

THE TOWN HALL

TROWBRIDGE

Director recruitment pack

A civic space for the 21st Century



Our Vision

A creative, confident and cohesive town.

Our Purpose

To restore the historic Town Hall “for the benefit of the inhabitants of the town forever”.

Our Values

Togetherness: we enable activities that bring people into shared physical space

Empathy: we encourage people to see and appreciate other lived experiences

Innovation: we are inspired by the past to improve lives in the future and present

Generosity: we share what is ours

Nurturing: we enable growth, both individually and collectively

Openness: we welcome everyone



An invitation from our Chair



Thank you for your interest in this role.

We're looking for an innovative, committed, and creative Director to lead the Trust during its most exciting period to date.

Our focus is to develop the Town Hall as a pioneering civic space for the 21st Century.

We're looking for someone with a passion for culture and community. Someone with the vision and drive to take the Trust forward and realise the Board's aspiration to restore the Town Hall to its former glory and establish the building as a vibrant art, cultural, heritage, enterprise and community hub for the town.

This is a pivotal time for Trowbridge Town Hall. We've secured £8.1m for the restoration of the building from the Future High Streets Fund¹ which will help us realise our ambitions to make the Town Hall the focal point for the town centre, drawing people into the town and providing a top-quality experience in all things community and arts. This funding covers the base build renovation for the Town Hall. Additional funding is required for the fit out of the space, budgeted at a further £2m, and we've begun the process of securing this funding.

The organisation has just received £200,000 from the National Lottery Community Fund for a three-year project widening and deepening our community engagement. We've developed a model of co-created projects, and we have exciting plans to grow these in the coming years with ambitious projects in the pipeline with major national partners. We see this is an opportunity for a new Director to build on and refine as we apply for National Portfolio funding in 2022.

We have a beautiful space, which hosts lots of community activity, a thriving film programme, comedy and music gigs. We are also a valuable meeting place for those wishing to start activities, hold their own choirs, yoga classes or art workshops. We also host 10 studios for those in the creative industries. We have hosted a start-up community business and run our own shop and gallery.

We've developed plans to work with Wiltshire College and Bath Spa University, bringing students into the building to give them experience of a creative workspace, and we have the potential to provide flexible workspace for those working from home. We see our future as a place where culture, community and commerce can intersect for the benefit of the town.

There are several key priorities for our new Director.

¹ <https://www.wiltshiretimes.co.uk/news/19743939.trowbridge-town-hall-awarded-8m-future-high-streets/>

<https://www.thestage.co.uk/news/trowbridge-town-hall-to-undergo-81-million-redevelopment-in-2022>

Firstly, you will need to **lead the Trust's involvement in the capital project**, ensuring that the Town Hall is not just fit for purpose, but fit for the future. This involves working closely with Wiltshire Council and the contractors who are carrying out the work. Wiltshire Council are the client for the base build, working to our plans for end use. We are the client for the fit-out.

There will also be a period of relocation whilst the work is taking place. During this period, we will need to rehouse the activity in the building to ensure minimum disruption and to retain our users' loyalty, so they return to our space once work is complete.

Our **artistic programme needs to be honed**. The potential of the space is enormous, and many ideas have been considered. It will be for our Director to focus our ideas and build the relationships that are needed so we can begin our new future with a range of activities that are engaging, inclusive and fun. This will need to balance the community and cultural content, with co-creation at its heart.



Community engagement is another key area. We need the community onside during the project to ensure that we ride a wave of enthusiasm to manage any potential disruption over the period of renovation. We were built "for the benefit of the inhabitants of the town forever", so need to ensure that we meet the interests of today and raise aspirations for the future.

Fundraising is a further priority, securing the additional investment to cover the fit-out costs, ensuring we can deliver the level and quality of activity post-development. Work in this area is already underway with applications to Arts Council England, the National Lottery Heritage

Fund and National Lottery Community Fund. We want to develop our major donor programme to bring additional investment into the Town Hall. We will be employing a Capital Appeals Manager, and you will work closely with them to realise our targets.

