



GENERAL MANAGER RECRUITMENT PACK



Dear Applicant,

Thank you for your interest in applying for the General Manager role with Eco Drama.

This pack provides the job description on pages 10-14, plus a bit more information about who we are and what we do.

Please note that we are ideally seeking someone to commit to a full-time position (35 hours p/week), however, we are happy to discuss working hours and patterns to suit individual circumstances. Job split options may also be considered, for example, a part-time Fundraising Manager + part-time Finance & Operations Manager. If this sounds like you, please get in touch for an informal discussion prior to filling out the application form.

If after reading this pack you are keen to apply, please email the Eco Drama team on the contact address below with the following documents, which are available to download online from the News page at www.ecodrama.co.uk.

- **Candidate Contact Form**
- **Application Form**

Please submit these forms by email to: recruitment@ecodrama.co.uk

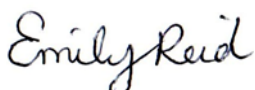
Once you've submitted your application, please complete our [Equal Opportunities Monitoring Form](#). You do not have to complete this, however, it is a useful tool for helping us to monitor the effectiveness of our recruitment process. In accordance with the Data Protection Act 1998, the information you provide will only be used for the purpose of equality monitoring.

The closing date is **Monday 23rd May at 5pm**. We'll let you know when we've received your application.

If you would like to have an informal chat about the role or have any questions which would help you in deciding whether to apply, or require support in preparing an application, please don't hesitate to get in touch by emailing: emily@ecodrama.co.uk.

We hope to hear from you soon.

Best wishes,



Emily Reid
Artistic Director / CEO
Eco Drama

Images: *Uprooted & The Living Stage* (2015) and *Out to Play* photos by Eoin Carey. *The Forgotten Orchard* by Eco Drama.

Eco Drama

Founded in 2007, Eco Drama is an award-winning children's theatre company working in schools, theatres, community settings and festivals across Glasgow, Scotland and the UK.

We are passionate about making quality theatre and creative learning experiences for children and young people which nurture a sense of curiosity, wonder and care for our natural world and remind us we are part of an amazing living planet.

Eco Drama has a green ethos and strives to embed sustainability in all aspects of the work, from the content and themes, to how it is created and delivered. For example, productions explore sustainable set design and tour in an electric car and eco van run on recycled waste cooking oil, which reduces CO2 emissions by 85%.

The company also deliver CPD training for teachers, early years practitioners and other education professionals, and create educational resources. Eco Drama's 'Out to Play' resource packs are used in schools and education settings across Scotland as well as in countries across the world including Canada, Australia, New Zealand and USA. We aim to link arts and cultural experiences with positive practical action for the environment, for example, by supporting schools and communities to plant orchards and these activities are embedded into the artistic and strategic design of our work.

To date Eco Drama have worked with approximately 86,000 children, young people and their communities, promoting the power of the arts to inspire people of all ages to take positive, practical action for the natural world.

Read more about our [passions](#), [reports](#) and work on our website: www.ecodrama.co.uk



Uprooted & The Living Stage
by Eco Drama & eco-
scenographer Tanja Beer,
2015. Photo by Eoin Carey.

Current Context and 2022 & 2023 Projects

The company are currently delivering a new project throughout 2021-2023, collaborating with children, young people and wider communities across Glasgow, supported in part by the Glasgow Communities Fund.

Over the coming two years, we will deliver a diverse programme of theatre productions, creative learning projects, continued professional development and arts-based community food growing projects that engage and inspire people of all ages about the natural world and our place within it. As well as engaging in theatre and arts activities, the work will support and encourage communities to take positive, practical action to develop and improve local green spaces, inspire positive thinking about tackling the climate crisis, and enhance everyday experiences with nature.

