

# EXECUTIVE DIRECTOR OF WILTSHIRE CREATIVE

**WILTSHIRE  
CREATIVE**

SALISBURY  
PLAYHOUS

SALISBURY  
ARTS C=NTRE

INCORPORATING  
SALISBURY  
INTERNATIONAL  
ARTS F=STIVAL

Help shape the future of one of the  
South-West's liveliest arts organisations.



## Welcome

**Thank you for your interest in applying to be Executive Director of Wiltshire Creative, one of the country's liveliest artistic organisations.**

Wiltshire Creative is a vibrant and successful multi-art form company – and registered charity – that brings together the energy and ambition of Salisbury Arts Centre, Salisbury International Arts Festival and Salisbury Playhouse. Formed in 2018, Wiltshire Creative's mission is to create and present a dynamic and inclusive range of cultural experiences for the people of Salisbury, Wiltshire and beyond.

With two venues in Salisbury, including the region's leading producing theatre, and a renowned annual summer arts festival, Wiltshire Creative punches above its weight, delivering a varied and high-quality artistic offer to diverse audiences. The company survived both Novichok and Covid and has now rebuilt momentum and reputation with a passionate and talented staff.

The role we are now seeking to fill is critical to the continued success of Wiltshire Creative. We seek an experienced arts sector leader who can help drive the organisation to new heights, by championing what we do, attracting new fundraising and delivering on an ambitious capital programme. Partnering with Artistic Director, Gareth Machin, the Executive Director will re-focus and re-motivate internally to get the very best out of a determined and loyal group of committed individuals. Externally, the successful candidate will engage and advocate with myriad stakeholders, including public funders, local authorities, audiences, cultural leaders and practitioners, new sources of revenue streams, the wider community and the Board.

This is a high-profile role for a charismatic and energetic leader to help consolidate Wiltshire Creative's credentials and financial security and ensure the confident evolution of one of the region's artistic jewels.

We look forward to hearing from you.

**Doric Bossom**  
Chair, Board of Trustees



## Hello

...and thank you for your interest in applying for the post of Executive Director at Wiltshire Creative.

Wiltshire Creative represents an exciting and unique merger of three distinct arts organisations serving Salisbury, south Wiltshire and beyond. It is an ambitious and innovative joint arts offer that secures a bright future for audiences, artists and participants.

At the heart of our vision is the fusion of high-quality professional producing with outstanding community engagement both within our two buildings and in the streets and spaces of our city.

After successfully navigating a merger and several existential challenges over the last few years, we are now once more looking forwards with confidence to a dynamic future for the arts in our region. At this crucial moment, we are looking for an inspirational leader who will be able to work alongside the excellent team here in Salisbury to bring fresh energy, perspective and vision to help build a sustainable and vibrant future.

If this is an opportunity that excites you then we look forward to hearing from you and finding out how you would like to contribute to the next chapter of Wiltshire Creative.

**Gareth Machin** (Artistic Director)



## **Wiltshire Creative:** one of the country's most dynamic arts organisations

Wiltshire Creative works across many different art forms, producing and presenting theatre, music, dance, visual art, film, spoken word, comedy and circus in our two venues, in the streets and spaces of the city of Salisbury, digitally and nationally through touring.

A registered charity, Wiltshire Creative is funded by a combination of Arts Council England and local authority investment, co-productions, ticket sales, fundraising from individuals, trusts and foundations, commercial trading (bars and cafés) and other income. Our annual turnover is approximately £5 million.

We have a core team of around 50 permanent staff, supplemented with around 30 casual staff and a further 160 volunteers, as well as the creative companies (actors, stage managers, designers etc) for individual productions and projects.



**SALISBURY  
ARTS CENTRE**

**SALISBURY  
INTERNATIONAL  
ARTS FESTIVAL**

**SALISBURY  
PLAYHOUSE**



Our programme  
is delivered through  
five key strands  
of work:

# 01



**SALISBURY  
PLAYHOUSE**  
PART OF **WILTSHIRE CREATIV**



## Salisbury Playhouse

One of the leading regional producing theatres in the country and home to a year-round programme of outstanding theatre in our 519-seat main house.