Generating **earned income** from the Town Hall also requires attention. Like many cultural and community organisations, our generated income dropped during the pandemic and is returning slowly. This needs to be addressed with a sustainable plan which will ensure our long-term success. Our catering offer is a key part of our business plan. What that looks like and how we generate much needed income from café, restaurant and bars will be a focus. There is some potential to expand our creative studio income and potential for more commercial hires.

Finally, but crucially, you will **lead our staff team**. This is small but committed. We want to ensure that they are supported and developed so they can achieve their potential.



Resources

Our outgoing Director has been very successful in increasing earned income pre-Covid and securing grant funding. Consequently, we are in a secure financial position, though that will need close monitoring due to the financial risks involved in the capital project and the continuing volatility caused by Covid.

We have a dynamic and skilled board of trustees.

The Chair is Rosemary Macdonald who is the CEO of UK Community Foundations. The Vice Chair, Colin Kay, is a retired headteacher and our governance lead. We will be your supporters and will share the load with you.

We have four committees which have been set up to support the work of the Trust.

- **Capital Sub-Group:** Led by Tom Jarman, Director of Architecture at developers Urban Splash
- **Finance Sub-Group:** Led by Simon Tombs, Managing Partner at chartered accountants MHA Monahans
- **Fundraising Sub-Group:** Led by Amber Massie-Blomfield, Executive Director of international theatre company Complicite
- **Community Engagement Sub-Group:** Led by Gemma Novis, a community development specialist

Our Director is supported by a core senior management team of Venue Manager, Technical Manager, Office & Finance Manager and Community & Partnerships Manager, all full-time. In addition, we've two other members of staff supporting venue activity and two fixed-term Kickstarters.

The venue brings in specialists to lead on projects, currently contracting a Film Curator, Visual Arts Curator and Music & Performance Programmer. Others may be brought in to deliver community or cultural projects.

The capital project again requires fixed-term roles. We've secured funding to cover initial costs for a Capital Appeals Manager to lead on fundraising and a Project Manager to oversee technical fit-out.

This role has the potential to be a career-defining opportunity. We believe the organisation can not only change lives in Trowbridge but can also be a pioneer project for other towns across the country.

The foundations are strong but there's much work to do to realise the incredible potential of this organisation.

Rosemary Macdonald
Chair, Trowbridge Town Hall Trust

BACKGROUND INFORMATION

Trowbridge

Trowbridge is Wiltshire's county town, home to around 40,000 people. On a direct train line to Bristol and Bath, the town was made wealthy thanks to the textiles industry in the 19th Century. Consequently, the town has many beautiful buildings, many of which are listed.

The town has a growing cultural and community offer, with live events at the Civic and Emmanuel's Yard, visual arts at Drawing Projects and Court Street, whilst the town's museum has just reopened following a £2 million development.

Trowbridge has been granted £16.3 million through the Future High Streets Fund which will reimagine the town centre. Trowbridge Town Hall is the central part of this project.



Trowbridge Town Hall

The Town Hall was opened in 1889, funded by local philanthropist and mill owner William Roger Brown. A statement of civic pride, the building was dedicated for "the benefit of the inhabitants of the town for ever". It's marble pillars, sweeping staircase and stunning stained

glass evidence its intrinsic aesthetic quality, whilst the basements retain three Victorian cells, showing the varied uses to which the building was always put.

For the first 80 years of its life, Trowbridge Town Hall was at the centre of civic, cultural and social life, housing the town's first public library, hosting public meetings, dances, performances and concerts. As late as the 1960s, the building's epic ballroom – the Great Hall – played host to Cat Stevens and The Who.

In 1973, the building was converted into a magistrate's court. The building was altered, most significantly in the Great Hall, which was subdivided into ten smaller spaces with a staircase and lift shaft puncturing the floor.

After a brief spell as a coroner's court, the building was without a use. In 2011, a public meeting was held to explore running the Town Hall for, and by, the community.



Trowbridge Town Hall Trust

Following the public meeting, a group was formed which became Trowbridge Town Hall Trust. In 2012, it became a company limited by guarantee and, later, a registered charity. The aims of the Trust were – and remain – to restore the historic building and to support artistic, community and heritage activity.

Within months, the Town Hall was again hosting public activity, from performances to gigs, films to exhibitions, most of which were produced by Trowbridge Arts, backed by funding from Arts Council England.