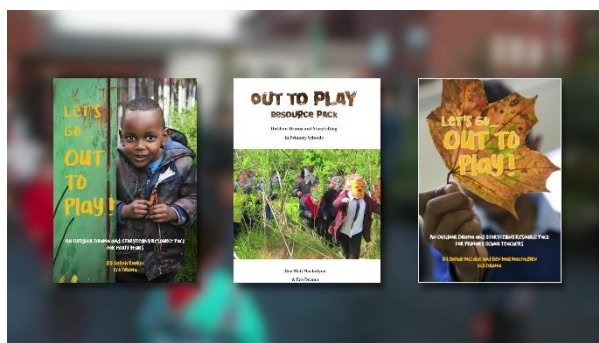
The current programme of work includes 3 strands:

1. Out to Play

An arts-based outdoor learning project collaborating with schools and nurseries across Glasgow, with a focus on areas of social and economic disadvantage. Since 2015, Out to Play has delivered in-depth creative outdoor learning residencies with 33 schools and nurseries across the city and 115+ settings Scotland wide, reaching over 5,500 children and 1,500 teachers and early years practitioners to date. Out to Play is delivered as a 5 week residency in primary school playgrounds and 3 week mini residency in nurseries, and works to creatively engage children of all ages with learning for sustainability topics and deepen their connection with nature. There is a strong staff CPD element underpinning the project, collaborating with and supporting partner schools to embed arts-based outdoor learning as a regular part of the school's timetable.



We also deliver an Out to Play CPD programme, consisting of interactive webinars, 'Out to Play in a Day' sessions and twilight playground CPD sessions, as well as selling hard copies of our three Out to Play resource packs, which to date have reached teachers and early years practitioners across the world.



2. Pollok Grows Together / The Forgotten Orchard project

A local food growing and green space empowerment project combining the arts with practical community led action. With the support of local organisations and horticulturists, during 2023, Eco Drama will develop and deliver creative community engagement sessions and events with and for people of all ages across Pollok, exploring underused greenspaces and sites in the area and building on previous consultation. The project aims to work with community members to plant a new community orchard, and/or series of mini orchards across Pollok, and up to 15 smaller orchards across the wider city in primary school playgrounds and community venues.

Eco Drama's production The Forgotten Orchard will tour to schools, theatres and community venues throughout the project to engage, inspire and support the planting of the orchards.

This works builds on our previous orchard engagement work. To date, Eco Drama has been instrumental in planting 43 school orchards and [1 community orchard](#) across greater Glasgow with 171 Scottish heritage fruit trees.

Images: Townhead Orchard Planting Day photos by Misha Somerville



3. **Eco Drama on Tour:** theatre productions that inspire children and young people about the natural world, support creative learning about sustainable living, and nurture a greater connection to nature. Productions include *The Whirlybird*, *The Forgotten Orchard* and potentially *The Worm – An Underground Adventure*, all planned for delivery in schools and nurseries across Glasgow (and wider Scotland and the UK) once covid restrictions allow. Eco Drama's touring productions are delivered in a van run on bio diesel made from recycled vegetable oil, and smaller workshops tour in an electric car, reducing CO₂ emissions by 85%.



The impact of covid on our projects

Like everyone, we have been impacted. Our theatres tours have been on hold, however, after the initial upheaval, throughout 2020 and 2021 our projects proved to be adaptable to covid restrictions. We have been fortunate to continue delivering the [Out to Play](#) project in school and nursery playgrounds across Glasgow, as well as a new digital arts and climate change project with secondary pupils [Future Calling](#). We have also continued delivering our programme of [continued professional development](#) for teachers and early years practitioners both outdoors and digitally, supporting education staff to develop their creative outdoor learning practice. At present, Out to Play is our focus due to several factors including safety and demand, as well as a commission from Glasgow City Council throughout 2021-2022, and we hope to be touring *The Whirlybird* in spring 2023, visiting the venues, schools and festivals which we were booked to visit when the pandemic hit in spring 2020.

