



Post of Creative Kernow Chief Executive

Full-time permanent role, £50k - £55k

Application deadline 12 noon on Wednesday 9th September 2020

Interviews to be held at Krowji in Redruth over 2 days on Thursday 24th & Friday 25th September

Creative Kernow is Cornwall's key creative and cultural industries development and delivery organisation. You may not immediately recognise our name, but if you have any connection to Cornwall and the Isles of Scilly you'll probably have come across the work of at least one of our projects:

- **Carn to Cove and C FyIm** – our performing arts and cinema schemes for rural communities across Cornwall
- **Cornwall 365 What's On** – our cultural listings business
- **Cultivator** – our £5 million skills and business support programme for the creative and cultural sector
- **FEAST** – our community arts investment scheme
- **Krowji** – our creative workspace hub in Redruth, the largest creative cluster west of Bristol
- **Open Studios Cornwall** – an annual celebration of visual arts and crafts
- **Screen Cornwall** – our development agency for the film, TV and screen-based sector in Cornwall

We are driven by a belief in creativity's transformative power and we want more people from all our diverse communities to benefit from it. Our rich networks and readiness to collaborate make us the central hub for Cornwall's creativity and distinctive culture.

Creative individuals and businesses and cultural organisations benefit through the delivery of our programmes which:

Creative Kernow Ltd - Recruitment pack for the post of Chief Executive

Creative Kernow is a registered charity no 292138 and a company registered in England no 01727731

August 2020



European Union
European Structural
and Investment Funds



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- Fund cultural projects that empower and energise Cornish communities
- Deliver creative industries skills and business development
- Support excellence in the production, promotion and distribution of work across all creative sectors
- Build networks, skills and confidence
- Make national and international connections
- Reach new and more diverse audiences, markets and opportunities
- Provide affordable workspace.

Our vision is that in 10 years' time we will have:

- Made a positive impact on the social, economic and cultural confidence of every town, village and community in Cornwall
- Played a key role in rebuilding the creative and cultural life of Cornwall following the Covid-19 pandemic
- Created the conditions for new creative leaders to emerge and shine
- Supported and led the Cornish creative sector in addressing the climate emergency
- Secured a national reputation for our work with the creative and cultural industries
- Achieved a sustainable mixed economy funding model.

Creative Kernow is a registered charity, governed by a board of unpaid trustee directors and receiving regular funds from Arts Council England (we're a 'National Portfolio Organisation') and Cornwall Council, as well as from Europe. We have three wholly-owned subsidiary companies – Cornwall Arts Marketing Ltd, Krowji Ltd and Screen Cornwall Ltd – with their own boards which report back to the main Creative Kernow board, passing their trading profits back up to the parent enterprise.

Creative Kernow's turnover in 2019/20 was about £2 million and we have a staff team of about 38, although these figures may change over the next year or so, depending on funding for projects in the pipeline and of course on the continuing impact of the coronavirus pandemic. We have a wide and complex range of income

streams, with our core ACE and CC revenue grants accounting for less than 15% of our total turnover.

This post is a highly varied and exciting one, now with the additional challenges of leading the organisation through the next stage of a post-Covid-19 world. We seek a leader for our complex multi-stranded organisation which is constantly evolving in response to the opportunities offered by Cornwall's unique creative environment.

We always knew that 2020 would be a year of development and challenge for us when we first advertised this role in January 2020, but of course this has turned out to be a really exceptionally difficult year and so the trustees, supported by our key funders, have taken the decision to go back out to open recruitment for this post – we had been about to interview in late March when lockdown prevented us from carrying on with that recruitment process.

Ross Williams, our retiring Chief Executive, has led Creative Kernow for nearly 30 years so this is a significant moment of change; our Finance Director also retires this year and we are moving towards the next NPO funding round with Arts Council England and Cornwall Council, with applications for that now postponed until late 2021. Phase 2 of our £5.1 million Cultivator business and skills programme has got properly under way in 2020 in spite of Covid, although completion of our latest £2 million building on the Krowji site has slipped by a couple of months to October 2020. This will add a further 21 studios to the complex.

The Covid pandemic and lockdown has had a mixed impact on Creative Kernow. Projects such as Cultivator and FEAST are fully-funded, with no earned income, so have been able to carry on their programmes albeit with most staff working remotely. Krowji tenants have been able to use their studios throughout and most have benefited from the small business rates grant scheme, so only a couple have given up their tenancies as a result of Covid so far. Projects like our rural touring schemes that involve live audiences have been affected of course as has our Cornwall 365 What's On listings business; several staff are still on furlough. The impact on finances this year is likely to be broadly neutral. We are currently considering an application to the Arts Council's Culture Recovery Fund.

Environmental, financial, cultural, social and personal sustainability will be a challenge in this new decade and we want Creative Kernow to be at the forefront of this, both in responding to the climate emergency and in making our work open and available to all our communities.

