



Director(s)

Recruitment Pack



Deadline: noon (BST) on Wednesday 3 May 2023

andfestival.org.uk

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INTRODUCTION

Thank you for your interest in this exciting opportunity to be the new Director(s) of Abandon Normal Devices (AND). We are seeking a visionary leader (or leaders) to lead our radical, award-winning arts organisation and our nomadic biennial, the AND Festival, who will play a key role in shaping our vision and drive the organisation's future development.

Our current Co-Directors, Ruth McCullough and Catherine Waddington will be leaving in 2023, having each reached the end of a significant period of time with the organisation, fifteen years for Ruth and ten years for Catherine. They leave the organisation in a stable position, recently securing Arts Council NPO funding for 2023-26. This is an extraordinary opportunity for the right candidate/s/collective to take forward our innovative, ambitious and influential organisation as we approach our 15th anniversary.

The recruitment pack outlines the skills and experience deemed necessary for leadership of the organisation as a whole. We are open to applications and proposals for part or all of the role: director, co-director or alternative leadership models, from individuals, pairs or collectives.

Previously AND's leadership has been undertaken by a full time Director and subsequently two part-time roles, Creative Director and Executive Director (each three days per week). We envisage the leadership responsibilities as greater than one full-time role, and estimate a minimum of 6 days per week to cover the areas of responsibility outlined. If the role is taken by one individual, additional senior management support could cover some aspects of the responsibilities. A job share model as co-directors may be submitted as a pair or as independent individuals that we would look to pair.

If you are excited about this opportunity, believe you can make a valuable contribution, and have expertise in three or more areas of the Primary Duties & Responsibilities section, we are keen to hear from you and are open to shaping a leadership model for the right candidate(s) and for AND.

WHO WE ARE

AND is a catalyst for new ideas and artforms. Situated in the North of England and working nationally in the UK and globally, we curate experiences, commission and incubate new art, cinema and music, often investigating the possibilities and impacts of emerging technology and science. Nomadic yet rooted in community-building, we disrupt traditional artforms, challenge normative perspectives and create space to imagine.

OUR PROGRAMMES

We commission and showcase extraordinary art where it's not usually experienced: from caves and car parks to forests and ferries, and from multiplayer platforms and mines, to observatories and online portals.

Our programmes are responsive to time, place and people, featuring public realm interventions, live research, exhibitions, performances, films, online projects and live labs. We create experiences that are unprecedented, unexpected, unpredictable, absurd, wild and joyful.

AND Festival is our biennial celebration of community, place and our changing world. Exploring a new site every 2 years we challenge ourselves, artists and audiences to look at the world from a new perspective.

We care about our interactions with people, and our impact in the world. Centering artists and audiences in critical conversations about our shifting society enables the imagining and creation of new, alternate infrastructures and systems for a more equitable and sustainable future.

BACKGROUND

AND launched in 2009 as a springboard to test new production models, since then we have commissioned and supported hundreds of artists to push the boundaries of their creative practice, by making space for provocation, risk-taking, and experimentation that enable new artforms to emerge.

Working with artists, technologists, researchers and creatives such as Eva and Franco Mattes, Julian Oliver, Gillian Wearing, Rafael Lozano Hemmer, Anita Fontaine, Kali Malone, Brody Condon, Molleindustria, UBERMORGEN, HeHe, Matthew Plummer-Fernandez, Apichatpong Weerasethakul, The Yes Men, Oneohtrix Point Never, Daito Manabe, Marshmallow Laser Feast, Liam Young, Nora Al-Badri, Beatrice Dillon and Daan Roosegaarde.

Our works tour nationally and internationally to countries including Germany, China, Indonesia, Mexico, USA, Italy and Australia.

EQUALITY AND DIVERSITY

AND is committed to equity of opportunity for all. We believe that a diverse workforce enables more innovative, creative and dynamic workplaces. We have recruitment processes in place to ensure job applicants are considered equally and fairly, and are not discriminated against based on their race, nationality, ethnicity, religion, gender, sexual orientation, relationship status, disability, age or unconventional career paths. We want to reflect the diversity of our world in our team; however you identify, and whatever background you bring with you, we welcome you to apply for a role with AND. We will be using positive action under the Equality Act 2010 to appoint, should candidates be equally qualified.



