at the New Wolsey Theatre.

JOB DESCRIPTION

Job Title:	Project Director
Responsible to:	The Project Steering Group and Senior Management at the New Wolsey Theatre
Line Manager:	New Wolsey Theatre, Associate Director
Responsible for:	Senior Producer and Project Coordinator
Job Purpose:	The Project Director is accountable and responsible for the development and delivery of the enterprise development programme for performance makers, entertainment service providers and practitioners working in theatre, dance, music and writing, in education, health or social care.

Key Responsibilities

Joint Management

- Together with project colleagues, determine the distribution of caseload in terms of geography, area of work (Artists, Enterprise Services, Applied Arts) and level of support.
- Work closely within the project team to ensure a coordinated approach to delivering the project programme and its objectives
- Work closely within the project team to ensure clear communication internally and externally about the programme and its delivery
- Lead on the production of regular and accurate reports, initially to the Project Steering Group and subsequently reporting to LEP Cultural Board.

Programme Development

- Lead the production and development of the project programme, events, training and advisory services.
- Ensure the effective delivery of the project programme in conjunction with the Senior Producer; liaising with collaborators at the New Wolsey Theatre and others, ensuring logistical and other arrangements are in place and effectively delivered
- Devise the project advice and mentoring programme, networking events and seminars, identifying relevant services for individual enterprises and recommending prospects for investment

Financial and Resource Management

- Work with the Project Steering Group, taking overall accountability for the setting and monitoring budgets and project delivery plans, ensuring programmes are adequately resourced and delivered to the highest possible quality standard
- Collaborate with the Senior Management team to ensure New Wolsey Theatre's compliance with relevant legal and good practice frameworks
- Present investment prospects to the project Steering Group

- Work with Norfolk County Council to oversee the issuing of grants and contracts
- Work with the Senior Producer, Project Coordinator, Project Evaluator and Norfolk County Council to oversee data collection and monitoring, and contribute to, identify and disseminate learning to promote continual organisational improvement.

Relationship Development

- Build, maintain and develop relationships with performance makers, entertainment service providers and practitioners working in the relevant art-forms to cultivate opportunities to maximise the impact of the programme
- Encourage and support the development of clusters and networks of enterprises, encouraging their connections locally as well as with national networks and initiatives
- Build, maintain and develop links with local regional and national enterprise support agencies, recording these as part of a comprehensive database together with the Project Coordinator
- Build, maintain and nurture relationships with independent enterprise advisors and mentors, planning relevant training where appropriate
- Build relationships with commissioners and funders for health and social care markets, and relationships between this group and service users

Profile Development

- Identify opportunities to raise the profile of individual and groups of enterprises, considering local, regional national and international markets
- Identify, cultivate and respond to opportunities to raise the profile and public awareness of the project programme
- Provide content and ideas for awareness-raising and marketing through print, publicity, website and social networks

Other

- To undertake any other duties that may be reasonably required in relation to this project.

This job description is a guide to the nature of the work required of this position. It is neither wholly comprehensive nor restrictive.

JOB SPECIFICATION

- Salary:** £36,050 per annum
- Hours of Work:** 40 hours per week; including evening and weekend work, as required. Please note that additional hours may be required depending on the project schedule, staff sickness and annual leave. Any extra hours, when first agreed with your Line Manager, are to be taken as Time off in Lieu at a later date by arrangement with your Line Manager in advance.
- Term:** Fixed term contract from 1st March 2017 – 30th September 2019
- Holiday Entitlement:** The standard Annual Leave Entitlement is the statutory minimum of 5.6 weeks per year, which equates to 28 days per year for full time staff working a 5 day week. You will be expected to take statutory bank holidays as part of your annual entitlement unless you are required to work on a particular bank holiday or have agreement from your Line Manager to do so.
- Pension Scheme:** Automatically be enrolled into a qualifying workplace pension scheme in which both the employee and employer will make monthly contributions to. The employee has the option to opt out of the scheme if preferred.

The post-holder may be subject to an Enhanced DBS Check on commencement of their employment, and at regular intervals during their employment.

PERSON SPECIFICATION

Essential: Attributes

- Articulate and literate with proven interpersonal and communication skills.
- Excellent administrative and organisational skills
- Reliable, responsible and conscientious
- Highly enthusiastic and motivated, and keen to learn new skills
- Ability to manage multiple tasks and prioritise while thinking and acting strategically
- Able to work on own initiative and meet deadlines
- An outgoing and positive personality
- Commitment to excellence in all forms of arts practice and engagement
- Commitment to diversity and best practice in promoting equality of opportunity
- Commitment to living locally, able to travel regionally, nationally and internationally, and to work evenings and weekends as required

Essential: Qualifications and Experience

- Educated to degree level in an arts subject; or equivalent experience
- Experience of managing complex projects.
- Experience of line management
- Track record in the strategic development and delivery of high quality programmes
- Understanding and experience of working with creative businesses and managing relationships with artists and companies
- A strong advocate, able to motivate and mobilise networks, represent an organisation, communicate a vision and inspire confidence among existing and potential peers and stakeholders
- Knowledge and understanding of working with artists and growing their business
- Experience of effective team and partnership working with colleagues in and beyond an organisation
- Track record in relationship building and working in partnership with a range of funders, agencies, organisations and individuals
- Experience of monitoring, evaluating and reporting on projects against agreed monitoring terms
- Experience of budget management and the ability to prepare and monitor budgets
- Current clean driving licence

Desirable

- Previous relevant work experience in the arts and/or education sector
- Experience of working for a publicly funded body



Project summary

1. What we plan to achieve

The New Anglia LEP Cultural Board has developed **StartEast** to make Norfolk and Suffolk places where enterprising, creative people can start up and build sustainable, cultural enterprises.