Rebrand 2021-2022

The organisation is currently undertaking a rebranding process – something we have not been able to do since the organisation began almost 15 years ago. We now have the time and resources to update our branding and logo and create a brand-new website. This work is long overdue and will ensure our logo and visual communication is more closely aligned with the core values of our work and the website will be improved to have

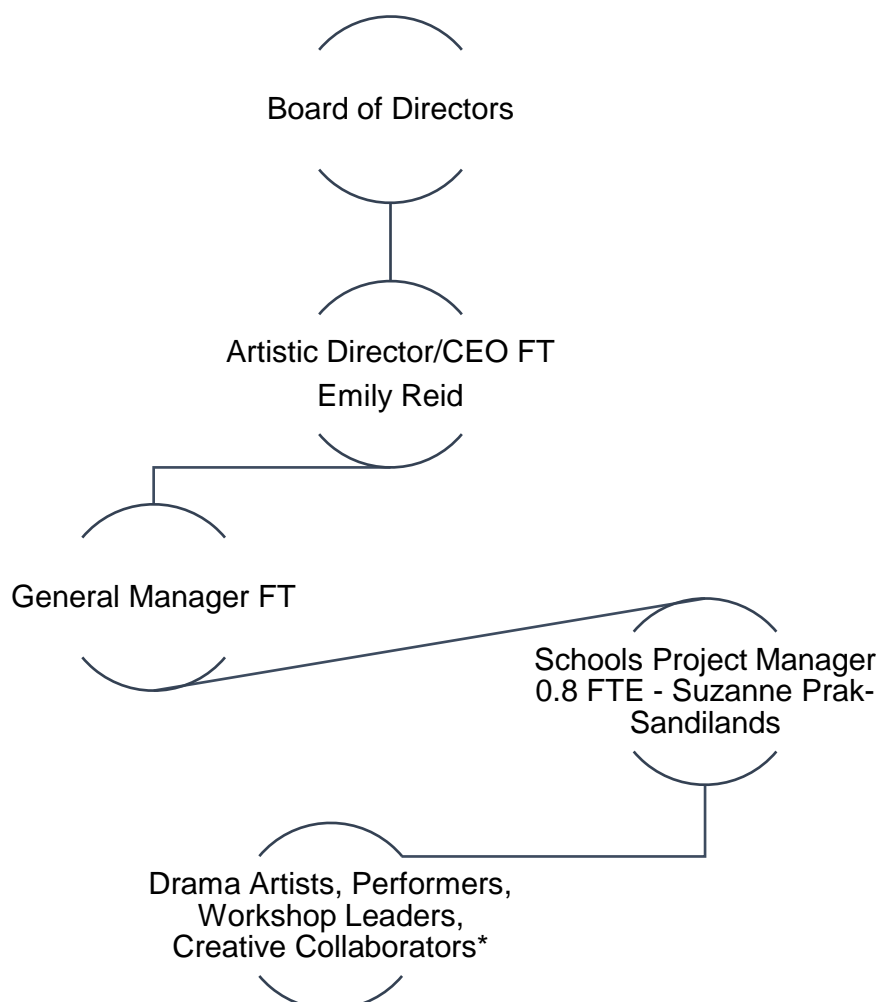
a more user friendly and modern feel. We are aiming to launch the new brand by late summer 2022.

Staff and Board of Directors

The company strives to maintain 3 core staff members: 1 FT Artistic Director, 1 FT General Manager and 1 0.8FTE Schools Project Manager. Depending on projects, we may contract around 3-12 Performers, Workshop Leaders, Drama Artists, Creative Collaborators and associated Production staff per year. You can read more about who is currently on our staff team and board in the '[Eco Drama Company](#)' section of our website.

Our current Artistic Director and CEO, Emily Reid, founded the organisation in 2007 and has driven the company and its projects forward for the last 14 years, supported by a strong and supportive Board of Directors and core staff team that has fluctuated between 1-2 additional staff members over the years, all funding dependent. Nina Doherty, the company's outgoing Producer (prev General Manager), had been in post for 5.5 years since June 2016, which is the longest the company has been able to sustain a full-time position in such a consistent manner due to successful income generation and the creation of a more sustainable strategy throughout 2017-2021. As of 2021, we have also achieved a suitable level of financial stability to employ a third core staff role, the Schools Project Manager, and this third staff member will enable each role to flourish within more defined job descriptions and ensure smoother workloads. It is an exciting time to be joining Eco Drama as General Manager, to maintain and grow the significant work done over the last few years on building a more sustainable organisation and to enable the work to continue to thrive.