**SALISBURY  
ARTS CENTRE**  
PART OF **WILTSHIRE CREATIV**

**Salisbury Arts Centre**

A vibrant inclusive hub of creativity within the city, based in a deconsecrated 15th century church, and home to a year-round programme of dance, circus, music and our youth and community programmes.



# 03



## SALISBURY INTERNATIONAL ARTS FESTIVAL

PART OF WILTSHIRE CREATIV

### Salisbury International Arts Festival

A two to three-week celebration of the arts with a distinctive programme of produced and presented works across all art forms. Over the Festival, work spills out of buildings into the streets and spaces of Salisbury and the wider county.



# TAK PART

Our ambitious learning and participation offer for the city and wider county brings together the very best activity and practice and is made up of four complementary strands:

## **Community Programme**

creative experiences with and by older people, children and families, and those living in areas of deprivation.

**Youth Arts** distinctive projects and performance opportunities for young people of all abilities and backgrounds. Wiltshire Creative's Youth Arts programme is driven by a Manifesto created by our Young Ambassadors in 2021 as part of our SHIFT programme.

**Education** targeted activities for primary, secondary schools and further and higher education and home educating families.

## **Wiltshire Creative Academy**

Wiltshire Creative is one of the few professional arts venues to run a Performing and Production Arts Further Education course (partnered with Wiltshire College and University Arts London).

**"MIND THE GAP MAKES ME FEEL INSPIRED, HAPPY, LESS ISOLATED, MORE CONNECTED"**

**Mind The Gap member.**



# 04



# 05



## RESEARCH & DEVELOPMENT

### Nurturing creative opportunity

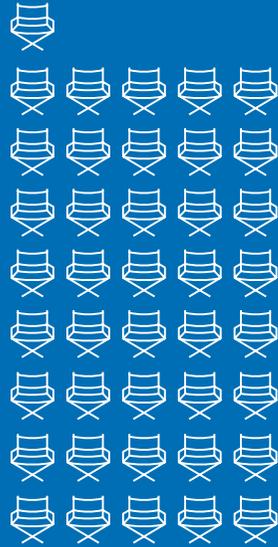
Fuelling all the strands of work is our commitment to developing new work and supporting artists and companies across all art forms. We are a hub of creative opportunity and are proud to play our part in the nurturing of a sustainable and thriving artistic community in the South West.





1

Only producing theatre in Wiltshire



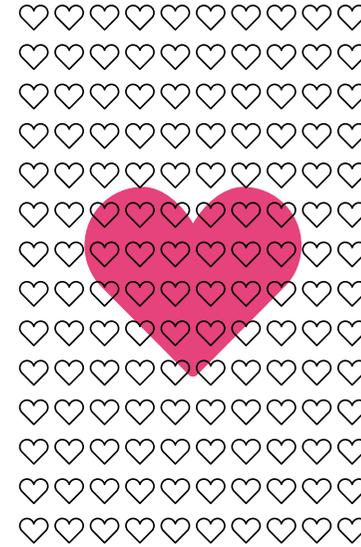
41

Wiltshire Creative in-house productions since 2018



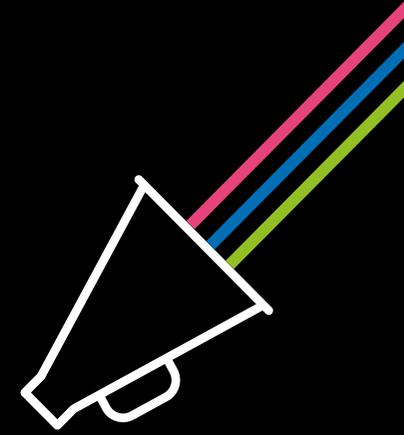
96%

Positive audience feedback in 2023



300

Tickets to pantomime given to disadvantaged families



767

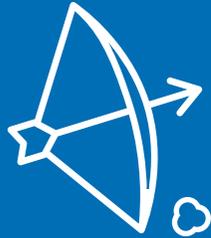
Hands-on creative experiences delivered in 2023/24





