




the place

CHIEF EXECUTIVE

Job specification and application information for candidates

February 2017



Conservatoire for Dance and Drama



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ARTS COUNCIL ENGLAND

CONTENTS



Background	Pg 4
A New Direction for The Place	Pg 5
The Role of the Chief Executive	Pg 6 - 7
Person Specification	Pg 8
Job Specification	Pg 9 - 10
Terms of the appointment	Pg 11
How to apply	Pg 12
Selection procedure	Pg 13





INFORMATION FOR CANDIDATES

APPOINTMENT OF CHIEF EXECUTIVE

These notes provide information for candidates about the appointment of the Chief Executive of The Place, including the person specification and information on how to apply.

Please note that applications for this post need to be received no later than 6 March 2017.



1. BACKGROUND



- › **1.1** For well over 45 years The Place has been one of the most important centres for dance development in the UK, with its mission to transform and enrich lives through dance. Developing artists at every stage of their career is at the very heart of what The Place stands for; we invest resource, time and expertise in nurturing dance artists from the earliest stage through to mature world-class talent. We do this by supporting excellence, risk and ambition, and by placing artists, students, audiences and participants firmly at the heart of our work.
- › **1.2** Our commitment to building an exciting future for dance is embedded in everything we do; our unique mix of activity (which incorporates a world-class dance conservatoire, a theatre presenting some of the most cutting edge dance in Europe, a resident company which tours nationally and internationally, numerous classes, courses and events for dancers of every ability, and artist support and development opportunities) creates an ecosystem for contemporary dance unlike any in the world. The Place generates creative synergies and collaborative possibilities all under one roof whilst, at the same time, extending its impact beyond its walls, into our local community, and far beyond, regionally, nationally and globally. By its very nature, our work, both in education and the arts, naturally evolves to meet the changing needs of the sector and seeks out new audiences and vibrant, innovative ways of engaging with the art form.
- › **1.3** The Place is the home of The Contemporary Dance Trust, which has a non-executive Board of Governors under the chairmanship of Thomas Lynch. The Board delegates day-to-day management of The Place to the Chief Executive, who is supported by the senior management team. We have a talented and dedicated team of approximately 90 full and part-time staff.
- › **1.4** The Contemporary Dance Trust owns The Place building, which stretches from Flaxman Terrace to Duke's Road in the centre of London, close to Euston and King's Cross/St Pancras. The building comprises 11 dance studios, support facilities for dancers and students, a fully equipped theatre seating 280 people, a café, bar, teaching spaces, a library, and offices for staff and the school.
- › **1.5** The Place is supported with public funding from Arts Council England (ACE). London Contemporary Dance School (LCDS) is supported by funding from Higher Education Funding Council England (HEFCE) via the Conservatoire for Dance and Drama (CDD). The Centre for Advanced Training (CAT) is supported by the Department for Education (DfE).
- › **1.6** The Conservatoire for Dance and Drama (CDD) is a unique Higher Education Institute, which comprises eight internationally respected vocational schools in dance, drama and circus arts. LCDS, with the support of its validating institution, the University of Kent, is preparing the CDD application for Taught Degree Awarding Powers.

The Place's website is www.theplace.org.uk





2. A NEW DIRECTION FOR THE PLACE

2017 – 2022 will be a pivotal period in The Place's extraordinary history. During the next few years we will significantly change our producing and touring model, leveraging the success and experience of our resident company, the Richard Alston Dance Company, to expand our producing and touring offer, with the aim of taking a more varied programme of dance to a more diverse group of audiences throughout the UK and internationally. In addition we are planning to work with a greater number of artists from a wide variety of dance backgrounds, ensuring that the work we create offers audiences a broad range of experiences.

Following the resignation of Kenneth Tharp, after nine years as Chief Executive, we are now looking for an outstanding individual who will provide the vision and leadership to ensure that The Place successfully delivers this new model. This is an exciting opportunity for an arts leader who can see the potential to develop The Place as a world-class organisation in a dynamic and sustainable way.

The new Chief Executive will be a motivational and visible leader who has the charisma and the personal presence to enthuse Governors, staff and stakeholders alike. He or she will need to provide a strong, coherent vision for the future of The Place as a unified organisation, and to be clear about its leadership role in the future of contemporary dance, both in this country and internationally.

To ensure that The Place continues to flourish effectively in the current climate of either standstill or reduced public sector funding, the Governors believe it is essential that the Chief Executive should have outstanding leadership experience, strong communication skills, sound people management and team building skills, entrepreneurial flair, and significant commercial and fundraising expertise.