Here is the staff structure in our organisation:



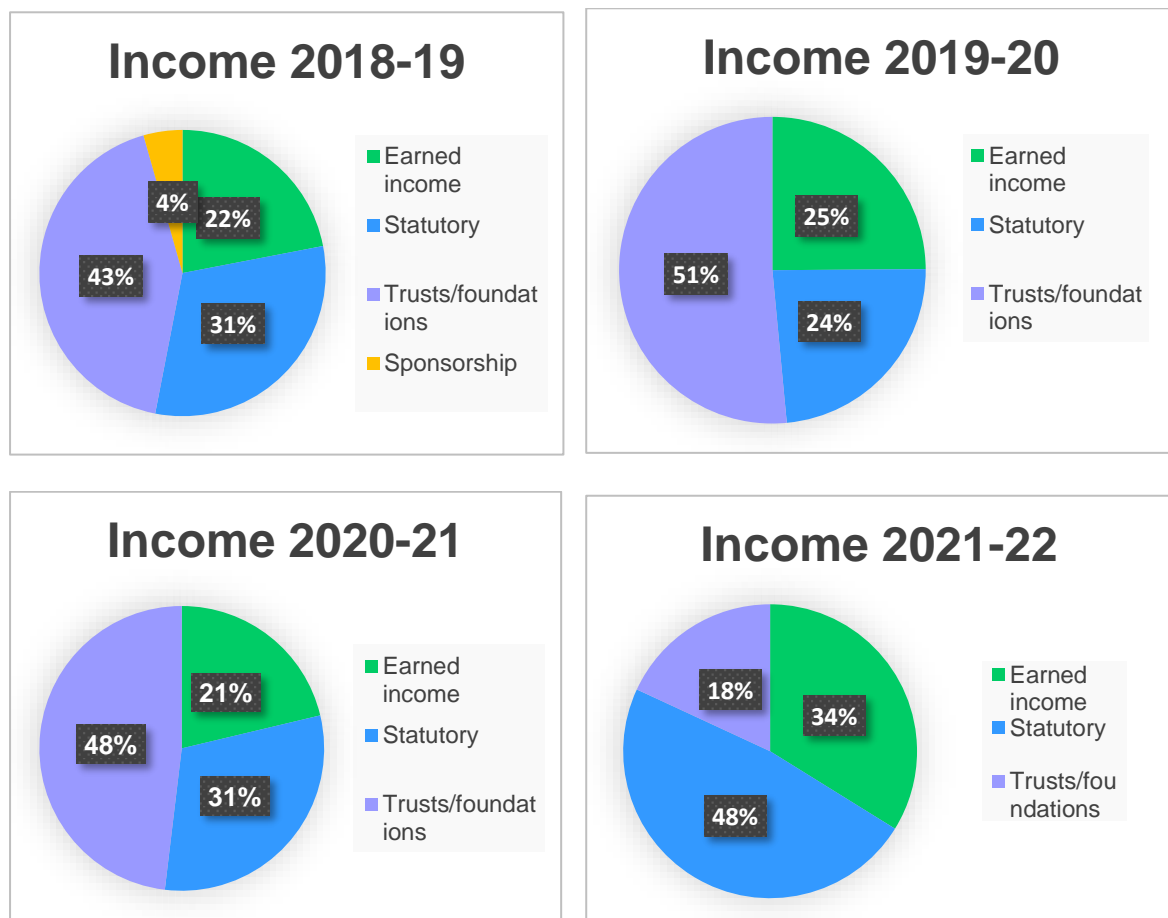
*Freelance roles report to either the Schools Project Manager or Artistic Director depending on the project.

Financial Snapshot

The General Manager is a key position in maintaining and growing the financial stability of Eco Drama.