[We Dwell Below, Ooni Studios, 2017. Commissioned & Produced by AND. Photo credit Jimi Stine]

ENVIRONMENT & SUSTAINABILITY

AND declares a Climate and Ecological Emergency and is making efforts as an organisation and as individuals to achieve Net Zero by 2025. We are actively working to imagine and model ways that we can encourage sustainable practices internally as well as with the creatives and individuals we work with nationally and internationally. As a National Portfolio Organisation funded by Arts Council England, we report on our environmental activity through tools and resources provided by Julie's Bicycle, including the development of an environmental policy and action plan. We support and encourage everyone we work with toward creating a green, sustainable future.

We lead on [The Networked Condition: Environmental Impacts of Digital Cultural Production](#), a research-led project in collaboration with the Arts Catalyst and Fast Familiar exploring the often-hidden environmental impact of the creation and delivery of artworks using digital technology.

CURRENT SITUATION

AND has been an Arts Council England (ACE) National Portfolio Organisation (NPO) since 2015 receiving £137,000 p.a. in regular revenue funding. In October 2022 we confirmed our NPO status for 2023 - 2026. Our annual turnover averages £300,000 in non festival years, and exceeds £500,000 in festival years (2015, 2017 and 2021). Match funding and income is generated from a range of funders, trusts, foundations, such as Nesta, Creative Europe (EU), The Space, ACE's Strategic Funds, British Council, British Film Institute and local authorities, alongside national and international project partners and co-commissioners. Our annual accounts can be found [here](#).

The delivery of the festival remains at the heart of our offer, but is not included within the NPO agreement. We fundraise for AND Festival separately and we remain in positive dialogue with ACE as our core supporter, as well as with additional festival partners for the future editions.

We continue to explore ways to diversify income streams to support; the growth of the company, new ways of working, developing our creative communities and audience, alongside our environment and sustainability aims.

We have a flexible office base in Manchester (UK), and have adopted a hybrid operating model, which includes an established artistic programme and a range of cross-sector partners regionally, nationally and internationally. We have established governance, financial and administrative systems and in May 2015 the company secured charity registration. We have a comprehensive and ambitious business plan in place up to 2026.

AND has a small, dedicated team of core staff including Senior Producer Louise Hargreaves, Programme Assistant Sophie Hayter and Communications Lead (recruitment following new Director appointment), and our financial management is undertaken by Timbers Accountants. During festival years, and for specific projects, we also engage additional freelance / fixed term staff and teams of volunteers.

OUR BOARD

A registered charity and a company limited by guarantee, AND is guided by a committed Board of Trustees, a voluntary body that has fiduciary responsibility for AND's overall governance and management. AND Board of Trustees is chaired by John Herring, Director for Organisational Development and Culture at NHS Greater Manchester, supported by:

- Katie Moffat - Head of Sector Engagement, Substrakt (Vice Chair)
- Alma Budd - Public Sector Accountant (Treasurer)
- Zaiba Jabbar - Artist and Filmmaker
- Debbi Lander - Creative Director and Producer
- Sam Bompas - Co-founder of Bompas and Parr, Creative Studio
- David Mathias - Solicitor, Shoosmiths

<https://www.andfestival.org.uk/board-of-trustees/>

We continue to develop and diversify the Board with a recent recruitment drive in January 2023 and launching our new [Board Associate](#) programme which has been created to support individuals who are currently under-represented in the cultural sector, providing greater access to training opportunities, and to add further diversity and richness of perspective to the organisation.



