



# Without Walls

Director

Recruitment pack



*Black Victorians* by Jeanefer Jean Charles at GDIF 2022 © Kate Hockenhull.  
Cover: *Timeless* by Joli Vyann at SIRF 2022 © Stuart Bolton & Stockton Borough Council

## Without Walls: Director

November 2022

### Role Summary

<b>Job Title:</b>	<b>Director</b>
<b>Salary:</b>	£42,000-£45,000 per annum (dependent on experience)
<b>Hours of work:</b>	Full-time (5 days a week). Occasional evening and weekend work will be required (particularly during festival season)
<b>Responsible to:</b>	Chair of the Board of Directors
<b>Responsible for:</b>	Senior Management Team
<b>Duration:</b>	Permanent Contract
<b>Location:</b>	Manchester, UK. The role is office based, with some occasional homeworking possible (though given the change in structure represented by this recruitment it is anticipated that the post will need to be mostly office based)
<b>Start date:</b>	April 2023 or earlier if possible
<b>Special conditions:</b>	An enhanced security check is conducted on all staff who have access to our bank account. Regular UK travel will be required.

## Who we are

**Without Walls** is a consortium of festivals, presenters and organisations across England working together to create, develop and tour innovative new outdoor work.

Established in 2007 with just five partners, Without Walls now has over 30 partners, across three different networks.

**Our vision** is to raise the bar of UK outdoor arts, so it is recognised for innovation and wonder across the UK and overseas.

**Our mission** is to promote excellence in outdoor arts through the creation of new work of the highest quality by UK artists, from the intimate to the epic, and to tour this work to audiences across the country.

Central to the work of Without Walls is supporting the development and touring of new outdoor work by UK artists. In addition, the consortium plays an important role in championing the work of UK artists both here and internationally and addressing issues of strategic significance in the wider outdoor arts sector.

Our network of partners reaches across England from city to country to coastline. Many work in areas of low arts engagement and pioneer new forms of creative engagement with and for their communities. From the East End of London to the banks of the River Tees in Stockton, the countryside of rural Cheshire and on to towns centre across the country – Without Walls’ work finds audiences far and wide.

Without Walls is funded by **Arts Council England** as a National Portfolio Organisation.



*Wild* by Motionhouse at Mouth of the Tyne Festival 2022 © John Millard



*Urban Astronaut* by Highly Sprung at The Full Shebang 2022 © Lamar Francois

## Background

### The network

Without Walls is a unique organisation where independent partners put aside their own individual interests in pursuit of a common artistic goal – to support the creation and touring of great new outdoor art which will entertain, thrill and inspire audiences.

The Without Walls consortium consists of three networks, all of which have a different role in the wider structure. The partners in the network represent many types of organisations, with different strategic priorities, varying enormously in scale and operating in many contexts. They include dedicated outdoor arts festivals, mixed programme international festivals and community-led events. The Director takes an overview of all the networks, ensuring they function successfully for the partners, the artists and for the organisation as a whole.

**The Artistic Directorate (AD)** is currently made up of nine festivals and organisations, representing some of the leading arts and cultural organisations in the country. All of these organisations invest money and resources into the development of Without Walls projects. The Artistic Directorate partners are responsible for selecting both the annual commissioning programme and the Blueprint R&D programme. They are also responsible for setting the overall Artistic Policy for Without Walls. In return for their investment of time and money, the members of the Artistic Directorate receive a subsidy towards the presentation costs of the new work at their festivals or events.

**The Touring Network Partnership (TNP)** aims to extend the reach of world-class UK outdoor arts in parks, squares, and high streets across England, focusing on areas with low levels of cultural engagement. The TNP is committed to reaching new audiences across England and providing opportunities for more festivals and event partners to join the successful Without Walls network. In September Without Walls refreshed the membership of the network through an open call, and 18 organisations have been invited to join the TNP from 2023-2026. These partners will be announced on 29 November 2022. TNP members pay a subscription to Without Walls and receive a subsidy on shows commissioned by Without Walls, and access to training and development opportunities.

**The Creative Development Network (CDN)** acts as a 'festival incubator' by supporting emerging festivals or arts organisations take the first steps into presenting outdoor arts events. It aims to extend the reach of the existing Without Walls partnership by providing opportunities for members to network; share knowledge and experience with other colleagues who are at early stages of presenting outdoor work; and learn the nuts and bolts of managing successful outdoor events from experts in the sector. A new cohort of 8 CDN partners for 2023 will be announced on 29 November 2022.