Key priorities for the organisation in the next five years are to improve the quality of performance in everything we do, to continue to focus strongly on artists' education, training and skills development, to develop our national and international touring, to reduce our reliance on public funding, and to implement our commitment to supporting diversity throughout The Place. The Governors are committed to the delivery of 'One Place', a single and supportive organisation, and 'Open Place', a truly accessible local, national and international organisation, working with partners throughout the sector to improve opportunities for anyone who wishes to be involved in dance.



3. THE ROLE OF THE CHIEF EXECUTIVE



- › **3.1** The Chief Executive is responsible to the Board of Governors for the overall leadership and management of the organisation.
- › **3.2** There are seven departments at The Place, comprising Theatre and Artist Development, London Contemporary Dance School (LCDS), Richard Alston Dance Company (RADC), Finance, Operations, Communications, and Development. The directors of Theatre and Artist Development, RADC, Finance, Operations, Communications, Development, and the Principal of LCDS, are all directly responsible to the Chief Executive.
- › **3.3** The Chief Executive will be expected to bring overall cohesion and purpose to the work of the senior management team and to all activity across the organisation. The Chief Executive will be required to set the strategic direction for The Place and develop and deliver a sustainable and visionary plan for the organisation that will recognise the strengths arising from a world class conservatoire, a resident dance company and a producing and presenting theatre, all operating under the same roof. The Place's firm commitment to diversity, access, education, training and skills development, provide a clear framework for this future strategy.
- › **3.4** Externally, the Chief Executive will have a crucial role in continuing the work done by Kenneth Tharp to raise the profile of the organisation and champion The Place with a range of stakeholders, including key funders including Arts Council England and HEFCE (through CDD), and with potential supporters, donors and sponsors. The Chief Executive will lead on commercial development and fundraising and will be comfortable working at the most senior levels. He or she will have a good grasp of the wider national, regional and local contexts and policy agendas relating to the development of the arts and education, and should be alert as to how The Place could play a key part in supporting the delivery of these agendas.

Artistic vision

- › **3.5** The artistic vision for The Place is developed by the Artistic Director, the Director of Theatre and Artist Development and the Principal of the School. The current Artistic Director, Richard Alston, is due to retire from this position in 2018, so the artistic leadership of the organisation will rest with the Director of Theatre and Artist Development, Eddie Nixon, and Veronica Lewis, the Principal of the School. The Governors believe that it is essential that the new Chief Executive is closely involved in the future development of the organisation's artistic strategy, to ensure coherence and support across all departments throughout The Place.





London Contemporary Dance School

- › **3.6** The Principal of London Contemporary Dance School reports on a line management basis to the Chief Executive who will be involved in all decisions concerning the future vision, strategy, resources and budgets for LCDS, and must ensure that the Principal has the necessary support to deliver this vision.
- › **3.7** There are requirements placed on the Principal of London Contemporary Dance School in carrying out the role as The Place's designated Accountable Officer for the work of the School, as an affiliate of the Conservatoire for Dance and Drama (CDD). In this capacity the Principal will report to CDD, and will also have direct access to The Place Board to enable the proper performance of this role.
- › **3.8** The Governors are looking to strengthen the interaction between all areas of activity within The Place. There are significant opportunities for closer collaboration, and the Governors expect the Chief Executive to be proactive in working closely with the Principal, the Artistic Director and the Director of Theatre and Artist Development to take this forward.

The Place

- › **3.9** The Governors and the Senior Management Team are in the process of developing exciting ideas for improving the building to provide greatly enhanced facilities for artists, students and audiences, and they expect the Chief Executive to take these plans forward as soon as possible.

