

The logo for Theatre by the Lake, featuring the words 'THEATRE by the LAKE' in a serif font, with 'by the' in a smaller, italicized font. The logo is set against a black, wavy background.

THEATRE
by the
LAKE

A photograph of the Cumbria Theatre Trust building, a two-story stone structure with large windows. The building is surrounded by trees and a paved walkway. Three people are walking on the walkway in the foreground. The text 'CUMBRIA THEATRE TRUST IS SEEKING TO APPOINT TRUSTEES TO ITS BOARD' is overlaid on the image in large, white, bold, sans-serif capital letters.

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

WHAT WE ARE LOOKING FOR

Theatre by the Lake (which is more formally known as Cumbria Theatre Trust Ltd) wants to recruit new Trustees to its Board.

The current Board recognises that the Theatre needs to evolve from its current successful position and – even before Covid-19 – we were intending to recruit 3 or 4 new Trustees as we plan for the future. The impact of the pandemic has accelerated this need.

We're looking for Trustees who share our passion for theatre and the arts in general and who have one or more of the following skills and backgrounds:

- As a practising artist (we welcome applications from artistic directors, directors, designers, playwrights and actors with a theatre background)
- Learning and participation, and working with the community
- Finance (to ensure that we have a depth of technical financial and commercial skills on the Board)
- IT, including the wider use of digital capabilities, e.g. in data analysis and/or in digital presentation.

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; women and transgender people; deaf and disabled people; and people from Black, Asian and minority ethnic backgrounds, as they are currently under-represented on the Board.

With likely retirements from the Board over the next year, we are likely to be seeking further Trustees to join us in the future, with skills and backgrounds including legal matters and fundraising. If you have these skills and would like to register an interest we would also be pleased to hear from you at this time.

THIS PACK



“A seductive fable about duty, power and cruelty”

**British Theatre Guide (David Upton) -
21 August 2019**

This pack contains:

- Background information about the Theatre (page 6), which reflects the pre-Covid position
- A description of the impact of Covid-19, and how we want to move forward (page 8)
- A job description and person specification for Trustees (page 9)
- The application process (page 11).

If you have access needs we would be happy to provide this pack in other formats, including large print:

Contact: angela.wilson@theatrebythelake.com



**'Bursting with
technicolour vitality'**

The Stage



'Spellbinding'

York Press

The Secret Garden, December, 2017

THEATRE BY THE LAKE IN NUMBERS — 2019/20

Performances

Over **700**
performances,
including:

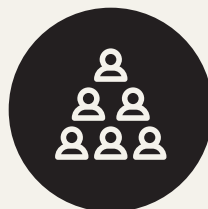
381
across 10 shows
produced in-house

110
by visiting professional
companies

40
by community groups

PLUS
Festivals of film
and literature

Audiences



110,000
seats filled



67%
of Summer Season bookings
originated outside Cumbria —
that's over 50,000 people



82
schools came to our
Christmas show

Ticket schemes

Over 16,000 children and
young people benefited
from our £10 seats



Over 530 people living in
rural isolation/areas of
deprivation attended live
theatre through a targeted
ticket scheme



Helping those with disabilities

13

**ACCESSIBLE
PERFORMANCES**



CAPTIONED



AUDIO DESCRIBED



RELAXED

Working with the community



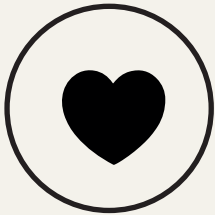
560
toddlers came to
storytelling sessions
for under 5s



44
members of our weekly
Young Company



12
members of our
over 55s company



650
people came to workshops
for people with dementia
and their carers

People

AS WELL AS OUR FULL TIME STAFF, OUR
HOME-PRODUCED SHOWS ENGAGED 89
FREELANCE STAFF, INCLUDING:

31

ACTORS

49

CREATIVES
DIRECTORS, AND STAGE,
SOUND AND LIGHTING
DESIGNERS

9

BACKSTAGE
STAFF

Volunteers

227 VOLUNTEERS

who provided over

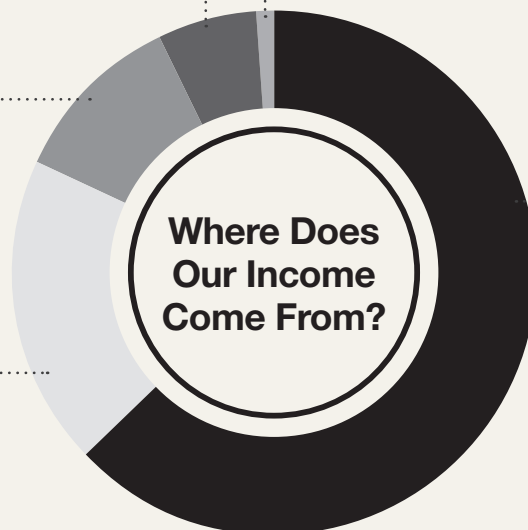
12,500 HOURS

of front-of-house support

6%
Fundraising
and donations

11%
Café, Bars and
other trading

19%
Arts Council
England



1%
Other

63%
Ticket Sales

**£3M TOTAL
INCOME**

ABOUT THEATRE BY THE LAKE

Much of this section refers to the Theatre before its enforced closure due to Covid-19 and still represents many of our aspirations.



