

THEATRE
by the
LAKE

**CUMBRIA THEATRE
TRUST IS SEEKING TO
APPOINT TRUSTEES
TO ITS BOARD**



WHAT WE ARE LOOKING FOR

Cumbria Theatre Trust (as Theatre by the Lake) is seeking to appoint new trustees to its board.

This is an exciting time to join Theatre by the Lake. Audiences are returning, our team is growing and we're planning for the future with ambition and renewed focus. In 2024-25 we will celebrate our 25th anniversary, presenting the opportunity to celebrate our history, connect with past, present and new audiences and supporters and look ahead to the next 25 years of theatre in Cumbria.

What we're looking for

We're looking for Trustees who share our passion for theatre and the transformational power of the arts. We're particularly looking for applicants with the following skills and backgrounds:

- Marketing and Audiences
- Fundraising and philanthropy, including working with Trusts and Foundations, individual giving and on capital projects
- Embedding inclusivity within organisations

Theatre by the Lake strives to present a vibrant and diverse programme. We believe we can do this most successfully if our Trustees and workforce encompass a broad range of vantage points. We particularly encourage applications from people under the age of 30; deaf and disabled people; and applicants who identify as being of global majority heritage.

As an organisation rooted in place, we are also looking for people who live in or have an affiliation with Cumbria.

THIS PACK



This pack contains:

- Background information about our organisation
- A role description and person specification for Trustees
- The application process

This recruitment pack is also available in accessible formats including large print. If you would benefit from an accessible recruitment pack please contact: jobs@theatrebythelake.com



**"BRILLIANT AND TRUE FEEL-GOOD FUN"
NORTHERN ARTS REVIEW**

**"A LITTLE GEM OF A FAMILY SHOW"
THE KESWICK REMINDER**

**"GOOD THEATRICAL FUN"
THE GUARDIAN**



THE BORROWERS, 2022

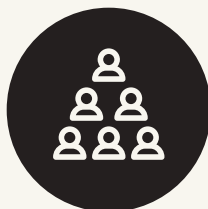
THEATRE BY THE LAKE IN NUMBERS – 2022/23

2022 - 23 is our first full year of opening after the pandemic. We have changed substantially since the start of the pandemic, and will continue to do so as audiences return and grow.

Performances

390
performances, over:
6
in-house productions
2
new work
commissions
7
community
productions
42
visiting productions

Audiences



59,029
audience members



57%
of bookers from Cumbria



65
schools attended our
Christmas show

Learning and Participation

318

Learning and engagement
opportunities for young
people with



369 attendees

Improving Access

23

ACCESSIBLE
PERFORMANCES

6

CAPTIONED

6

AUDIO

DESCRIBED

6

BSL

6

RELAXED



People

AS WELL AS OUR FULL TIME STAFF, WE ENGAGED 143 FREELANCERS, INCLUDING:

48

ACTORS

36

CREATIVES
DIRECTORS, AND STAGE,
SOUND AND LIGHTING
DESIGNERS

36

BACKSTAGE
STAFF

Volunteers

180 VOLUNTEERS

who provided over

8000 HOURS

of support

13%
Fundraising
and donations
(of which 10%
were legacies)

1%
Other

44%
Ticket Sales

9%
Café, Bars and
other trading

23%
Arts Council
England



**£2.75M
TOTAL
INCOME**

ABOUT THEATRE BY THE LAKE

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OUR VISION

Theatre enriches the lives of everyone in Cumbria, and theatre made in Cumbria is celebrated on the national stage.

OUR MISSION

In our venue and out across Cumbria, we make and share great theatre that tells stories, builds communities and celebrates our place.