We seek to build a resilient, enterprising and sustainable, diverse cultural sector. We are keen to support a wide range of business models including social and community enterprise and the third sector. We plan to increase the number of cultural businesses based in Norfolk and Suffolk. BOP Consulting has been commissioned to undertake a major evaluation of project's aims.

2. What we do

We develop and deliver advice and investment for artists and creative people planning to grow or start a cultural enterprise. This support is bespoke; created and delivered by cultural specialists with experience and knowledge of the market place for cultural goods and services and business development tools.

StartEast has been designed by cultural sector leaders. We promote and embed the benefits of a planned, entrepreneurial approach to growth and development, with a focus on building revenues, increasing competitiveness, developing new products and reaching new markets.

3. Who is StartEast for ?

StartEast is targeted at cultural sole traders, small/medium sized enterprises (SMEs) and new start-ups with the ambition to build a business or social enterprise, working in Norfolk and/or Suffolk. We support them to grow, to expand into new markets, to secure and extend current and new contracts and to increase their turnover and productivity. We have clear targets. We must support at least 180 enterprises, at least 50% should be women, 5% BAME and 5% should be disabled led.

4. How is StartEast funded?

StartEast has been developed by the New Anglia Local Enterprise Partnership Cultural Board to create a transformational cultural growth programme for the East.

It is funded by Arts Council England's Local Creative Growth Fund (£500k) and the European Regional Development Fund (£615k). StartEast is supported by Norfolk and Suffolk County Councils and delivered by a team at New Wolsey Theatre. Norfolk County Council (NCC) is the accountable body, reports to funders and manages the administration of StartEast grants. NCC employs a full time StartEast programme administrator.

5. Who delivers StartEast ?

The Lead Delivery Partner is New Wolsey Theatre, a respected, dynamic organisation with a reputation for excellent project development and delivery. Delivery of StartEast is also supported Suffolk County Council and a Steering Group,

which brings a wide range of cultural and business development partners expertise to the delivery of the project. See Annexe 1 for details of the steering group.

6. What has StartEast achieved in the first 10 months?

StartEast has:

- Procured a framework of over 40 expert advisors from around the UK.
- Worked with 133 cultural enterprises.
- Delivered over 1000 hours of support.
- Brought cultural enterprises together at Network events in Norwich, Ipswich, Great Yarmouth, Bury St Edmunds, Lowestoft and Kings Lynn.
- Attracted interest from 246 enterprises.
- Awarded over £75k of enterprise development grants to 15 enterprises.
- Established an outstanding reputation for relevant, useful support.

The StartEast team evaluate the quality of the activity delivered, this shows:

- A satisfaction rating for 1-1 sessions with business advisors as 4.6 out of 5.
- 71.4% were very satisfied with the StartEast Network Events held to date
- 28.6% were satisfied with the StartEast Network Events held to date
- 100% would recommend StartEast to others

Examples of feedback received so far include:

Advisor Support

"I do believe this support has been invaluable to me. The advisors have obviously been extremely carefully selected and Fairview Farm will definitely be a stronger place because of the new knowledge and confidence I have."

"I have produced my business plan and financial forecast with is highly detailed and whilst initially daunted, I now feel over the moon. Not only do I have a fully comprehensive understanding of my business finances but I have a tool to use moving forward and a fit for purpose document to share. The support has been invaluable to me"

Network Day – Norwich 23 June 2017

"I felt v. nervous about coming before hand - whether it would be appropriate for me; whether I needed to have a clear idea of what I want to do etc.; wouldn't it be scary... felt like I'd come home + found my "tribe"! I felt nourished + supported + understood... THANK YOU so much."

"It is so refreshing and exciting to have business support available specifically for the Arts Sector. It was also wonderful to meet like-minded individuals."

Network Day – Bury St Edmunds 7 July 2017

"Great workshops - and StartEast create a fantastic buzz!"

"Great to be in a room with people (participants & leaders) who offer free support, advice, & opportunities."

7. For further information go to www.starteast.co.uk or contact Jayne Knight, Suffolk County Council Jayne.knight@suffolk.gov.uk or Mary Muir Norfolk County Council mary.muir@norfolk.gov.uk

Annexe 1: StartEast Steering Group

- Jayne Knight, Arts Development Manager, Suffolk County Council (Chair)
- Mary Muir, Arts Officer, Norfolk County Council
- Lindsay Gardner, StartEast Project Officer
- Genine Sumner, Senior Producer, StartEast, New Wolsey Theatre
- Rebecca Abbott, Project Co-ordinator, StartEast, New Wolsey Theatre
- Helen Wilson, Chair LEP Cultural Board
- Sarah Holmes, CEO, New Wolsey Theatre
- Rob Salmon, Associate Director, New Wolsey Theatre
- Pasco – Q Kevlin – Director, Norwich Arts Centre
- Brendan Keaney – Director, DanceEast
- Joe Mackintosh - Chief Executive, SeaChange Arts
- Digby Chacksfield – Chief Executive, Eastern Enterprise Hub
- Roger Wright – Chief Executive, Snape Maltings
- Chris Gribble – Director, Writers’ Centre Norwich
- Elly Wilson – Deputy Director Creative Arts East
- Hayley Field – Co –Director, Suffolk Artlink
- Michael Corley – Norfolk & Norwich Bridge
- Jason Middleton – Programme Manager New Anglia LEP
- Genevieve Pace, Programme Manager, Creative Industry Finance, Creative United