[The Blue Violet River by Anita Fontaine, 2021. Commissioned & Produced by AND. Photo credit Chris Foster]

JOB DESCRIPTION & PERSON SPECIFICATION

AND DIRECTOR(S) - JOB DESCRIPTION

Job Title:	AND Director(s)
Reports to:	AND Chair of the Board
Responsible for:	Senior Producer, Marketing & Communications Lead, Finance Manager, any relevant external contractors / consultants
Contract:	Permanent with part-time / full-time / job share options*
Salary:	£40,000-£45,000 PAYE pro rata**
Location:	Hybrid working, with regular team contact days in central Manchester
Pensions:	3% contribution from AND
Holidays:	33 days pro rata (inclusive of bank holidays)

** Outlined below are the skills and experience deemed necessary for leadership of the organisation as a whole. We are open to applications and proposals for part or all of the role: director, co-director or alternative leadership models, from individuals, pairs or collectives.*

*** The salary is modelled on a band between £40,000-£45,000 pro rata, which will be negotiated with the selected candidate(s) depending on the level of skills and experience, and based on the agreed leadership model following recruitment.*



[Taut Line by Beatrice Dillon, 2017. Commissioned & Produced by AND. Photo credit Chris Foster]

Primary Duties & Responsibilities

Abandon Normal Devices (AND) is seeking a visionary leader (or leaders) to lead our radical, award-winning arts organisation and our nomadic biennial, AND Festival.

AND is a catalyst for new ideas and artforms. Situated in the North of England, working nationally in the UK and globally, we curate experiences, commission and incubate new art, cinema and music, often investigating the possibilities and impacts of emerging technology and science. Nomadic yet rooted in community-building, we disrupt traditional artforms, challenge normative perspectives and create space to imagine. We believe that centering artists and audiences in critical conversations through our work, opens up new enquiries, alternative understandings and ultimately positive change.

We are seeking individual(s) with the skills and passion to envision and realise exceptional programmes that champion emerging practices in digital art, design, film, music and new materials, that forge innovative cross-sector collaborations. The ideal candidate(s) will cultivate a collaborative culture that advocates risk and radical new voices, inspiring creative ambition and expanding AND's future audiences, while practising ethics of care and sustainability in all areas of AND's work.

The Director(s) will be responsible for the artistic and strategic direction of the organisation, delivering the organisation's mission, collaborating with board, staff, and stakeholders to realise our long term vision. This includes leading on artistic vision and programming, strategic planning and operations management, fundraising and development, marketing and ensuring the organisation fulfils its operational, fiscal, charitable and stakeholder commitments.

The Director(s) will be highly effective, able to lead and inspire creative teams to deliver ambitious, innovative public programmes that engage a range of audiences. An active advocate and ambassador, they will be capable of forging and sustaining innovative partnerships that strengthen AND's position strategically within the regional, national and international arts and cultural infrastructure. They will have the skills and experience to secure funding from a range of sources to ensure AND's long-term sustainability.

Leadership

- Articulate and implement AND's mission and artistic vision
- Develop, lead and manage AND's strategic plans, including artistic strategy, business plan and brand identity
- Lead development of and advocate for emerging and innovative creative practices, within the organisation and wider arts and cultural sector regionally and nationally
- Lead, inspire and motivate AND's staff, artists, partners and contractors, creating a positive collaborative organisational culture which champions creative ambition and innovation, and is grounded in ethical and sustainable practices
- Lead on reporting to the Chair and Board of Trustees ensuring they have the information and resources necessary to govern the charity effectively and responsibly

Programme & Partnerships

- Lead AND's artistic direction, working with the programme team, reflecting and feeding back on audiences, interpretation and positioning nationally and internationally
- Lead on the initiation, development and production of AND's annual programme, and/including the AND Festival, working with AND's programme team, commissioned artists, researchers, technologists and partners to develop creative ideas for the programme
- Ensure successful impact of AND's creative programmes, enabling wide access by a diverse range of audiences
- Lead on the development of key artistic, strategic and financial partnerships locally, regionally, nationally and internationally

Resource Management (People & Finance)

- Ensure effective financial planning and management, working closely with AND's Finance Manager: supporting internal procedures, eg. banking and payroll; monitoring monthly management accounts and cash flow; overseeing annual accounts and audit
- Set AND's annual budget and multi-year projected budgets, ensuring good budget management and reporting across the staff team
- Oversee AND's HR and policies ensuring AND is compliant, particularly in the areas of employment, health and safety, safeguarding, equality, diversity and data protection
- Working with the Senior Management Team (SMT) and relevant line managers, ensure best HR practice: one to one meetings, annual appraisals and performance planning, encouraging and supporting continuous professional development
- Work with the SMT to regularly review, update and sign off organisational policies and procedures with Board of Trustees, and ensure their implementation across the organisation
- Work with the SMT to lead and oversee the contracting of all freelance staff and suppliers, across programme, production, communications, marketing, PR and business/finance
- Ensure that AND's volunteers and placements are trained, resourced, supported and valued