THE THEATRE

Theatre by the Lake is the only Arts Council-funded professional producing theatre in Cumbria. Purpose-built 20 years ago with a 400-seat Main House and 100-seat Studio, in a stunning location overlooking Derwentwater, the Theatre was a permanent year-round replacement for the Blue Box mobile home of Century Theatre which had served as a venue for a Summer Season since 1975.

In a rural area with a relatively sparse provision of arts venues, TBTL functions 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. We generally attract around 70,000 attendees annually for our own productions, and 50,000 people for visiting work and participatory activities.

The Theatre has established itself as an important part of the UK regional theatre scene delivering a programme of c.700 performances annually and is a major attraction for both Cumbrian residents and visitors to the Lake District. In addition to around 400 performances annually of home-produced work, the Theatre hosts a further 300 performances and events covering a diverse range and including festivals of literature, dance, music, film and visual arts and c.40 performances by local charities and amateur arts organisations. Together, these contribute to a seven day a week operation for 50 weeks of the year.

Four years ago, we opened a new café, offering enhanced services for theatre customers and visitors and helping to support the theatre's long-term resilience. It also supports our important role as one of the major tourist attractions in Keswick and the Lake District, attracting both experienced and first-time theatregoers.

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 responsibility to lead cultural change in Cumbria. The Theatre has an important role to play in championing diverse voices and experiences through the work we create and present, through our workforce and through our wider engagement and influence within the county of Cumbria and beyond.

OUR WORK

In recent years, the Theatre has presented up to nine of its own productions of classic, contemporary and new plays annually, with six plays being performed in repertoire from May to November by a resident company. Our proposed 2020 summer programme was to have included four world premieres alongside two classics. The spring Programme includes a Main House production as well as a Studio production which often subsequently tours to community venues in Cumbria. Our Christmas shows have become firm favourites with family audiences and over 70 schools each year; the 2019 show was *A Christmas Carol*, which played to record audiences.

TBTL aims for the highest standards of production and design and many of its 150+ productions since 1999 have been highly rated in reviews from national and local critics. The Theatre has been shortlisted several times for the UK Theatre Awards for Most Welcoming Theatre, winning the North-West Regional Award on multiple occasions in the 2010s. It has been nominated for and won a variety of other awards over the past 17 years.

COMMUNITY ENGAGEMENT & CREATIVE LEARNING

Cumbria is England's 2nd largest and 2nd most sparsely populated county. It faces inequality:

- 29 wards rank within England's 10% most deprived - 3 are located in Allerdale (TBTL is in Allerdale borough, Copeland constituency)
- the proportion of older people is increasing at a faster rate than anywhere else in England
- 1 in 4 households with residents over the age of 50 are of people living alone, half in rural areas and at risk of social isolation.

‘Artistically sharp and stunningly situated’

New Statesman



Many barriers to arts participation relate to Cumbria’s rural nature, rural social exclusion and hidden rural poverty. We aim to address these, which are not reflected in official surveys.

We want to develop our reputation as a model rural theatre by cultivating strong relationships with Cumbrian communities, effectively reducing barriers to engagement with the arts by responding to their needs and aspirations.

Our community engagement includes work with children, young people and the communities of Cumbria; the scale and reach of this work has been determined primarily by the availability of project funding. In recent years core commitments have been the delivery of youth theatre activities, schools workshops, an over 55s company and regular sessions for people living with dementia and their carers.

Our strong links into the local community include an active Friends group, and over 200 volunteers who play a vital role providing a warm, Cumbrian welcome to the Theatre’s performances.

OUR FINANCES

Financial success and sustainability are essential to achieve our mission. 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.

As an Arts Council England National Portfolio Organisation, the Theatre has a funding agreement offering £604k annually until 2022.

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 (who is also Chief Executive) 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 she works closely with James Cobbold, our Executive Director and Chief Executive.

Four new Trustees have joined during the Board during that time and two of these, Charles Carter and Kate McLaughlin-Flynn assumed the roles of Chair and Vice Chair respectively in August 2019.

FURTHER INFORMATION

Some further information is available on the TBTL website although, as we are taking the opportunity of the current closure to replace and upgrade it, some information may be out of date.

Further details of the company’s finances and activities are available in the Trustees’ Annual Report and Accounts for the year ended 31 March 2020, which are available here:

www.find-and-update.company-information.service.gov.uk/company/01874868/filing-history

www.theatrebythelake.com/board

THE IMPACT OF COVID

The immediate impact

In common with all UK theatres, we have been hit hard by Covid-19.