**2,385**

Customers added a donation to support local arts



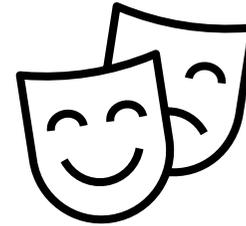
**10.2K**

Tickets sold for Salisbury Arts Festival 2023



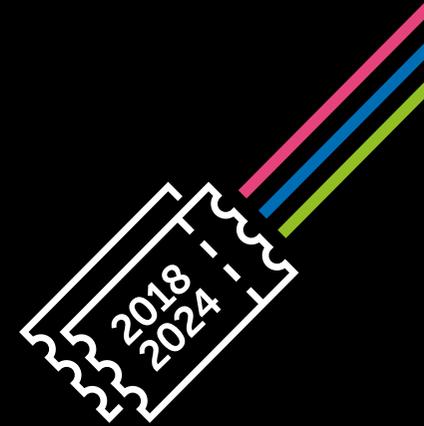
**13K**

People engaged with Take Part activity in 2023



**24.5K**

Audience for Dick Whittington (2023)



**102K**

Tickets sold in 2023



## Wiltshire Creative: Mission, Vision, Values and Strategic Aims

### Our Vision

To enrich the cultural and creative life of Salisbury and Wiltshire

### Our Mission

To create and present a dynamic and inclusive range of cultural experiences for the people of Salisbury, Wiltshire and beyond, including our role as a South West hub for talent development and learning and participation

### Our Values

Creative, Inclusive and Ethical





## Our Strategic Aims

Our aims for 2024-26 are:

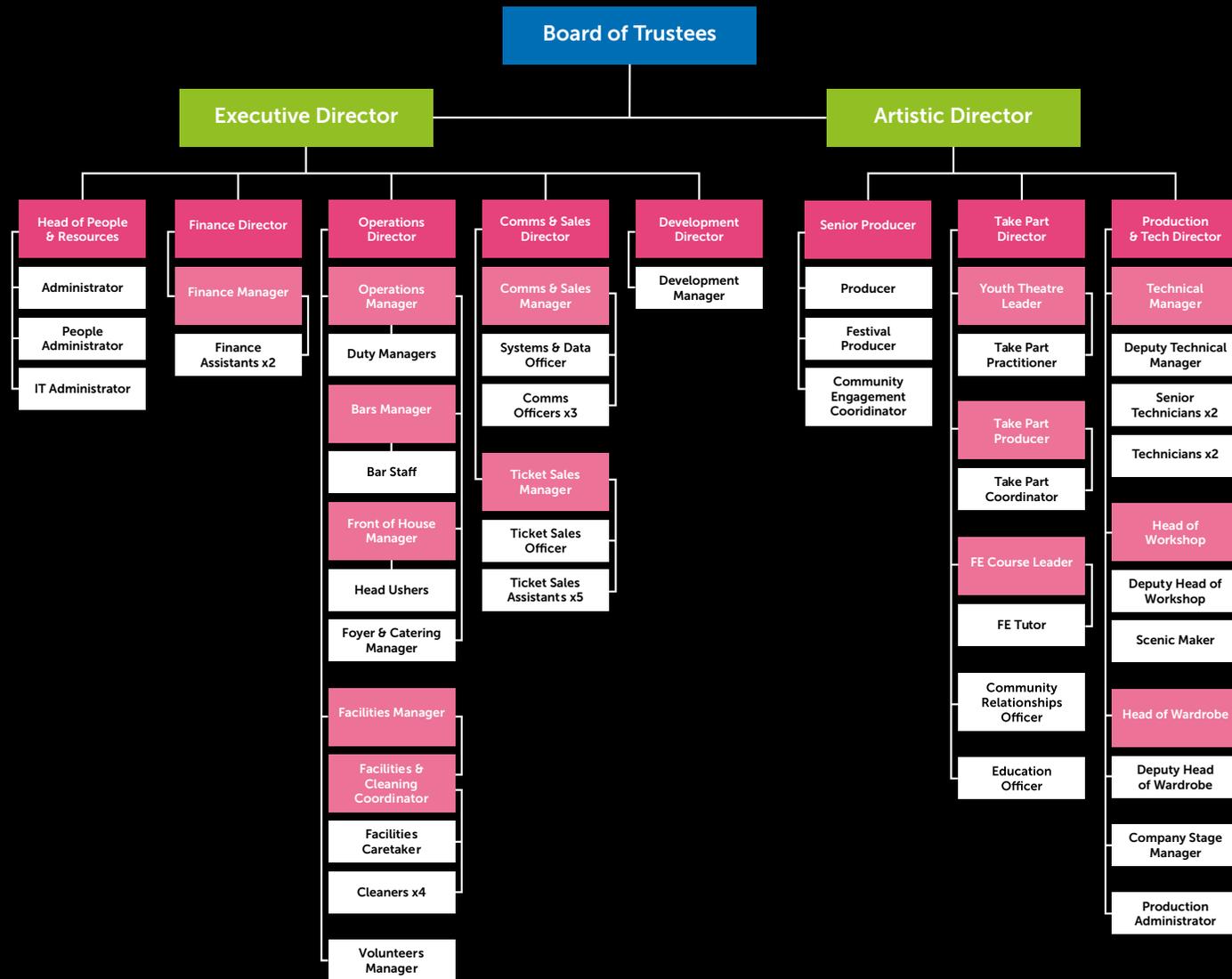
- To maximise Main Stage success in terms of audience numbers, income and through future exploitation of work within the commercial and subsidised sector
- To consistently deliver a surplus budget by improving efficiencies with processes and systems, enhancing audience offers, exploring new income streams through commercial focus and enhanced use of existing resources
- To ensure the Playhouse can continue to be a treasured cultural asset for the city of Salisbury, by launching an ambitious £10 million capital development plan for the theatre and wider cultural vicinity, with a goal to secure 50% of funding by the start of 2027
- To deliver our charitable purpose through further growth in our fundraising pipeline, expanding our reach to more individual donor and Trust and Foundation prospects
- To consolidate our artistic vision, fusing professional and community work through a large-scale, site-specific production as part of the 2025 Arts Festival
- To increase engagement with young people by defining an audience development strategy for younger audiences, producing a show for early years and increasing Stage 65 membership and productions
- To improve retention and development of staff through reviewing and enhancing our recruitment processes and employee value proposition
- To develop and implement a viable model for the running of Salisbury Arts Centre