Fundraising & Development

- Lead on the development and delivery of an effective fundraising strategy, working closely with the Senior Management Team, to ensure AND's long-term sustainability
- Identify and secure funding for the delivery of AND's business plan and activities from a wide variety of public and private sector sources (such as government, cultural and third sector institutions, academic research, commercial and/or creative industry sources)
- Develop commercial and sponsorship opportunities for AND, its brand and activities
- Lead point of contact in relationships with core stakeholders (eg. Arts Council England, BFI, Art Fund, British Council) working with SMT to ensure all funders and stakeholders obligations are delivered and all reporting requirements are fulfilled
- Oversee all annual and programme evaluations, working with independent evaluators and our core funders' reporting requirements, resulting in comprehensive stakeholder, artist and audience evaluation data and feedback

Marketing & Advocacy

- Lead on the AND brand, protecting and ensuring a consistent company image and that all communications are delivered to a high standard, maximising value both intellectually and commercially
- Oversee the development and delivery of AND's communications and audience development strategies, directing communications staff to ensure festival, annual or project programmes are effectively communicated to stakeholders (audiences, partners and artists)
- Be an active and effective advocate and ambassador at a range of public events, and proactively contribute to arts and wider cultural leadership networks regionally, nationally and internationally

Governance

- Report to the Chair and Board of Trustees, ensuring they are kept fully apprised of key developments, risks and opportunities affecting the organisation, reporting on progress with the business plan, funding obligations, future development and sustainability
- Convene, facilitate and report to AND Board through quarterly Board and sub-committee meetings
- Ensure regulatory compliance with Companies House and Charity Commission, working with AND's Finance Manager on annual submissions
- Conduct regular risk reviews and implement measures to reduce risk to the organisation, reporting any key risks to the Board of Trustees and funders where required

Working for AND

This role requires travel across the UK including North of England, and occasionally internationally. As our programmes, most notably the biennial festival, often take place at locations outside Manchester, temporary short-term relocation to a base 'on site' may be required during delivery periods of large scale programmes (eg. 1-2 weeks).

Due to the nature of the role and the projects we undertake there is an understanding (particularly during the biennial festival) of some evening / weekend work. Additional payment will not be made for hours worked above normal working hours and has been considered alongside our flexible working and time off in lieu policies.

AND recognise that staff members may need to access flexible working hours to accommodate caring responsibilities.

Our Values

We share a set of core values - **collaboration, risk, care** - that are evident in all that we do.

COLLABORATION is at the heart of all our work, a source of inspiration, celebration, and provocation. It underpins our interactions with artists, partners and audiences, alongside championing **RISK** and the creative ambition it can inspire. By challenging ourselves, artists, partners, and audiences to think, create and act differently we enable extraordinary and unexpected creative outcomes. We **CARE** about our interactions with people and our impact in the world. We centre the wellness of our team, artists and communities, creating a space for different perspectives to be recognised and valued, activating more equitable and sustainable creative practices.