## Background

### Support for festivals and artists

Each year the Artistic Directorate commissions and presents a programme of new work from artists at its festivals. These projects are usually selected through an Open Call process.

A wider programme of work from the Without Walls back catalogue tours each year to the Touring Network Partners.

Artists receive financial support from Without Walls, and the commissioning partners in the Artistic Directorate, as well as advice and training in developing their work.

Without Walls also offers support to the development of projects at an early stage through [the Blueprint R&D support programme](#).

Without Walls offers training and support to artists and festivals in areas such as environmental responsibility, access services, audience development, diversity and inclusion and other priority areas. [Some of these resources can be found on our website](#).

As a large network with considerable reach, Without Walls plays an active role in advocating for outdoor arts in the UK and internationally, and leading discussion of key sector issues.

Recently, consultants Counterculture independently reviewed the work Without Walls carried out between 2018 and 2022. [The findings can be found in an Impact Report](#), which was published in September 2022.



L to R: *Peaceohobia* by Common Wealth and Fuel at Norfolk & Norwich Festival 2022 © Malachy Luckie; *Unfurl* by Air Giants at Timber Festival 2022 © LE65 Photography; *Bonded* by Alleyne Dance at Norfolk & Norwich Festival 2021 © Luke Witcomb

## Background

### Strategic Projects

#### Equity, Diversity and Inclusion

Diversity, equity and inclusion are core values and objectives of Without Walls and an ongoing theme in our work and our programme. We want to make sure that the artists we support, the work we produce, our network of partners and our team reflect the diversity of our community. We have a Diversity and Inclusion Action Group, comprising Board members and festival partners, to oversee this work and monitor our progress.

In 2022:

- 47% of our commissions went to Black, Asian and ethnically diverse led work
- 12% of our commissions went to Deaf, Disabled and Neurodivergent led work
- 23% of our commissions went to LGBT led work.

In 2020 we commissioned an independent review of our work with Black, Asian and ethnically diverse artists and professionals. This highlighted some successes as well as identifying important areas for development. On the back of this report, we have appointed a Development Producer to help us take some of this work forward, and this remains a major focus for Without Walls in the coming years. We will be publishing an anti-racism statement and Diversity Action Plan in the coming weeks.

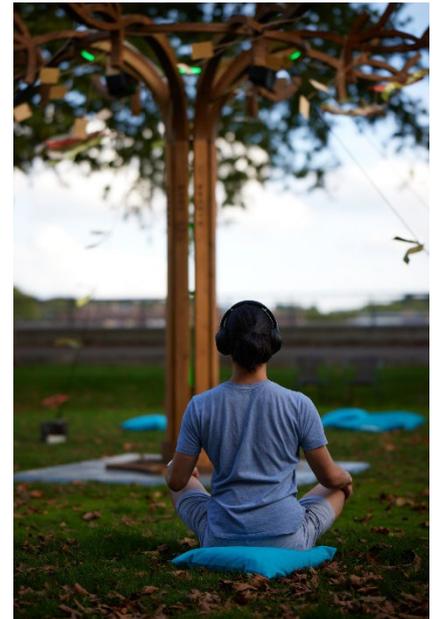
#### Access for Deaf and disabled artists and audiences

Without Walls is committed to supporting the development of inclusive outdoor work, and throughout the year we offer support to artists and festivals in making their work accessible for Deaf, Disabled and Neurodiverse audiences. It is equally important that we create an inclusive environment in which Deaf, Disabled and Neurodivergent artists can develop and create work in the outdoor arts sector. We work with an Access Advisor to help support artists and festivals throughout the year, and this is a focus in the coming years.

#### Environmental Responsibility

As a network of festivals and organisations, Without Walls is committed to using its influence to inspire positive action on environmental responsibility across the outdoor arts sector. We work throughout the year to improve sustainability in the sector, reduce our carbon footprint, and provide information and learning opportunities to festival partners and supported artist companies. This work is overseen by an Environmental Responsibility Action Group comprising Board members and network partners.

