

Project Manager – Governance and Operational Change

Job Description and Person Specification

About Us

Theatr Clwyd has been Wales' foremost producing theatre since 1976 and is the only remaining producing theatre left in the UK still owned by a local authority. This unique relationship with Flintshire County Council brings strength but also significant challenges for both parties, and as the theatres operations and vision for the future become more refined, it is now increasingly important to investigate how we deliver a new governance and operating model. A model that allows the theatre to thrive into the future, serve the communities of Flintshire, and make the most of business efficiencies available to an independent charitable trust and related trading subsidiaries.

Flintshire County Council Cabinet and the current Theatr Clwyd Board of Governors, with support from Arts Council of Wales, have agreed that detailed work should now take place to deliver an independent model alongside a major capital redevelopment of the theatre and arts complex.

Theatr Clwyd comprises of theatres, a cinema, art galleries, café and bars, conference rooms, rehearsal spaces and in house production workshops, our recent productions include the Olivier award-winning *Home, I'm Darling*, *The Assassination Of Katie Hopkins* and site-specific show *The Great Gatsby*. We produce upwards of eight shows a year - mainly in English, but also in Welsh – touring some of these shows in Wales and the UK.

Theatr Clwyd is funded through support of the Arts Council of Wales, Flintshire County Council, sponsorship and ticket sales to our loyal, passionate and committed audience. In 2018/2019 the turnover was £6.9m compared to the previous year's turnover of £5.2m. There are annually some 2,115 individual events, attended by over 200,000 people with 50,000 young people participating in outreach events. The theatre currently has around 90 core employees alongside another 350-400 relief and freelance workers, each year.

Job Summary

Line Managed by: Executive Director, Theatr Clwyd

Accountable to: Chief Executive of Flintshire County Council and Executive Director of Theatr Clwyd

Responsible for: Freelance Specialists, Governance and Operational Change Project Team

Key External Relationships: Freelance Specialists, Arts Council of Wales

Job Description

Project Manager - Governance & Operating Model Change

Job Purpose

To project manage and lead delivery of the Theatr Clwyd Alternative Delivery Model (ADM) Project to ensure its successful implementation within agreed budgets, timescales and to the desired outcomes.

The postholder will work closely with Theatr Clwyd's Executive Director, the Chief Executive of Flintshire County Council, and the Governance and Operating Model Project Team, establishing and maintaining strong working relationships pulling together all the major strands of work, alongside other internal and external experts, ensuring that all aspects of the complex change process are identified, considered, resolved and delivered against.

With a key role in ensuring effective stakeholder engagement and management, the Project Manager must work with current Cabinet members, members of the Board of Governors, Chief Officers at Flintshire County Council, senior managers at Theatr Clwyd, new trustees and directors and key officers for the Arts Council of Wales in support of the work undertaken by the Project Team.

Key Responsibilities

General

- To be the programme manager responsible for ensuring the Theatr Clwyd Governance and Change Project including all its workstreams are delivered.
- Develop detailed delivery plans (including budget, timescales and outcomes) for the Project. Manage the associated schedules/plans and deliverables for each workstream within the change process.
- To advise the Executive Director and Chief Executive of progress on the project.
- Highlight opportunities and identify specific areas of concern/risk or slippage and recommend recovery action necessary to bring delivery of projects back into line with Project Delivery Plans as appropriate, in accordance with the needs of the relevant stakeholders.
- Advise Project team members on each individual work stream required and ensure that all Project Group members are aware of their deadlines and that these are met.
- To ensure all work is documented accurately and with sufficient detail.
- To ensure all due diligence requirements are met in relation to all aspects of the project.
- To support the Executive Director and Chief Executive in keeping all major stakeholders up to date with key decisions and deadlines.
- To produce and present reports and papers for key meetings and chair meetings when required.
- Schedule communications for all major stakeholders, ensuring communication is well planned and in line with schedule
- Recruit and manage any identified independent/external specialist expertise, as required. Monitor and review their options appraisals, provision of data and support they give in order to ensure the successful delivery of the project.
- To ensure all aspects of the change process are considered and resolved.

Project workstreams:

Financial, Funding and Future Commitments

- To work closely with Theatr Clwyd's Director of Finance and internal Flintshire finance teams to identify new systems required and other required business process /operating changes, procedures or details.
- Work closely with the Executive Director and Chief Executive to support them securing commitments on annualised funding levels from Flintshire County Council and the Arts Council of Wales.
- To work with project team to identify working reserves required for the new model.
- To work with the project team to identify options and details around current and future pension schemes and fund protection, for the new trust.
- To identify and recruit specialist expertise as required

Property and Assets

- To work closely with the project team to identify all details that relate to the lease of the theatre property to the new trust and the responsibilities of the Council, as Landlord
- To oversee an assets review and details on transfer of assets to new trust.
- To be mindful of all details connected with the capital redevelopment and the involvement of Welsh Government and Arts Council of Wales.

Service Support

- To identify and support the process for gaining agreement of the terms for the provision of required Council support services to the new trust and subsidiaries.
- To identify the support services which could be undertaken by the new trust/procured externally and support as to how these may be delivered and resourced/procured.

Legal and Governance

- To work closely with the Executive Director to identify and deliver at the optimum time during the project, the most efficient and effective governance structure for a charitable trust and all necessary trading subsidiaries..
- To identify and deliver the process and timetable for the formation of a new shadow board to work alongside the current Board of Governors.
- To identify how the new model might maximise on tax benefits.
- To support the Executive Director on Trustee and Director recruitment and appointments.
- To identify, recruit and manage specialist expertise and advice as required.

Employment Terms and Conditions

- To work closely with Flintshire HR lead as part of the Project Team to identify and plan all HR elements of the workstream
- With HR lead, identify terms and conditions implications
- Identify and agree a fair and sustainable pension's model.
- Agree and deliver a timeline and process for a workforce communication, ballot and TUPE transfer.
- Identify, recruit and manage any independent specialist advice as required.

Other

- To attend Board meetings as and when required. When required present reports providing updates on progress identifying risks and issues.
- To represent and positively promote Theatr Clwyd and Flintshire County Council. To perform any other duties as reasonably requested by the Executive Director and Chief Executive.

Person Specification

Essential

- Significant proven experience, demonstrable skills and a specialist knowledge of:
 - Complex Project Management
 - Communications with Boards and senior leaders
 - Transformational Leadership and Managing Workforce change
- Education to degree level or equivalent or relevant higher level qualification with significant demonstrable experience and knowledge of managing and implementing complex organisational /business change projects.
- Effective scheduling management skills, including the ability to set and ensure targets are met
- Ability to develop the strategy and change plans accordingly to ensure delivery
- Excellent communication skills, both written (e.g. reports) verbal (meetings/presentations).
- Excellent analytical and complex problem solving skills with ability to apply adaptive and lateral thinking.
- Ability to manage multiple tasks and conflicting priorities whilst working under pressure and within resource constraints
- Proven ability to lead, recruit and manage with a positive approach.
- Experience of effective resource management (people, finance etc) and ability to facilitate work across organisational boundaries identifying opportunities for collaboration, problem solving and improvement.
- Work to high standards with a commitment to excellence within work.
- Excellent interpersonal skills, able to build constructive relationships with senior leaders, Board members, project team members and stakeholders.

Desirable

- Experience of delivering alternative delivery models or organisational change.
- Experience of setting up new companies, both ltd or charitable
- Knowledge of finance systems
- Knowledge of tax variables relating to different governance
- Knowledge of Governance legalities
- Spoken and written Welsh.
- A deep passion and love of the arts