Over the last 5 years, we have grown from being largely dependent on one main grant funder - the Scottish Governments Climate Challenge Fund, which was one of the main core funders of the organisation from 2010-2016 - to post 2016, growing steadily to become much more stable and less dependent on one grant funder. 2016 saw us finally in a position to recruit a full-time General Manager and having the same person and post for 5.5 years has enabled us to make significant developments to our income generation strategy. During 2017-2021, one of our key core funders was the Esmee Fairbairn Foundation, but also a wide variety of trusts and foundations, Creative Scotland and other statutory funders, as well as developing our earned income strategy from our activities. In our business plan 2017-21, we set financial goals for steady and achievable growth through increasing the variety of our supporters and increasing earned income each year, and we are pleased to have achieved this, which has led to greater stability and longer-term organisational sustainability.

The charts below give a snapshot of the last 4 years of financial growth in terms of where our income comes from and how we are achieving greater variety and thus greater sustainability as an organisation. From 2022 onwards, we would like to maintain and build on this work and the General Manager will be key to helping us achieve our future goals.



What is it like to work at Eco Drama?

Eco Drama is a small team of hard-working and passionate people, working to tight budgets but achieving a lot for our company size. We take great pride in our work and achieving what we set out to do.

For the last 5.5 years we have been a core team of two, sometimes able to bring in a third member but usually on a freelance and short-term basis. We are delighted to now have 3 core roles which will enable more stability, more even workloads, and for each role to become more defined.

We are collaborative at our core – all roles play a part in getting a project up and running and achievement is felt as a team as well as individually. The nature of working in such a small company is that each role can see their impact very directly. Whilst everyone has their own remit sometimes at busy moments, we all pitch in to support each other.

Our projects and productions are delivered in collaboration with talented creative teams of Performers, Drama Artists, Workshop Leaders, Designers and Creative Collaborators, who are equally passionate about the work and company ethos.

We are driven by a sense of how vital the work is – small acts leading to bigger change. At a time when it is easy to feel powerless in the face of the climate crisis, our aim is to inspire, motivate and enable.

We are passionate advocates for the role of the arts and creativity in learning for sustainability and education, and in wider community and theatre work with and for children and young people. Our goal is that every child we work with has a sense of the wonder of nature.

Some of the things that are important to us are communication, openness, respect, wellbeing, and integrity, and we really value a friendly and relaxed atmosphere in our team.

We are always learning as an organisation and adapting and evolving. Evaluation is integral to understanding and measuring the impact of our work with the children, young people and communities we work with.

Finally, we value the natural world and promoting a deeper connection with it. Themes of nature and ecology are not only present in the content of our work, but in how we create and deliver the work, from exploring sustainable set design to touring in a van run on recycled vegetable oil and an electric car.

We are busy throughout the year, with projects largely following the school calendar, with quieter periods generally over the school summer holidays and Christmas holidays. In any one year, we aim to deliver at least one creative learning project, one production tour and teacher CPD/training throughout the year as and when we have capacity.

We are based out of a bright and airy office in The Briggait in Glasgow City Centre. As things have opened again, we have returned to the office on 3 days each week with the remainder worked from home. We also work flexibly wherever we can to accommodate individual responsibilities at home.



Job Description – General Manager

Title of Post: General Manager

Hours: Full-time, Monday to Friday. 35 hours per week*

*This job is proposed to be full-time but we are happy to discuss working hours and patterns to suit individual circumstances. Job split options may also be considered. For example, a part-time Fundraising Manager + part-time Finance & Operations Manager.

Salary: £30,000 - £33,000 starting salary dependent on experience. Salary will be reviewed annually.

Accountable to: Artistic Director/CEO

Line Manager of: Schools Project Manager (0.8FTE)

Annual Leave: 33 days per annum including public holidays

Pension: Workplace pension with a 3% employer contribution and 5% minimum employee contribution.

Place of Work: Studio 236, The Briggait, 141 Bridgegate, Glasgow, G15HZ. Eco Drama operates a hybrid office/homeworking policy. Currently staff work 2-3 days in the office per week and the rest from home.