OUR VALUES

Collaborative – we are stronger when we work with others
Bold – we are brave and ambitious
Inclusive – we are accessible, welcoming and celebrate diversity
Innovative – we are creative and make our own opportunities
Connected – we are rooted in our place, our communities and our landscape

OUR STORY

Theatre by the Lake is Cumbria's producing theatre and largest Arts Council National Portfolio Organisation. We operate in England's second largest and second least populated county with 70% of settlements comprising under 200 people. In this rural setting, we are an essential cultural hub, not only as a producing theatre, but also as a receiving house and arts centre, giving audiences access to a wide variety of art forms and cultural experiences.

From its origins as The Blue Box, Theatre by the Lake was willed into existence by the community and opened almost 25 years ago in a purpose-built venue overlooking Derwentwater, funded by Arts Council England and the National Lottery, and underpinned by a community-led fundraising campaign. Since then, TBTL has established itself as an integral part of the UK regional theatre

network, becoming a major attraction for both Cumbrian residents and visitors to the Lake District. The theatre has a flexible Main House with 400 seats in end-on configuration, or 350 seats in the round. We also operate a 100-seat Studio, allowing for events of all shapes and sizes.

In 2017 we opened a new café, enhancing the experience for audiences and visitors, helping to support our long-term resilience and supporting our important role as one of the major tourist attractions in Keswick and the Lake District.

REBUILDING POST-PANDEMIC

Despite great success since opening in 1999, we had recognised pre-Covid that our business model was increasingly unsustainable. At the core of our business had been a six-month repertory programme that ran from late Spring to early Autumn. This became increasingly difficult to deliver artistically and financially. The knock-on effects of this were considerable, not least because financial constraints meant that we were unable to work as we wished with our local communities. We were becoming detached from our roots.

While the pandemic caused huge disruption, it also gave us the time and opportunity to think hard about what Theatre by the Lake would look like in the future, with the aim of building on our strengths, re-establishing our community links, and doing things in new ways.

OUR NEW DIRECTION

Theatre by the Lake brings the world to Cumbria and Cumbria to the world. We create theatre that enriches the lives of everyone in Cumbria, and ensure theatre made in Cumbria is recognised and celebrated on the national stage.

"ARTISTICALLY SHARP AND
STUNNINGLY SITUATED"

NEW STATESMAN

This means:

- We will continue to be producing theatre, mounting our own productions, although increasingly we will do this in collaboration with other similarly-sized theatres around the country. We will build on our tradition of artistic excellence, and continue to garner national and regional acclaim.
- We will also continue to be a receiving house, presenting performances developed by visiting companies, not least those put on by local community groups.
- We will represent and celebrate our place, meeting the needs of our audiences and recognising that these are in part local, and in part the visitors who are so vital to our local economy.

Theatre by the Lake serves an area that is geographically, culturally and socially isolated. We embrace inclusivity, diversity and equity across our organisation, creating an atmosphere of trust, integrity and collaboration for our artists, staff and audiences. We understand and embrace our platform and responsibility to lead cultural change in Cumbria, and our role in championing diverse voices and experiences.

HOW ARE WE GETTING ON?

Our progress is sound. Like most regional theatres, we have found that audience behaviour has changed post-pandemic. In response, we have become more innovative and agile in our approach to programming and marketing.

Our 2023 programme includes six home-produced or co-produced main house shows intended to reach different audiences, from **The Lost Spells**, aimed at younger audiences, through **Blonde Bombshells of 1943** and **The 39 Steps** which proved immensely successful, particularly with visitor audiences.

Every Brilliant Thing provides balance in the programme in the

form of a contemporary drama addressing mental health – a theme that has particular resonance in Cumbria.

We end the year with our traditional Christmas production, **A Little Princess**, a seasonal fixture for family audiences and schools.

Alongside our in-house productions, we are also presenting a varied programme of visiting and community work, embracing drama, music and literature.

As we look to deepen our connection with the local community, we are growing our engagement department as well as planning for the creation of a community advisory panel.

From a talent development perspective, our network of local artists, Cumbrian Creatives, supports and connects artists from across the region. Additionally, we recently announced a 3 year partnership with Paines Plough in the delivery of their Tour the Writer programme.