In 2016, the Town Hall Trust chose to incorporate Trowbridge Arts and, for the next three years, traded as Town Hall Arts with the aim of being a professional arts centre. Creative studios were opened in the building and a rolling calendar of exhibitions launched. However, a series of unsuccessful funding bids led to a rethink, and, under new leadership, the organisation broadened its remit by returning to its founding purpose: “for the benefit of the inhabitants of the town for ever”.

The last three years has seen an uptick in activity, both in community use and cultural events, whilst the building is now visited by around 30,000 people a year, largely thanks to its destination café, sublet to the Free Range Café, and hosts two monthly markets.

The cultural programme is built around community co-creation, with two landmark productions a year. This was kickstarted by *Song for Trowbridge*, inspired by hundreds of conversations during lockdown, followed by *Miracle on 34 Seymour Street* set in our town. There are also confirmed plans for ambitious co-productions with major regional and national partners on future projects.

The Town Hall Trust has always seen its remit as wider than the building, supporting the cultural and community sectors across Trowbridge. Partnership is key here, and the Trust has strong relationships with all other cultural organisations in the town and the two local authorities, who each provide core funding. The Trust produces a quarterly community paper for the town and an annual community fair: *Celebrating Trowbridge*.

A key focus of the last decade has been securing the sizeable funding needed to restore the building. In 2020, the Trust revised an earlier feasibility study and business plan, creating a scheme that returned the Great Hall and placed access and flexibility at its core. This was used to help secure £16.3 million for the town from central government’s Future High Streets Fund, of which £8.1 million will be used for the Town Hall capital project.

The Trust now turns over just under £300,000 a year, most of which is earned income. The business plan assumptions look to significantly increase this to around £1.6m post-development. In 2019, the organisation undertook an external governance review which led to a refreshed board and a membership structure (the Town Hall has nearly 200 members, to whom its trustees report).

On completion of the capital project, the intention is to Community Asset Transfer the building to the Town Hall Trust on a 125-year-lease and the Town Hall Trust has signed a Memorandum of Understanding with Wiltshire Council to this effect. The two organisations are also exploring options for extra facilities elsewhere in the town to complement and support activity in the Town Hall.

JOB DESCRIPTION

Job title: Director
Pay scale: £42,000-46,000 dependent on experience
Pension: The People's Pension (3% employers' contribution)
Hours: Full-time (40 hours) – some evening and weekend work will be required
Location: Trowbridge, Wiltshire

Responsible to:

- Trowbridge Town Hall Trust Board of Trustees; the Chair of the Board will act as the Director's line manager

Responsible for:

- **Core**
 - Community and Partnerships Manager
 - Office and Finance Manager
 - Technical Manager
 - Venue Manager
- **Creative**
 - Curators (visual arts, film, music)
- **Capital**
 - Capital Appeals Manager (to be appointed)
 - Project Manager (to be appointed)

We also currently contract a freelance grant writer.

RESPONSIBILITIES

Main areas of responsibility

- Lead the Trust's involvement in the capital project
- Hone the artistic programme with co-creation at its heart
- Develop and maintain exemplary community engagement
- Lead the organisation to secure funding for the capital project
- Create and implement strategies to increase earned income
- Lead the staff team by supporting and empowering them

Other tasks and responsibilities:

Strategic

- With the Board, review and develop the strategic plan for the Trust
- With the Board, design and implement the strategy and business plan to ensure long-term financial viability
- Identify and engage new partners, in sectors including artistic, community, education and health
- Ensure that we are an inclusive organisation across all aspects of our work, both internally and externally
- Report to the Board, preparing papers in a timely and clear fashion
- Develop strong relationships with stakeholders, including funders and local authorities
- Prepare reports for stakeholders and funders as appropriate

Creative

- Develop and implement the artistic vision of the Trust
- Lead on creation of new work, with a focus on co-creation between artists and communities
- Lead a team of producers or curators, programming work when necessary
- Review options for creative programme post-development
- Monitor and evaluate the artistic and engagement programme to ensure it delivers the vision of the Trust within the context of the community and its needs
- Ensure a balance between artistic and commercial elements of the programme so artistic objectives are fulfilled and income targets achieved