**“THE COURSE REALLY  
HELPED ME BUILD MY  
CONFIDENCE”**

**FE student**



# Our organisational structure



**Company  
information**

We are a registered charity – number 249169.  
Our most recent report and accounts can be found [here](#)



## We're looking for a new Executive Director

The Executive Director will work jointly with the Artistic Director to build the next chapter for Wiltshire Creative.

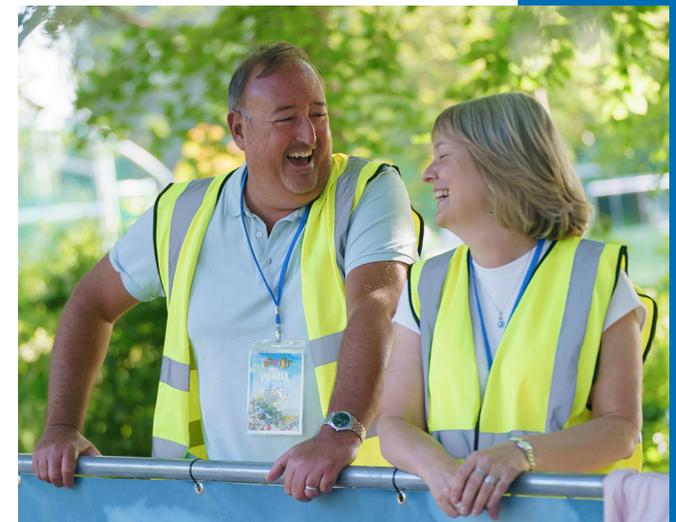
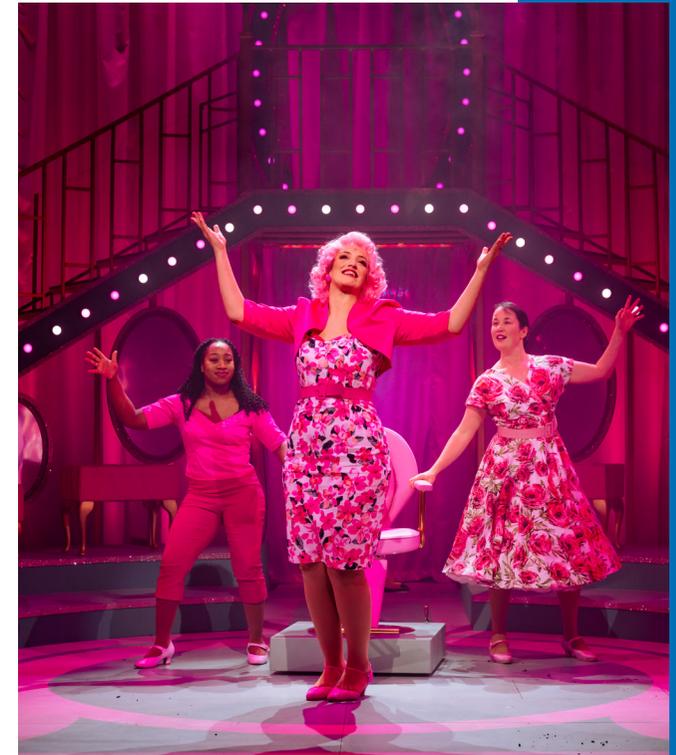
The role provides an exciting opportunity to evolve the organisation and build new resilience as we define and implement a Capital plan alongside the further development of our artistic vision. Wiltshire Creative is a multi-art form organisation, combining the production and presentation of high-quality professional work with outstanding community engagement. The fusion of these two strands is central to the achievement of our goals.