Our amazing team of 180 volunteers play an invaluable role in providing a safe and warm welcome to our audiences. We also know volunteering at Theatre by the Lake has a tangible social benefit. Many volunteers live in isolated areas and hugely value giving something back to their community, supporting their local theatre and, crucially, having the chance to meet new people and make friends.

OUR FINANCES

Financial success and sustainability are essential to achieve our mission.

PRE PANDEMIC

In 2019/20, Theatre by The Lake's turnover was just over £3 million, of which ticket sales represented over 60% and public sector funding accounted for 20%. The balance was generated through ancillary trading activities and fundraising.

Our investment in the café depleted reserves substantially, although we were on course to replenish them to target levels by March 2022, and by March 2020 our free reserves had rebuilt from a substantial negative position to £nil.

PANDEMIC YEARS

The pandemic hit us hard. Not only were our free reserves depleted, but we closed the theatre after investing nearly £0.5m in the cancelled 2020 repertory season.

We survived the pandemic years thanks to funding from the Department of Culture, Media and Sport, together with immensely generous public donations and a significant legacy. This funding enabled us to rebuild some reserves.

POST-PANDEMIC

In the most recent financial year, 2022/23, we have restored our turnover to £2.75m, although still with an operating deficit, funded from reserves.

Looking forward, the future is more positive. We have been retained as a member of Arts Council England's National Portfolio, which guarantees funding of around £615k p.a. for three years. We have re-let our catering contract (providing services within the theatre and in the café) at more advantageous terms than previously. And, so far, ticket sales are exceeding our budgets.

Fundraising forms a crucial part of our income, and we are rethinking our approach to philanthropy, with a new Head of Fundraising and Development expected to join the organisation this Autumn.

We're also planning for our 25th anniversary year, which will give us the opportunity to raise the profile of the theatre locally and nationally, deepen engagement with current audiences, re-engage with past audiences and build relationships with prospective audiences.

OUR ORGANISATION

Theatre by the Lake is the trading name of Cumbria Theatre Trust Ltd. (CTT), a company limited by guarantee and registered charity. We also have a trading subsidiary TBTL Services Ltd., which provides the catering and other commercial services that the theatre has.

The governing body of CTT is the Board of Trustees who are simultaneously directors of the company and Trustees of the charity.

The Board delegates the management and artistic operation of the company to the Executive Director and the Artistic Director.

Over the last two years, the Theatre has seen a number of changes in its management team and the Board. Liz Stevenson joined us as Artistic Director in summer 2019 and Simon Stephens joined as our new Executive Director in March 2023. They work together as joint Chief Executives.

Our eight Trustees have served for varying terms, with none for longer than six years. Charles Carter and Kate McLaughlin-Flynn assumed the roles of Chair and Vice Chair respectively in August 2019.

FURTHER INFORMATION

Further information is available on the TBTL website.

Our history:

<https://www.theatrebythelake.com/about-us/history/>

Our team:

<https://www.theatrebythelake.com/about-us/team-contact-new/>

Our report and accounts:

<https://find-and-update.company-information.service.gov.uk/company/01874868/filing-history>

Our board:

<https://www.theatrebythelake.com/about-us/board/>



CUMBRIA THEATRE TRUST - TRUSTEE ROLE DESCRIPTION

ROLE AND KEY RESPONSIBILITIES

Legal and Financial

- To ensure that the company operates in accordance with Company and Charity Law
- To ensure the prudent financial management of the company, to exercise overall financial control and to discuss and approve annual budgets submitted by the management
- To ensure that audited accounts are produced annually and submitted to Companies House, the Charity Commission and funding bodies
- To ensure the payment of all taxes due to HM Revenue & Customs
- To appoint bankers and cheque signatories and to make clear decisions on financial policies
- To ensure that the company's assets are safeguarded and are well managed and maintained
- To ensure that the company is properly insured