Capital

- Ensure vision for the Town Hall is realised and embedded within the capital project
- Be the principal point of contact for the Trust to Wiltshire Council and the design team, ensuring the building is restored fit for the Trust's end use
- Report to the Capital Development subgroup of the Board and, where appropriate, communicate their views promptly and clearly to Wiltshire Council
- Oversee the fit-out of the Town Hall, working with the Project Manager and specialist consultants
- Secure suitable alternative location(s) for the Trust during restoration work
- Ensure that the capital project meets the Trust's aims on increasing revenue and user satisfaction, particularly on accessibility
- Revise and implement the joint Communications Strategy with Wiltshire Council, creating content and speaking publicly as required
- Ensure information from the capital project is communicated efficiently to staff, volunteers, users and the wider public

Fundraising

- With grant writer, secure ongoing funding from lottery funders and Trusts and Foundations
- With the Board sub-group, develop opportunities for regular donations, including a membership scheme
- Review and grow individual giving, including major donors
- With the Capital Appeals Manager, revise and implement the fundraising strategy for the capital project, ensuring targets are met to secure funding for the capital fit-out
- Explore opportunities for business support

Leadership and Personnel

- Be the principal public advocate for the Trust, representing the organisation locally and nationally
- Ensure that public engagement with the Town Hall is vibrant and part of our DNA, and that we have a thriving membership programme
- Provide inspiring leadership to paid employees and volunteers to enable them to work together as a team to achieve common goals
- Plan professional development for the employed staff and volunteers to enhance their performance
- Ensure all staff have appraisals and development plans
- Recruit new staff, with the support of the Board when required
- Act as the Trust's Safeguarding Officer
- With the Office and Finance Manager, ensure that all policies are adhered to and that there is an effective process for policy review

Financial

- With the Finance Manager and Finance subgroup, create and monitor annual budgets
- With the Finance Manager, prepare regular reports for Board and subgroup meetings
- Lead on development of earned income from a range of areas
- Control expenditure to minimise waste and maximise efficiency

Building Development & Maintenance

- With the Venue Manager, ensure that the condition of the Town Hall is effectively maintained, escalating issues to the Board as necessary
- With the Venue Manager, ensure Health and Safety procedures and policies are developed, updated and followed



PERSON SPECIFICATION

Skills & Qualities

- Brings drive and energy to strategy delivery
- Creative thinker, with ability to find unexpected solutions to problems
- Excellent communication skills, with the power to listen and persuade
- Entrepreneurial mindset, with an enjoyment of generating income from a variety of sources
- Effective delegator, able to clearly pass on activities and monitor results
- Instinctively collaborative with ability to find and build beneficial partnerships
- Inspiring leader, able to set a vision that others will follow

Experience

Essential

- **Either** four years working in a leadership position; **or** managing complex projects with budgets in excess of £150,000
- Four years working in a leadership position
- Delivery or facilitation of creative/community projects
- Financial management, budget setting and monitoring
- Fundraising track record, either personally or with a team
- Experience of developing new projects and income streams
- Successful management of a complex project
- Successful team leader

Desirable

- Leadership in the cultural sector
- Working on capital projects, ideally of scale
- Working within historic buildings
- Reporting to a charitable board

Other

- Based in, or willing to relocate to, Trowbridge
- Right to work in the UK

HOW TO APPLY

Trowbridge Town Hall is committed to providing equality of opportunity and valuing diversity for all current and potential staff, volunteers, and Trustees. We aim to ensure that this commitment is rooted in our day-to-day working practices and our work together.

We use the Applied platform to help take bias out of our recruitment process and hire fairly through blind recruitment.

To help us to enhance the diversity of our team, we would especially welcome applications from black and minority ethnic candidates and candidates with disabilities, who are currently under-represented at Trowbridge Town Hall.

To apply, you'll be asked to complete five questions and to upload your CV.

Please follow this link: <https://app.beapplied.com/apply/4yvaevir0y>

Deadline: Monday, 17th January (9am)

Interviews: Saturday, 29th January

If you'd like to have an informal conversation in advance of applying, contact Rosemary Macdonald, Chair of Trustees on chair@trowbridgetownhall.com.