The Executive Director is responsible for the management of the organisation and its financial resources. Long-term strategic planning and policy will be required to build reserves, raise capital funding for the renewal of the Playhouse building and lead the organisation into a bigger and brighter future.

The ideal candidate will be an inspirational leader, with a knowledge of theatre and its wider community. They will be capable of and excited at realising the vision for Wiltshire Creative and engaging with stakeholders at local and national level to broaden our reach and build new opportunities for the organisation.

**“THE PLAYHOUSE HAS SET THE BAR HIGH FOR ITS PANTOMIMES IN RECENT YEARS AND THIS ONE IS UP THERE WITH THE BEST.”**

**The Stage, Beauty and the Beast**



## Key responsibilities

### Strategic leadership

- To provide clear strategic direction for the organisation in conjunction with the Artistic Director and Board
- To be responsible for Wiltshire Creative's core business functions: Finance, Communications & Sales, People & Resources, Operations and Development, and ensure alignment of departmental strategy with the organisation's business plans
- To attend all Board and Finance Sub-Committee meetings and ensure clear reporting and communication with the Board of Trustees
- To ensure a clear and transparent governance structure, working closely with the Chair and Board to ensure delivery of the organisation's stated purpose and public benefit. Also working with the Chair to ensure appropriate representation on the Board and succession planning

### Key stakeholder management and external engagement

- To act as advocate for Wiltshire Creative at local and national level
- To engage with and continue to foster relationships with agents, producers, investors and freelancers in the wider arts and theatre communities to support and promote Wiltshire Creative's position in the industry
- To promote the continued development of the Wiltshire Creative brand and act as key company ambassador
- To continue to develop Wiltshire Creative as a leader and/or partner to other local cultural institutions

### Fundraising

- To support the organisation's ambitious development strategy in collaboration with the Development Director, enabling and contributing to a high performing Development team to deliver our key fundraising targets
- To develop and maintain relationships with key public funders and to lead on fundraising applications to our public funders
- To develop and implement a large-scale capital fundraising programme with the long-term sustainability of the organisation's buildings and assets as a key goal
- To motivate and engage the wider organisation and community with our charitable purpose, cultivating a culture of philanthropy and nurturing additional donation revenue



## Key responsibilities continued...

### Financial leadership

- To ensure the financial stability of the organisation in conjunction with the Board by overseeing the budgets for the organisation, delivering robust financial planning, and maintaining oversight of financial decision-making
- To work with the Senior Management Team to facilitate income generation and actively seek new income streams
- To support the Producers in commercial negotiations where necessary
- To continually seek cost-savings, and ensure cost-efficient deployment of Wiltshire Creative's resources through review of processes, contracts and procurement
- To ensure compliance with charity finance law and ensure that Wiltshire Creative is undertaking best practice in relation to all statutory requirements