4. PERSON SPECIFICATION



- › **4.1** The Chief Executive is likely to have had senior managerial experience for several years in either a major arts or educational organisation in the UK or internationally. The Chief Executive should have a demonstrable record of commercial development and fundraising, preferably within the arts or education sectors, and should also be able to demonstrate successful change management.
- › **4.2** Essential skills
 - Proven ability to demonstrate vision and leadership at the top of a customer facing organisation;
 - Proven ability to plan strategically and to implement plans effectively and to budget;
 - Excellent communication skills and the confidence to operate at the most senior levels, both within the arts sector and beyond;
 - Commercial development and entrepreneurial flair;
 - Successful fundraising experience and an ability to develop new sources of income;
 - Budget control and financial forecasting;
 - HR and staff management;
 - A strong commitment to widening participation and engagement;
 - An understanding of the importance of education, outreach and skills training in the arts sector;
 - An extensive knowledge and experience of UK arts policy and funding;
 - Experience of working with boards of trustees within the charity sector and a sound understanding of UK charity governance.
- › **4.3** Desirable Knowledge and Experience
 - Experience of working in the arts;
 - Experience of working in arts education or a conservatoire;
 - Experience of managing arts buildings and capital projects;
 - An understanding of the importance of national and international touring;
 - An interest in dance and a passion for the role and importance of dance in this country and beyond;
 - An understanding of the importance of digital technology and experience of utilising this technology in either an arts or educational context.





the place

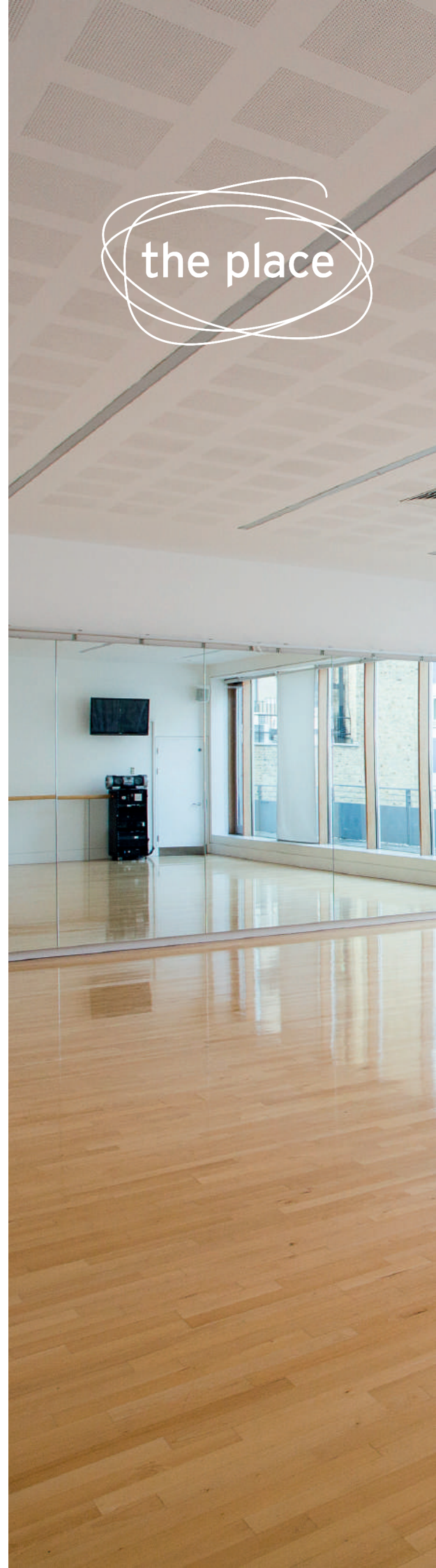
5. JOB SPECIFICATION

The Chief Executive's main responsibilities will include:

- › To act as the high profile leader for The Place, motivating and supporting staff through change; balancing clear direction and accountability with effective delegation and support in their development needs;
- › To develop and deliver a strategic vision for The Place through consultation with senior staff, Governors, external partners and stakeholders;
- › To take overall responsibility for leading and managing The Place and its artistic, financial and operational integrity;
- › To ensure that the Board is enabled effectively to fulfil its role and responsibilities,
- › To attend all appropriate Board committees and to ensure that they are managed effectively and efficiently,
- › To lead the Senior Management Team, which comprises the Directors of the following departments: Theatre and Artist Development, Richard Alston Dance Company, Finance, Operations, Communications, Development, the Principal of London Contemporary Dance School, and the HR Manager.
- › To line manage the Directors of Theatre and Artist Development, the Richard Alston Dance Company, Finance, Operations, Communications, Development, and the Principal of London Contemporary Dance School.
- › To support the Artistic Director, the Director of Theatre and Artist Development and the Principal of the School in setting and delivering a coherent artistic strategy for the whole organisation;
- › To take responsibility for The Place's five year business plan and to ensure that the organisation delivers effectively against this plan;
- › To ensure that each strand of activity within the organisation contributes to shared corporate objectives, promoting and optimising collaborative activity as appropriate;
- › To ensure that all resources are well managed and fit for purpose, providing excellent value for money;
- › To ensure all relevant statutory and other regulations are identified and complied with, both across The Place and when The Place's various touring companies are performing outside the building. This includes Health and Safety, Equal Opportunities, Home Office, and the Charity Commission.
- › To lead The Place's relationship with ACE and other partnership organisations, and to support the Principal as designated Accountable Officer to CDD:
- › To manage and support Place Productions, the Contemporary Dance Trust's commercial company;