PERSON SPECIFICATION

	Assessed by	
Experience	Application	Interview
A demonstrable record of developing and leading on an artistic vision, delivering successful high quality programmes of national/sector significance in the arts and/or creative media sectors, including in non-arts settings. Establishing and sustaining innovative, creative and practical collaborations with creatives, academics, arts organisations, creative venues and volunteers.	X	X
Proven experience of mid / long-term business planning, leading and managing an organisation delivering the strategic vision and taking account of its operating context and external environment, or equivalent experience (e.g. acting as curatorial lead, project managing or taking a lead role within an academic framework).	X	X
Experience of delivering excellent HR practice, creating appropriate staff structures with effective internal communication, supporting line managers and staff to perform their roles.	X	
Experience articulating, embedding and delivering equity, diversity and inclusion best practice with small organisations or teams.	X	X
Experience managing financial processes for an organisation or major project, involving distribution and monitoring of the budget with other individuals / teams, and including analysis of actual and forecast (budget) data, reflecting changing financial circumstances.	X	
A broad range of fundraising and reporting experience from public sources and trusts and foundations and/or commercial sponsorship plus a proven track record of managing bidding processes including partnership bids.	X	X
Experience of applying a brand to a programme and/or communications strategy, ensuring consistent messaging to a high standard, maximising and protecting the brand value, both intellectually and commercially.	X	X
Abilities, Knowledge and Skills	Application	Interview
An ability to lead, motivate and nurture a staff team, freelance contractors and volunteers, coupled with line management and recruitment experience.	X	X
Ability to translate a curatorial vision into realistic plans and lead a team to deliver these within the resources available, in tandem with aligning strategies with audience development, fundraising, marketing and PR.	X	X
Demonstrable knowledge of the UK art and digital culture infrastructure, contemporary artists and creative practitioners with awareness of key issues, emerging trends and challenges within the sector, and contemporary national and international connections.	X	X

Working knowledge of workplace rights, rules and best practice, enabling best practice for employee management of a team of staff (PAYE and Freelance).	X	X
The ability to formulate and manage a budget of over £300,000, supervise staff managing project budgets and implementing good financial systems.	X	
The ability to write reports for a wide range of audiences in a manner appropriate to the reader including funders, staff, colleagues and artists incorporating evaluation material, financial data, analyses and arguments to support a case effectively.	X	X
Knowledge of relevant grant giving organisations including; trusts and foundations, academic, commercial and research opportunities in the sectors.	X	X
Excellent networking, communication and negotiating skills so as to secure and maintain strategic, creative and financial partnerships, regionally, nationally and internationally.	X	X
An understanding of legal responsibilities and requirements of a registered company, and a charity and its trustees, knowing when to seek independent professional legal, HR and/or financial advice.	X	X
Personal Attributes	Application	Interview
Ambitious, passionate and enthusiastic for AND's success.	X	X
Willingness to take and manage artistic and organisational risks.	X	X
A collaborative, nurturing, supportive team player able to work with a diverse range of communities and individuals.	X	X
Commitment to widening access to the arts, to diversity and to equity.	X	X
Commitment to environmental sustainability.	X	X
Creative and focused on outcomes and solutions.		X
Able to work calmly and supportively under pressure and to deadlines.		X
Committed to personal and professional development.	X	
Willingness to travel within the UK and internationally as necessary.		X

HOW TO APPLY

- Please send a CV (max 2 pages) and covering letter (max 2 pages) to jobs@andfestival.org.uk with **APPLICATION – AND Director** as the subject field by **noon (BST) on Wednesday 3 May 2023**
- Please also complete our [Equal Opportunities Form](#), an anonymised Google form

To complete your covering letter, please review the person specification carefully and demonstrate your relevant experience, skills and knowledge that you will bring to the role. We will be shortlisting based on the points in the Person Specification. Please include the contact details of two referees on your CV, these must be individuals that have knowledge of you within a work or learning capacity (paid or unpaid). Referees will only be contacted at the job offer stage.

All information provided in the equal opportunity form will be treated in the strictest confidence and held for statistical purposes only. This information does not form part of the selection process.

Application Timeline

The closing date for applications is **noon (BST) on Wednesday 3 May 2023**

Interviews are expected to take place **w/c 15 May 2023**

Access Support

We are committed to ensuring our opportunities are open for people who experience barriers to inclusion. We recognise that you might need additional support to participate in the application and/or interview, whether that is technical equipment, access support or adjustments to the process. If you require any support or adjustments, please contact us on jobs@andfestival.org.uk with **AND Director Recruitment** as the subject field.

Application Queries

If you have any questions about the application process, please contact us on jobs@andfestival.org.uk with **AND Director Recruitment** as the subject field.

Informal Conversation

If you would like to have an initial and confidential conversation about the role with one of our outgoing Directors, please contact jobs@andfestival.org.uk with **AND Director Recruitment** as the subject field. Requests must be submitted **prior to Friday 14 April 2023**.