### People leadership

- To support the organisation's People strategy in collaboration with the Head of People & Resources to develop a resilient, productive and inclusive workforce
- To provide inspirational and motivational leadership to the Senior Management Team
- To implement a robust organisational culture and management structure, ensuring that best people practice is embedded throughout the organisation in alignment with the organisation's values

### General

- To always act in the best interests of Wiltshire Creative
- To take positive action to promote Equal Opportunities in all aspects of the work of Wiltshire Creative
- To agree to abide by Wiltshire Creative's policies, as set out in the Staff Handbook
- To maintain confidentiality in all areas relating to Wiltshire Creative
- To maximise income and minimise expenditure wherever possible
- To be flexible and to undertake any other reasonable duties as requested by the Board of Trustees



## About you

You are a passionate and experienced senior leader, with experience gained from the arts and/or charity sectors and demonstrable enthusiasm for theatre and cultural events

### Experience, Skills and Knowledge

#### Stakeholder engagement

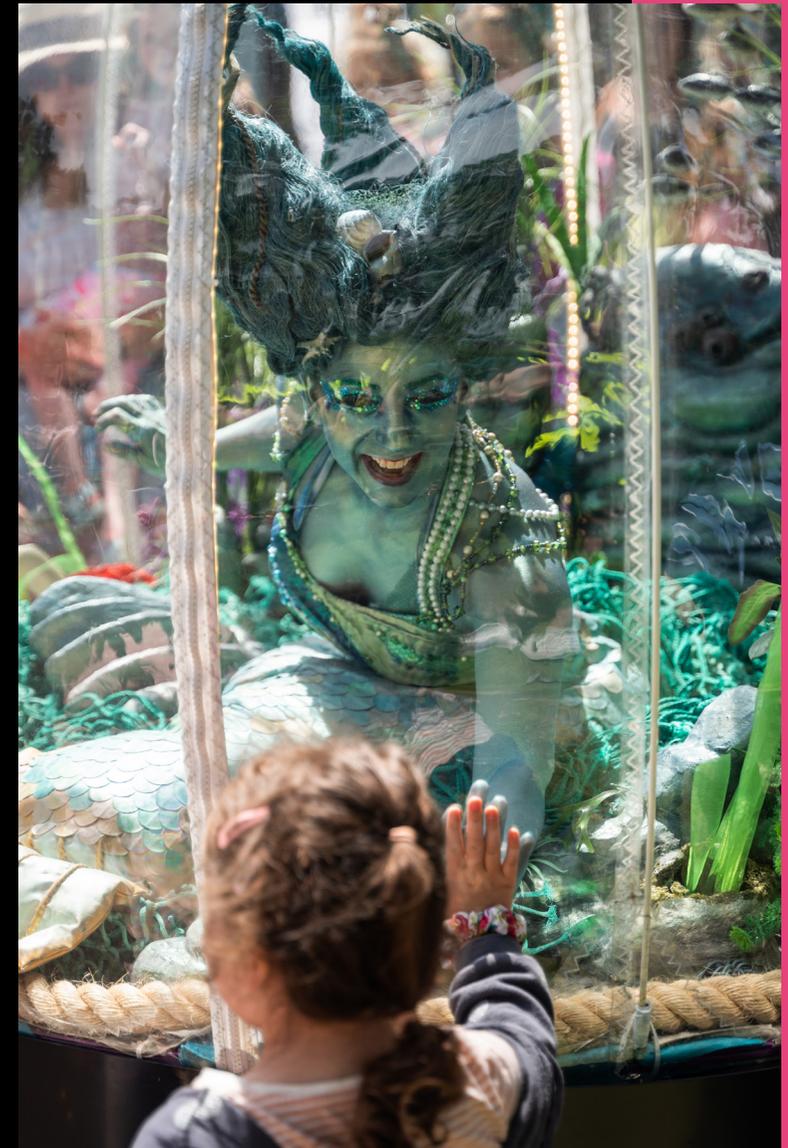
- An ability to build networks and develop effective partnerships
- Ability to engage local cultural partners and key community stakeholders
- A network in the theatre sector (desirable)

#### Fundraising

- Experience of large-scale capital project fundraising and project delivery
- A proven track record of fundraising across individuals, corporates and Trusts and Foundations
- Previous success in securing six-figure funding bid applications