the place

- › To develop commercial partnerships and ideas for new income streams;
- › To develop with the Director of Development a sustainable fundraising strategy which includes commercial sponsorship, trusts and foundations and philanthropic giving, and to take the lead in building relationships with potential and current donors;
- › To raise the profile of The Place at a local, regional, national and international level and to work with the Director of Communications to ensure that the organisation has a vigorous, proactive communications and marketing strategy.
- › To undertake other responsibilities as directed by the Chair and the Board of the Contemporary Dance Trust.





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6. TERMS OF THE APPOINTMENT

Salary will be set by negotiation and will be commensurate with experience.

The contract will be for five years (2017 – 2022) with an option to extend by a further three years by mutual agreement. There will be a six month probationary period and the notice period will be six months.

All employees are automatically enrolled in our pension scheme after three months service. This has a variety of contribution levels for both employee and employer. Other benefits include interest-free season ticket loan (after three months), theatre ticket allowance, free access (subject to availability) to The Place evening classes and subsidised café and bar prices. We operate a salary sacrifice scheme for the purchase of bicycles and childcare vouchers. We run a weekly subsidised staff yoga class and a staff choir.

As a full time post, the holiday accrued is 25 days per year. This includes 5 days to be taken to as directed by the organisation in order to cover building shut downs e.g. between Christmas and New Year. The annual leave allocation runs from January to December each year.



7. HOW TO APPLY

Please send a copy of your CV and an accompanying letter to Stephen Browning, Interim Chief Executive at The Place, setting out how your experience and expertise meets the essential skills listed above (**section 4.2**).

Please include in your application:

- › the equal opportunities monitoring form;
- › a covering letter stating why the appointment interests you and how you meet the skills required for this position;
- › a full CV with your education and professional qualifications, full employment history and latest remuneration. Please include in your CV details of relevant achievements;
- › details of two referees together with a brief statement of the capacity in which they have known you. Referees will not be contacted before preliminary interview;
- › daytime and evening telephone numbers, which will only be used with discretion.

If you would like to have a confidential discussion with Stephen Browning about this position he can be reached on **stephen.browning@theplace.org.uk**. Alternatively please phone Stephen's PA, Kate Jones, on **020 7121 1072**.

If you have access needs we would be happy to provide this pack in other formats, including large print, please contact Laura Naldrett, HR and Administration Manager, on laura.naldrett@theplace.org.uk.

Applications should be emailed to:

chiefexec.recruitment@theplace.org.uk

Alternatively applications can be sent to:

Stephen Browning

c/o Laura Naldrett

The Place

17 Dukes Road

London WC1H 9PY

Applications should arrive no later than the end of the day on **Monday 6 March 2017**.

The Place is committed to equality and diversity and welcomes applications from all sections of the community. Monitoring information is collected and processed separately to applications, if you do not wish to disclose this information please return a blank monitoring form.

The Place is an equal opportunities employer and we are keen to ensure everyone applying for employment has an equal experience when attending an interview. Should you have any queries about, or wish to make us aware of, any support required to attend an interview or to work at The Place or would like this pack in alternative format please contact Laura Naldrett, HR and Administration Manager who will be happy to discuss this with you in confidence on **020 7121 1002** or email: laura.naldrett@theplace.org.uk

8. SELECTION PROCEDURE

Candidates may expect to be contacted by The Place no later than **13 March 2017**.

Shortlisted candidates will be invited for a preliminary interview during week commencing **20 March**.

Final interviews will take place during week commencing **3 April**.

If you are unavailable in these weeks please state this in your application.

We are hoping that the successful candidate will be able to take up this post from July 2017 at the latest.

Any offer will be subject to satisfactory references.

Photo Credits

Camilla Greenwell

London Contemporary Dance School Design Collaborations 2015

Page: 5, 6, 7 & 8

LCDS students performing Lea Anderson's Hand in Glove at The V&A

Page: 9

About Time

Page: 4

Where One Is

Page: 3

Chris Nash

Page: 2

Benedict Johnson

The Place at Night, Duke's Road

Page: Cover



the place