[You can view some of the resources Without Walls has developed in support of our strategic aims on our website.](#)



*Out of the Deep Blue* by Autin Dance Theatre at Hat Fair 2022 © Adrienne Photography

*The Final Farewell* by Tara Theatre at GDIF 2022 © David Levene

## Management arrangements and relationship with XTRAX

Since 2011 the work of Without Walls has been managed and delivered by one of its founder members, XTRAX, led by XTRAX Director Maggie Clarke and reporting to the Without Walls Board of Directors. XTRAX is an arts development organisation based in Manchester specialising in outdoor work and the mission and values of the two organisations aligned well.

After 11 years of close partnership working, the Boards of XTRAX and Without Walls have mutually agreed that it would be in the best interests of both organisations for Without Walls to directly employ its own staff. The existing staff team at XTRAX, who have been delivering the work of Without Walls for many years, will therefore transfer to Without Walls, becoming direct employees of Without Walls from April 2023. Maggie Clarke has decided not to transfer to Without Walls, choosing instead to remain the Director of XTRAX. The new Director will take over the responsibilities that she has been delivering for Without Walls over the last 11 years, including responsibility for managing the staff. **You can view an organigram on page 11.**

It is anticipated that a relationship with XTRAX will continue, as the two organisations share many values and objectives and will be based in adjacent office premises. A memorandum of understanding is in development to articulate the relationship between the two organisations in future years.

The Chair of the Board of Without Walls (currently a paid role occupied by Jo Burns) will continue in post throughout 2023/2024 to support the transition period and the induction of the new Director. [Find out more about the Board.](#)

## What we are looking for

We are looking for an exceptional leader who can lead the next stage of development for Without Walls. Building on the impressive track record to date, the Director will help to shape the work of Without Walls in the coming years. They will be passionate about outdoor arts, bring strong management, leadership and interpersonal skills to support the team through a period of change – and will have a vision for the potential of Without Walls in the next decade.

## Equity, diversity, and inclusion

Without Walls is committed to equity, diversity and inclusion, and aims to reflect and celebrate diversity in all aspects of our work. We are particularly interested in receiving applications from Black, Asian and ethnically diverse people, and Deaf and disabled people. If you identify as being from one of these groups and there is access support that will help your application, please let us know by emailing Adam Cooper at [adam@xtrax.org.uk](mailto:adam@xtrax.org.uk). We will do what we can to help.

## How to apply

If you would like to apply, please send us:

- Your CV. This should detail your key skills, employment or voluntary experience relevant to the role, and relevant education or vocational training. Please include two referees, one of which should be your current or most recent employer or someone else who has worked with you in a capacity relevant to this role. They will not be approached until after the interviews and with permission from you
- A cover letter telling us why you are interested in this position, and how your skills and experience meet the needs of the role. This should be no longer than 2 pages of A4
- We will accept a variety of formats for applications, such as audio or video files, that contain the information described above. Audio or video files should not be more than 10 minutes in length
- A completed [Equal Opportunities Monitoring Form](#). This will be separated from your application at the shortlisting stage, but it helps us to understand and improve who our advertisements are reaching. Completion of the form is voluntary.

**Please send your application to Adam Cooper at [adam@xtrax.org.uk](mailto:adam@xtrax.org.uk) with the subject header "Director Without Walls".** If you wish to have an informal conversation about this role, please email Maggie Clarke at [maggie@xtrax.org.uk](mailto:maggie@xtrax.org.uk) to arrange a time to speak.

The deadline for completed applications is **Wednesday 4 January 2023, 10am**. Interviews will take place **11 or 12 January 2023 on Zoom**. Second interviews will take place **16 January 2023** in person in Manchester. Travel expenses will be available for candidates invited to interview.

## Overview of the role

The Director of Without Walls is responsible for delivering Without Walls' mission and for leading the staff and network partners in setting and delivering an ambitious annual programme of new outdoor work and related strategic activities. Taking an overview across all our networks, the Director is responsible for creating an inclusive environment in which the staff and partners are supported and empowered to deliver the work. They will ensure that the programme is underpinned by sound financial planning, and supported by strategic advocacy, communications and development work.

Reporting to the Board of Directors, the Director is the lead relationship manager with Arts Council England and other stakeholders. The postholder line manages the Senior Management Team and is responsible for ensuring the successful day to day operation of the organisation and the long-term sustainability of the company.

The successful candidate will be passionate and knowledgeable about outdoor arts, an experienced manager and an inspiring leader. They will have the drive to lead the development of a national network and commissioning programme, maintaining and building its reputation in the arts sector.