Contract: June/August 2022 – August 2023. This is an initial fixed term contract for 1 year, with strong potential for extension and to become permanent, pending the continuation of successful fundraising and income generation. The post is subject to a 3 month probationary period.

Summary

Eco Drama is seeking to appoint a practical and conscientious General Manager, with main duties including Financial Management, Fundraising, Company Management, HR and Governance. Essential skills and experience of the role include:

- Excellent understanding and experience of financial management and accounting processes.
 - Knowledge of the UK fundraising sector & demonstrable track record of successful fundraising and income generation.
 - Excellent administration, organisational and management skills.
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Primary Purpose

To work with the Artistic Director/CEO in delivery of Eco Drama's strategic plan, taking the lead on Financial Management, Fundraising, Company Management, HR and Governance responsibilities.

Role Summary

The previous post-holder who undertook this role recently moved on from the organisation after 5.5 years of service. This is a reshaped role designed to meet the changing needs of the organisation.

The General Manager is a senior role within a small core team of 3 staff, working in close collaboration with the Artistic Director/CEO and with line management responsibilities of the 0.8FTE Schools Project Manager.

The principal duties of the role are Financial Management and Fundraising, with general duties including Company Management, HR and Governance.

The General Manager is expected to work within the legal, financial, artistic and charitable aims and requirements of the company, and as an equal opportunity employer is expected to be aware of, and work within this framework at all times. The role is central to the company's aspiration to operate best practice across all areas of activity.

Through maintaining the company's financial and operational stability, and fundraising strategically, the role offers an opportunity for a motivated and capable individual to make a significant impact, enabling the company to thrive and achieve great projects.

Person Description

The General Manager will be practical and conscientious, with excellent financial management skills and a proven track record of securing funding from a variety of sources. Working closely with the Artistic Director/CEO, you'll be an individual who enjoys being that safe pair of hands, maintaining the systems and frameworks for the whole team to thrive and providing rigour in areas of company management and compliance.

You'll be the kind of person who thrives on collaboration with colleagues and equally comfortable driving things forward independently. You'll be particularly good with the fine detail of budgets and accounting and relish a good spreadsheet to support financial planning and tracking.

A problem solver, methodical and organised, as well as passionate about the work and ethos of Eco Drama, you'll understand your important contribution to organisational stability and realising new company ambitions.

Specific Duties and Responsibilities

Financial Management

- To manage the finances of the organisation including cashflow forecasts and management accounts.

- To support the Artistic Director/CEO with accurate and clear financial information, analysis and advice to drive decision making.
- To work in consultation with the Artistic Director/CEO to create and update annual budgets.
- To oversee project budgets and core expenditure.
- To manage invoices, bookkeeping and maintain accurate records.
- To administer payroll (via a payroll provider), ENI & pension contributions.
- To work with the company accountant in the preparation of the year-end accounts.
- To manage the financial administration associated with grants.
- To ensure sound financial processes are in place and implemented.

Fundraising

- To collaborate with the Artistic Director at the start of any new project, to develop the initial fundraising content.
- To work closely with the Artistic Director to align projects with potential sources of funding and cost services appropriately.
- To lead on fundraising applications and income generation, including the development of an effective strategy, ensuring that new opportunities are continually explored and developed, and targets met.
- To maintain the funding calendar, ensuring deadlines are met.
- To manage the company fundraising pages, including Givey and Easyfundraising.
- To collaborate with the Artistic Director to update the company business plan.
- To lead on reporting to funders.

Company Management

- To work with the Artistic Director/CEO to maintain and develop existing organisational and administrative systems.
- To oversee the coordination and implementation of these systems across the organisation.
- To implement the business plan, leading on key projects as required.
- To ensure projects are delivered as per funder remits and financial parameters.
- To maintain the company calendar in collaboration with the Schools Project Manager
- To oversee evaluation and monitoring procedures in collaboration with the Schools Project Manager, ensuring milestones and funder requirements are met.
- To oversee the compilation of evaluation reports and annual reports as required, in collaboration with the core staff team.
- To monitor and update beneficiary totals across projects and yearly activity.
- To monitor and replenish resources required for project and company activity.
- To deal with some general enquiries via phone and e-mail as required.
- To make some website updates as required.
- To ensure annual insurance is up-to-date and meets the needs of the programme.
- To liaise with IT support, internet, office and storage providers as required.
- To oversee and implement data protection procedures across all projects and the organisation, in line with legislation.
- To ensure all company policies are implemented including Health & Safety, Risk Management, Child Protection and a robust Environmental Policy.
- To play an active role in the strategic development of Eco Drama as a member of the senior management team.