Our reliance on earned income meant the organisation faced a severe crisis when we were mandated to close in March 2020. We had invested heavily in eight productions (£242k in the spring programme and the Summer Season repertory programme) against a strong sales forecast (£1.27m). The process of rebuilding reserves was interrupted, and the loss of advance ticket sales left us with no working capital and cashflow issues.

Our emergency plan

Our emergency plan responded decisively to protect the company to ensure survival, reducing costs to within core Arts Council (ACE) funding (£604k p.a.) by the:

- immediate closure of the Theatre;
- furloughing of 90% of staff on 80% salaries (from 1 April);
- cancellation of all 2020 productions/activity;
- redundancy of 73% of staff (from 31 July);
- retention of a planning/maintenance team of 12 (9.7 FTE).

In addition to the Job Retention Scheme, our emergency plan was supported by ACE's Emergency Response Fund (£180k) to provide essential cashflow. Our emergency plan was a responsible approach to avert permanent closure.

We were sustainable within our ACE grant but we no longer had the capacity to generate income, deliver regular activity or afford the costs of reopening.

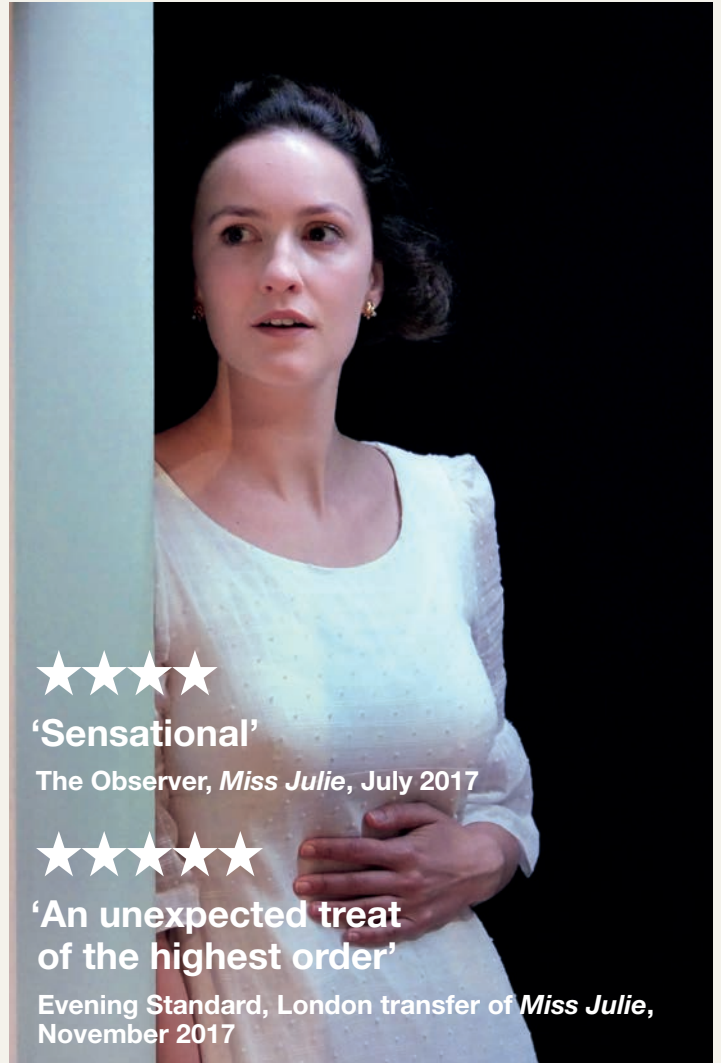
Cultural Recovery Fund

In October 2020 we were awarded a grant of over £875k from the government's Culture Recovery Fund.

This means that we have the resources to focus on two things:

- reopen the Theatre as quickly as we viably can
- plan for the longer-term future of TBTL that builds on the success of its past.

The future is challenging but exciting. The Board thinks that, given the theatre's current stability and the recent injection of funds, the time is now right to recruit new Trustees to join the Board as the Theatre evolves on to the next stage of its success.



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 will 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 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 months, usually on Tuesday or Thursday evenings at 6:00pm

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

THE CLOSING DATE FOR APPLICATIONS IS MONDAY 4TH JANUARY 2021

PRE-DISCUSSIONS

If you would like a confidential and informal discussion about the role of Trustee, please contact Angela Wilson in the first instance at angela.wilson@theatrebythelake.com.

If appropriate, Angela will arrange for you to speak to Charles Carter, Chair; or Kate McLaughlin-Flynn, Vice Chair; or a member of the team.

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.
- 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:
www.theatrebythelake.com/board

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

(If you are registering an interest for future consideration, please send only a brief CV and covering letter.)

CLOSING DATE

The closing date for receipt of applications is Monday 4th January 2021.

We intend to contact short-listed candidates by the end of that week to invite them for interview. We will at that point ask those candidates to provide contact details of a referee to whom we can speak about you.



INTERVIEWS

Interviews will take place in January and will be conducted by a combination of Trustees and senior management staff. We do not yet know whether we will be able to conduct these interviews in person, or whether we will use videoconferencing.

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