#### Strategic leadership

- Experience of planning and implementing strategic direction at organisational level
- Sound commercial acumen
- Confidence leading change, demonstrating trust and transparency, and engaging staff and stakeholders to deliver transformation projects when required





## About you continued...

### Financial management

- A solid understanding of financial management and risk management
- Confident in managing multiple budgets of significant amounts
- Adept at setting realistic and achievable targets to deliver sustained income growth

### People leadership

- An ability to promote collaboration throughout the organisation to ensure cohesion and shared objectives
- A confident communicator and experienced line manager
- An inclusive leader with the ability to motivate and develop staff

If you do not possess all of these criteria, we would still like to hear from you along with your thoughts on how you might address any gaps.

**“QUITE SIMPLY THE  
BEST LIVE MUSIC  
VENUE IN THE  
SOUTH WEST”**

Visiting Company to Salisbury  
Arts Centre

**“I APPLAUD WILTSHIRE  
CREATIVE’S AIM TO  
MAKE ARTS MORE  
ACCESSIBLE”**

John Glen MP



## Terms and Conditions

**Salary:**  
£70-80K DOE

**Type of Contract:**  
Permanent

**Location:**  
Salisbury (Playhouse or Arts Centre)

**Hours of work:**  
As required (some evening and weekend work will be required)

**Holidays:**  
34 days per annum, including bank holidays, rising in line with length of service

**Probation period:**  
6 months

## Benefits

- Wiltshire Creative offers a pension scheme through People's Pension, whereby contributions will be deducted from your salary and are currently matched by Wiltshire Creative up to 3% of salary. Wiltshire Creative is legally obliged to auto-enrol all eligible employees into this scheme after three months' employment, although the employee has the right to 'opt out'.
- Complimentary tickets for in-house shows
- Invitations to press nights
- Occasional ticket offers on visiting shows
- Discount in our bars and cafés
- Opportunity for flexible working patterns
- Wellbeing activities
- Employee Assistance Programme
- A fully trained team of Mental Health First Aiders
- Training and development opportunities
- Cyclescheme
- Computer Scheme
- Interest-free travel season ticket loans



## How to apply

If you'd like to apply for the post of Executive Director please send us:

- A short, written statement (maximum two sides A4) or a video or audio (of no more than 5 minutes) supporting your application. Please make sure you tell us: why you would like to join us; what skills you would bring to the organisation; a bit about yourself; your previous experience.
- A CV setting out your education/ training background and career history.
- Please also complete and return our [Equality, Diversity and Inclusion Monitoring Form](#)

Please send your application to:  
[recruitment@wiltshirecreative.co.uk](mailto:recruitment@wiltshirecreative.co.uk)

### Deadline

The closing date for applications is **Monday 17th June 2024** at midday.

### Interviews

Interviews will provisionally take place in Salisbury on **Friday 28th June 2024**, with second interviews on **Friday 12th July 2024**.

If you are not available on these dates please let us know in your application as we hope to be flexible.

### Find out more

For further information, please see our website and social media channels [www.wiltshirecreative.co.uk/](http://www.wiltshirecreative.co.uk/)

### YouTube

[www.youtube.com/user/SalisburyPlayhouse](http://www.youtube.com/user/SalisburyPlayhouse)

## "A BRACINGLY INTELLIGENT REVIVAL"

The Guardian, Hedda Gabler

## Find out more

If you would like to find out more about the role, without commitment, you can arrange an informal, confidential chat, either on the phone or via Zoom, with our recruitment consultant, Sarah Nicholson, [sarahfnicholson@gmail.com](mailto:sarahfnicholson@gmail.com).

## Accessibility

We strive to make our recruitment process accessible for all. If we need to make any adjustments to allow you to fully participate in our recruitment process, such as providing this application pack in a different format, e.g., hard copy, large print or text only version, please contact the Head of People and Resources, Kirsten Vaughan, at [kirsten.vaughan@wiltshirecreative.co.uk](mailto:kirsten.vaughan@wiltshirecreative.co.uk) or see our website.

We are keen to have all ethnicities, faiths, genders, sexualities, and disabilities represented in our organisation, and actively encourage applications from people of all backgrounds.

### Follow us

[@Wiltscreeative](#) [@youngwiltscreeative](#)