HR

- To ensure that staff contracts, policies and procedures are developed in accordance with best practice and maintain the Company Handbook accordingly.
- To ensure all freelance staff have undergone Disclosure Scotland checks.
- To provide line management support to the Schools Project Manager, managing annual leave.
- To work with the Artistic Director to support staff welfare and role development.

Governance

- With the Artistic Director, report to the Board on Eco Drama's activities, finances and plans on a quarterly basis, including preparation and presentation of management accounts and financial projections and forecasts as required.
- To manage annual reporting and communications with OSCR, HMRC and Companies House.

General

- To participate in company meetings and events as required.
- To attend relevant training as and when required.
- To positively represent Eco Drama at events as required.
- Any other duties appropriate to the post and organisation.

Person Specification

Candidates must have the following skills and experience and be able to evidence these in the application and at interview:

Essential Skills and Experience

- Excellent understanding and experience of financial management and accounting processes.
- Knowledge of the UK fundraising sector & demonstrable track record of successful fundraising and income generation.
- Excellent administration, organisational and management skills.
- A high level of literacy and numeracy.
- A high level of proficiency in Excel, Microsoft Word and Outlook.
- Strong attention to detail and committed to achieving accurate results.
- Confidence with IT.
- Experience of HR and people management.
- Excellent interpersonal, diplomacy & negotiating skills.
- Experience of managing multiple priorities and being able to work to tight deadlines.
- Good problem-solving skills.
- An ability to work as part of a small team, whilst being a strong independent worker.

Desirable Skills and Experience

- Experience of managing an arts, social enterprise or Third Sector organisation.

- Knowledge of accounting software (Xero, Quickbooks or other - Eco Drama currently use excel spreadsheets for all financial management but may consider migrating our system depending on the successful candidate's preference and style).
- Experience of preparing accounts for a charitable sector accountant.
- Experience in compiling evaluative project reports/annual reports.
- An interest in children's theatre, creative learning and the place of drama and creativity within education/learning for sustainability.
- An interest in current environmental ideas and thoughts.
- Knowledge of the children's arts sector in Scotland.
- Knowledge of best practice and sector requirements for good governance, recruitment, health and safety etc.
- Experience of generating income through private giving.

Personal Qualities

- Leadership skills
- Ability to think strategically and resourcefully
- Approachable, empathetic manner
- Analytical and problem-solving skills
- Energy and commitment

Recruitment Process and Timeline

Application Deadline: **Monday 23rd May 5pm**

Invitation to Interview: You will hear if you have been invited to interview by Wednesday 24th May.

Interviews: **Tuesday 31st May between 9-6pm**

Candidates will be interviewed by a panel of 2-3 people from the company, ideally at the company's base in The Briggait in Glasgow City Centre, or alternatively via digital means. There will be a short interview task to prepare for which we will email you about when notifying you of the interview.

Second Interviews: Friday 3rd June, or thereabouts.

Second interviews may be scheduled if the panel require further conversations with candidates.

Candidate Selected: By Monday 6th June or before, subject to scheduling of second interviews.

Start Date: June/August 2022*

*The office will be closed throughout some of July for annual leave so this month is not an ideal time to start. We are flexible to the successful candidate's availability/notice period.

Feedback for Unsuccessful Candidates: By 6th June 2022

Unsuccessful candidates who were interviewed will have the chance to both give and receive feedback on the recruitment process.

Eco Drama, Studio 236, The Briggait, 141 Bridgegate, Glasgow, G1 5HZ

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