### 1. Executive and Operational Leadership

- Provide line management for the Senior Management Team and effective leadership to all staff, creating a collaborative and supportive culture in which all staff can flourish and develop
- Ensure that Without Walls management structure, staff responsibilities and resources are appropriate for the effective delivery of the company's strategic and artistic plans
- Take responsibility for strategic financial management of Without Walls, working with the Head of Operations and Finance, and Finance team, to ensure an effective financial projection and monitoring process is in place, reporting regularly to the Board and stakeholders as required
- Ensure effective mechanisms are in place to monitor and evaluate Without Walls work, reporting on activity to the Board, Partners and stakeholders
- Lead on the development of the Business Plan, working closely with the Senior Management Team and Board members as appropriate
- Report to Arts Council England and other stakeholders as required.

## **2. Strategy and Governance**

Working closely with the Chair, the Director will:

- Ensure that there is an effective and engaged Board in place, and that Board members are supported in undertaking their duties
- Ensure that the Board reflects the vision and values of Without Walls and is representative of the company's values of equity, diversity and inclusion
- Ensure that the Governance and Operational Framework document, which describes the operation of Without Walls and its various groups, is fit for purpose, with relevant policies and procedures in place, covering areas including but not limited to diversity and inclusion, environmental responsibility, artistic excellence
- Ensure that the composition and structure of the Board reflects the changing landscape in which the company operates and the evolving needs of Without Walls
- Ensure that meetings of the Board, sub groups, and network partners are well managed, supported by robust papers and suitably documented.

## **3. Artistic Leadership and Programme**

- Support and facilitate the Artistic Directorate in commissioning an ambitious programme of new work each year in line with the stated priorities of Without Walls
- Lead the successful development of the Artistic Directorate, ensuring its members collaborate effectively and reflect Without Walls values of diversity
- Lead a regular review of Artistic Policy, activity and processes ensuring they reflect the changing needs of artists, festivals, presenting partners, and audiences
- Ensure artists commissioned by Without Walls are supported in their work by appropriate advice, mentorship and other relevant programmes
- Celebrate and champion diversity and the voices of marginalised artists and communities
- Build collaborative partnerships and strategic relationships with other arts and creative organisations that will enable Without Walls to deliver its work nationally and internationally.

## **4. Advocacy and Communications**

- Be the public face of Without Walls, speaking on behalf of the organisation as required to a variety of stakeholders, partners, industry organisations and press and media
- Support the work of the Marketing and Development Manager by contributing to fundraising and earned income strategies, and seeking opportunities to advocate for the work of Without Walls to potential public and private funders
- Ensure the organisation is seen as a leader in its field and seek opportunities for the organisation to promote its work and that of its partners and the wider outdoor arts sector in the UK and internationally.

## Person specification

We realise that we could miss out on incredible talent at Without Walls because someone might not see themselves in every single of the below criteria. For example, research shows that Black, Asian and ethnically diverse women are less likely to apply to a role if they don't meet all criteria. Please don't be put off if you feel you don't tick all of the boxes below – if you think you could be great for this job, but aren't entirely sure, please apply anyway.

### Essential

- Experience and understanding of team and staff management, with an ability to motivate, inspire and get the best from a diverse range of people
- Experience and understanding of outdoor arts in the UK
- Ability to facilitate meetings and ensure shared decision making between a group of Artistic Directors and senior leaders
- Leadership experience in the arts
- Experience of good organisational governance and working with a Board of Directors or trustees (or similar)
- Experience of managing complex partnership projects with large budgets.
- Experience of fundraising and income generation from a variety of sources
- Commitment to championing representation and inclusion with a proven ability to work with people from a wide range of backgrounds
- Demonstrable knowledge of financial planning and an ability to interpret financial information
- Experience of developing and implementing a dynamic organisational vision with effective leadership and strategic planning skills.
- An ability to encourage creativity across the team and support an innovative approach to problem solving.

### Desirable

- Experience of fundraising from charitable or corporate sources, or developing earned income streams
- Experience and knowledge of different models of governance and business models in the UK
- Experience of running an outdoor festival
- Experience of producing or tour management for an outdoor arts company
- Knowledge of international outdoor arts scene
- Experience of working in a consortium or network
- Experience of commissioning artists.

# Organisational structure