Employment

- To appoint the Artistic and Executive Directors
- To approve the company's employment policies
- To approve the overall staffing structure
- To approve the general terms and conditions of other staff
- To agree the role descriptions and person specifications for future Board appointments
- To ensure the safe and efficient use of premises for both the staff and public
- To oversee all issues relating to health and safety

Policy and planning

- The Board approves company policies, sets policy priorities and determines strategies for the implementation of the policies. In particular, the Board discusses and approves the company's Business Plan and all Trustees should therefore be familiar with, and have a good understanding of, all company policy documents.

- The Board should monitor all aspects of service delivery and policy implementation on a regular basis
- The Board should review all documents relating to policies on a regular basis.

Advocacy

- To promote Theatre by the Lake and its activities and needs to the private, public and voluntary sectors so as to enhance the organisation's profile and assist with fundraising for the company
- To act as a listening post in order to provide any information which may be of assistance to the company
- To act as an enthusiastic ambassador for the Theatre at all times

Management

- To delegate authority, and to review delegated authority, as appropriate
- To establish and maintain good communications between the Theatre staff and the Board
- To plan Board succession and appoint Directors with appropriate knowledge, skills and experience, as required

Attendance and availability

- To attend Board meetings, in accordance with Board Rules
- To attend performances of Theatre by the Lake's own productions and other performances
- To attend other key events run by the Theatre
- To attend meetings of committees and working parties, if appointed
- To provide advice and support to the senior staff, if reasonably requested, either by telephone or in person

Artistic

- To approve the Theatre's overall programme of activities, within agreed artistic policies and aims, being satisfied that any other agreed priorities and financial projections will be met
- To evaluate the artistic programme and fulfilment of artistic policy

CUMBRIA THEATRE TRUST - TRUSTEE ROLE DESCRIPTION (CONT.)



COMMITTEES

Key functions or activities may be delegated to ad-hoc or established sub-committees, such as the Finance Committee or Development Committee. Membership of such committees with be based upon the selection of Trustees with relevant skills and/or experience.

PERSON SPECIFICATION

- The ability to think strategically
- Strong communication skills with the ability to contribute fully to discussions, in an honest and constructive manner
- Ability to work as a member of a team
- A commitment to undertake the responsibilities and duties of a Trustee
- Ability to commit sufficient time to attend Board meetings, sub-committee meetings, productions and other events
- Engagement with relevant networks and a willingness to advocate for Cumbria Theatre Trust within these
- Commitment to Nolan's seven principles of public life
- Commitment to the work of Cumbria Theatre Trust and to be a champion for the Trust
- Passion for theatre and live arts

- The ability to observe issues of confidentiality
- Senior experience in business management, finance, or leadership are desirable but not essential.

TERMS

The initial term to be served is between three and four years depending on the date of appointment (with a review after one year). After this period Trustees may stand for a further four year term.

The post is on a voluntary basis but Trustees are entitled to claim appropriate expenses.

Board meetings take place every two - three months, with an annual Away Day. Meeting dates are confirmed 12 months in advance. Most meetings take place at Theatre by the Lake, and are scheduled for 9:00am on Saturdays.

Committees meet every two - three months, usually on weekday evenings.

Recent experience during lockdown has shown that the Board and Committees are able to work effectively via videoconferencing and it is probable that this will continue to be used for some of the Trustees' work. This will facilitate attendance by those who might not live locally.

TBTL SERVICES LIMITED

We anticipate that one newly appointed Trustee will also join the Board of TBTL Services Ltd., our trading subsidiary.

The roles and responsibilities for a Director of this company are similar to those of a Trustee, but with a particular focus on challenge and support to both theatre staff and our catering partner to ensure we deliver the maximum return to the parent company while complying with all appropriate regulation (including Health and Safety, and the requirements of the Charity Commission for trading subsidiaries).