Our organisational culture is very important – we believe that we have created a positive working environment where every member of staff is trusted and valued and everyone can contribute to our success. We've spent time over the last year or more working on our shared vision, drawing on input from trustees and staff. We believe that what we do best is delivering services and activities across a wide range of programmes – we foster an entrepreneurial approach across all our staff so that there's a constant stream of ideas and innovation. In a workshop session last year, these were some of the responses from trustees and staff as to why they are involved:



As the most senior member of staff, the Chief Executive has the usual wide range of responsibilities – here's a brief summary:

- The overall management of the Creative Kernow group. This includes the management of our staff, the implementation and monitoring of company policies and overall responsibility for the Krowji site
- Strategic and business planning, including the creation of business plans across the group and the development and monitoring of budgets, working closely with the Finance Director
- Developing and maintaining good relationships with our key public funding agencies, in particular with Creative Kernow's main revenue funders Cornwall Council and Arts Council England

- Reporting on the affairs of Creative Kernow at board meetings, assisted by other staff as appropriate
- Supporting the work of all staff and in particular working closely with the Project Directors to monitor project progress and develop future work-plans
- Horizon-scanning and the development of new project strands that may further the aims of Creative Kernow
- Relationships with external organisations, communities and individuals, including both our cultural sector partners and the wider environment
- General HR responsibility, including agreeing all contracts of employment, undertaking appraisals with senior staff and supporting training and development across the organisation
- Health & safety – the Chief Executive is the nominated H&S Responsible Person for Creative Kernow

Organisational structure

The Creative Kernow Chief Executive is responsible for the work of the Creative Kernow group – the Creative Kernow core team and the staff of the various projects and subsidiary companies. The Chief Executive has a particularly close working relationship with the Finance Director as well as with the project directors who manage their projects on a day to day basis, reporting to the Chief Executive.

The Creative Kernow trustees have the overall legal responsibility for the organisation and are accountable to the Charity Commission and Companies House for the way that Creative Kernow operates. The board meets four or five times a year and plays an active role in setting strategies and goals, ensuring public benefit, monitoring progress and reviewing the activities and finances of the group. The Chief Executive reports to and works closely with the Chair of Trustees.

See the organogram at Appendix 1 below and <https://www.creativekernow.org.uk/trustees/>

There is much more information about the Creative Kernow group on our various websites and our Annual Trustees' Reports and Accounts are available on the Charity Commission website.

Key conditions of work

Contract	Permanent contract, one month's notice on either side in the first instance
Pay	Within the range £50,000 to £55,000 per year dependent on experience and skills
Holidays	4 weeks a year rising to 5 weeks over 5 years plus bank holidays
Hours	This is very much a full-time role, contracted at 37.5 hours per week. As the most senior member of staff, you will manage your own hours as required by the needs of the organisation.
Place of work	Krowji, West Park, Redruth, Cornwall, TR15 3AJ. The role will involve frequent attendance at meetings or events elsewhere in Cornwall and further afield.
Pension	Creative Kernow enrolls eligible staff into The People's Pension and currently contributes the equivalent of 3% of salary into the scheme.

Equality and Diversity

We believe that a more diverse workforce is a more productive, engaged and successful one too, so we want to encourage people from all backgrounds and walks of life to come and share their talents with us. It should go without saying that we don't discriminate based on factors such as age, race, disability, sexual orientation or gender identity. By embracing diversity we foster a happy, welcoming environment for everyone on our team. The things that matter to us are your ability, aptitude, potential, passion and drive rather than your qualifications, so there are no formal minimum requirements.

To apply:

Download and complete the application form at:

<https://www.creativekernow.org.uk/about-us/>

Submit this by email only to jobs@creativekernow.org.uk by 12 noon on Wednesday 9th September 2020.

For an informal discussion about the post, please feel free to call Ross Williams, the current Creative Kernow Chief Executive, on 01209 313200.

Person specification

Please note that only candidates who can demonstrate that they can meet all the essential criteria will be shortlisted.

Skills & Experience

Essential

1. Significant management experience at chief executive or senior project leader level in the creative or cultural sector
2. Significant experience of winning funding and developing excellent bids
3. Demonstrable understanding of management and annual accounts
4. Demonstrable knowledge of the legal and financial operating frameworks for charities and limited companies
5. Excellent communication skills – in written documents, in presentations and talks and in person
6. An appreciation of Cornwall's cultural distinctiveness and its implications

Desirable

1. Knowledge of the financial management and monitoring of European-funded programmes
2. Some experience of major building projects
3. Experience of managing staff in a relatively 'flat' organisation – some knowledge of HR legislation will be an advantage

Personal Attributes

1. The capacity to be an inspirational leader of a creative team
2. The ability to spot and develop the potential of people, projects and ideas
3. Financial acumen – balancing social purpose and financial viability across a complex organisation

4. The ability to combine a long term vision with seizing new opportunities as they arise
5. The ability and personality to cope with leading an organisation undergoing change or facing challenges as a result of significant external factors such as the Covid-19 pandemic
6. The ability to be flexible and adaptable, with a positive can-do attitude and enthusiasm for juggling a range of priorities
7. Very well organised with excellent time management skills; reliable and with the ability to self-motivate
8. A clear commitment to access, diversity and equal opportunities, evidenced by a track record of achievement
9. A natural collaborator
10. An eye for detail
11. Last but not least, the Creative Kernow Chief Executive is the keeper of a very special company culture so you'll need the soft skills to maintain this

Appendix 1: Creative Kernow – organogram – August 2020