This role will require an additional time commitment. The TBTL Board currently meets four times annually, with formal review meetings with our catering supplier in addition.

APPLICATION PROCESS

PRE-DISCUSSIONS

If you would like a confidential and informal discussion about the role of Trustee, please contact Simon Stephens at simon.stephens@theatrebythelake.com or on 01768 206063.

If appropriate, Simon will arrange for you to speak to Charles Carter, Chair.

APPLICATIONS

To apply for the role, please submit:

- a short CV together with a covering letter or email that explains why you are interested in becoming a Trustee and what you might bring to the role. If you are more comfortable, you might instead want to make a short video that gives us your details. Please get in touch with Simon if you would like to do so.
- an eligibility declaration to show you are not automatically disqualified from being a charity Trustee.
- an Equal Opportunities Monitoring Form that helps us to monitor our Equality Action Plan; when your application is received, this form is removed and is not used during the shortlisting process.

The latter two forms are on our website, visit the Board Vacancy page.

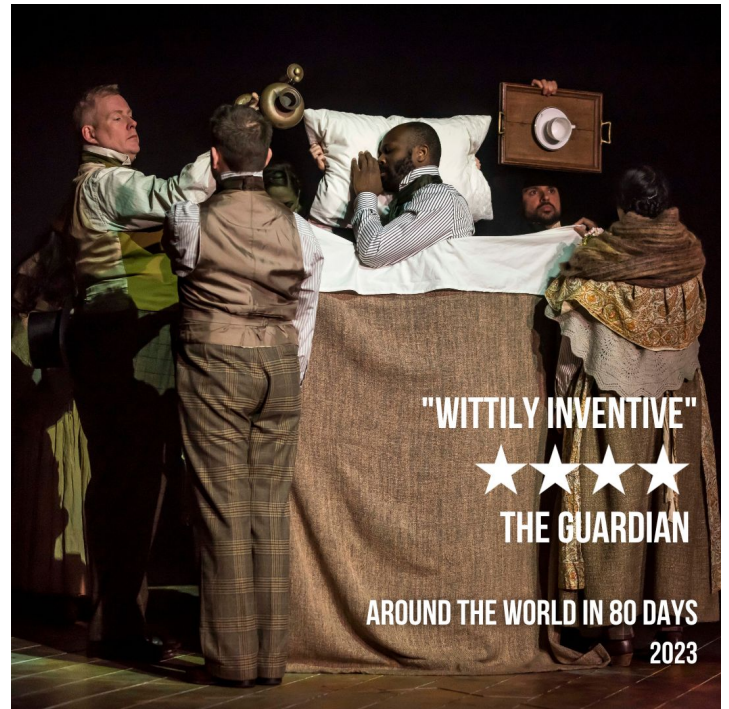
Please send your application to jobs@theatrebythelake.com or post to **Executive Director, Simon Stephens, Theatre by the Lake, Lakeside, Keswick, Cumbria CA12 5DJ.**

CLOSING DATE

This an open-ended recruitment with no closing date.

INTERVIEWS

Shortlisted candidates will be asked to attend an interview with Trustees and members of the Senior Management team.



SALARY

Trustee/Director posts are unremunerated.

EQUAL OPPORTUNITIES

Theatre by the Lake is committed to the development of positive policies to promote equal opportunities regardless of sex, marital status, colour, race, ethnic origin, age, disability, sexual orientation or responsibilities to dependants. The principal criteria for selecting a person for a particular job shall be a person's ability and the job's requirements.

All disabled candidates who meet the minimum criteria for short-listing will be offered an interview.

**"SOME STUDENTS HAVE
NEVER ATTENDED A LIVE
PERFORMANCE BEFORE, FOR
THEM IT WAS INVALUABLE
AND ENJOYABLE"**

**CHADWICK HIGH SCHOOL ON
TBTL'S RELAXED PERFORMANCE**

