­­**A PROPOSAL FOR THE MANAGEMENT OF KELVIN PLAYERS**

**To create excellent theatre through the sharing and development of skills and expertise in all aspects of production and performance.**

**Background**

In 1999, there was a formal review of the structure of Kelvin Players. This was followed by a further restructure of the management committee around a decade later as the roles on the management committee and the lines of responsibility were more clearly defined. The current structure has remained more or less the same since then – apart from the creation of some new Elected Officer roles, including Artistic Director, in the mid-2000s.

Currently, the club is largely in hiatus (due to the pandemic) and it is an opportunity to review the way the club works and to review its aims.

The recent survey by the Inclusivity Action Group hinted at a need for change – many ideas were raised around the membership fee and structure, the need for a vision, and many suggestions for a more creative approach to our productions.

Aside from a few innovations over the last 20 years, such as the rehearsed readings and the black box productions, our approach to theatre has remained much the same for many years.

**Proposal**

This proposal aims to explore how Kelvin Players can develop further as a centre for the arts. It addresses the three main activities of the Club: artistic, business and membership.

We want to develop a clear direction for the Club, that frees members up to realize their creative potential, and focuses the club on becoming the best it can.

We propose doing this by enabling the strategic development of the Club through the creation of a new tier of governance – the Executive Group. This proposal will also:

* Promote innovation and creativity in the artistic policy of the Club
* Ensure the Club is meeting its mission statement
* Draw on the skills and experience of longstanding Club members
* Ensure the Club is progressive and forward-thinking
* Retain what is working well (e.g. rehearsed reading programme, members’ enthusiasm and engagement, local reputation etc)

**EXECUTIVE GROUP**

**Comprised**

* Club Chair\*
* Club Treasurer\*
* Club Secretary\*
* Club President
* Club Artistic Director\*
* Club Business Development Director\*\*
* Club Vice-Presidents
* Honorary Life Members

**Summary**

The Executive Group will facilitate the strategic leadership and vision for the Club by drawing on its experience and expertise; speaking with the officers and members of the Club; and consulting with external artists and creatives, who may, from time to time, be invited to join the group. The non-elected members of the Executive Group will provide a long-term direction to the Management Committee. However, they will not form part of the Management Committee and will not routinely attend management committee meetings, and therefore will not having voting rights at those committee meetings. They will, however, provide a vision statement of how they see the club developing and operating. In the first instance the Executive Group will be chaired by the Club Chair. They may choose to appoint a Deputy Chair, if required.

**Aims**

* Develop a three-year strategy (reviewed bi-annually) – this strategy will define the Club’s vision and ambition, set out key milestones and achievements, and establish how we measure our success.
* Ensure the Club’s statutory and financial accountability
* Steer the Club artistically and financially by engaging with the members and officers of the Club
* Consider members’ engagement and satisfaction, as well as the overall promotion of the Club

**Communications**

* One meeting every six months where the group agrees the contents of the strategy and reviews progress.
* An online or digital group (WhatsApp, Teams etc) where the group is able to continue discussions and share ideas.

**MANAGEMENT COMMITTEE**

**Comprised**

* Club Chair
* Club Secretary
* Club Treasurer
* Club Artistic Director
* Club Business Director

**Summary**

The role of the Management Committee is to implement the strategy as developed by the Executive Group. It is also to oversee the work of each of the management groups and ensure the effective running of the Club, including its productions. The Management Committee’s aim is to enact the vision of the Executive Group. How they enact that vision will be their decision and they will retain voting as part of the decision-making process, with the Chair having the casting vote.

**Aims**

* Implement the strategy and vision of the Executive Group
* Set annual financial budgets for each production and the separate management groups
* Oversee the work of each of the management groups, ensuring that cross-group liaison is facilitated
* Monitor the productions – meeting Directors/Producers, agreeing production budgets, etc
* Oversee the day-to-day business of the Club

**Indicative communications schedule\*\*\***

* An annual meeting to which all elected officers and postholders are invited, at which the Club Chair communicates the vision and strategy of the Executive Group.
* Brief, regularly monthly catch-ups for the 5 members of the committee, plus occasional presentations and updates from elected officers, postholders or directors.
* An online or digital group (WhatsApp, Teams etc) where the group is able to continue discussions and share ideas.

**Management groups**

1. **Membership Development Group**

**Comprised**

* Chair
* Membership secretary
* Membership representative
* Inclusivity representative
* Social secretary
* Little Theatre Guild representative

**Summary**

Ensure the engagement and enjoyment of the members.

**Aims**

* Implement the strategy and vision of the Executive Group
* Look for ways for the Club to be inclusive and welcoming
* Reward members
* Deal with any complaints or issues
* Ensure the health and safety of the members
* Develop social events
* Review and manage the membership structure of the Club
* Ensure the protection of the member’s data
* Manage all internal communications, eg Jester, Digest, Facebook group

**Indicative communications schedule**

* One annual event to outline the requirements and plans for the team
* Regular catch-ups throughout the year (perhaps quarterly) to track progress
* An online or digital group (WhatsApp, Teams etc) where the group is able to continue discussions and share ideas.

1. **Artistic Development Group**

**Comprised**

* Artistic Director
* Company stage manager
* Rehearsed readings coordinator
* Writers’ group coordinator
* Membership development (training) officer

**Summary**

Oversee the artistic programme and explore new creative opportunities.

**Aims**

* Inform, develop and implement strategy as developed by the Executive
* Set the artistic programme over a period of time (including main productions, rehearsed readings, developing writing groups, developing relationships with other artistic companies)
* Explore new ways of developing the Club’s artistic vision
* Develop artistic and creative expertise among the members

**Indicative communications schedule**

* One annual event to outline the requirements and plans for the team
* Meet regularly (perhaps once each quarter) to set out how the vision would be achieved
* An online or digital group (WhatsApp, Teams etc) where the group is able to continue discussions and share ideas

1. **Business Development Group**

**Comprised**

* Business Director
* Marketing manager
* Box office manager (TBC)
* Lettings/hire manager
* Premises manager (TBC)
* Front of house manager (TBC)
* Bar representative (TBC)

**Summary**

Oversee the business side of the club, providing a joined-up customer-centred approach to our marketing, exploring new ways of creating income and managing the building’s use.

**Aims**

* Inform, develop and implement strategy as developed by the Executive
* Develop and manage the Kelvin Players ‘brand’
* Explore ways of increasing Club income
* Manage all external communications, including the Club’s website
* Develop a strategy for the building’s continued development and use
* Maintenance of the premises

**Indicative communications schedule**

* One annual event to outline the requirements and plans for the team
* Meet regularly (perhaps once each quarter) to set out how the vision would be achieved
* An online or digital group (WhatsApp, Teams etc) where the group is able to continue discussions and share ideas

1. **Financial Management Group**

**Comprised**

* Treasurer
* Hall treasurer
* (Possibly also Bar, Front of House, Premises, Box Office)

**Summary**

Manage the strategic and day-to-day financial aspects of the club

**Aims**

* Deal with all and any day-to-day financial accounts of the Club
* Manage the financial business of the Club, including applying for performing rights’ licenses, annual accounts, ticket prices
* Bar and front of house accounts
* Insurances
* Housekeeping/cleaning

**Indicative communications schedule**

* One annual event to outline the requirements and plans for the team
* Meet regularly (perhaps once each quarter) to set out how the vision would be achieved
* An online or digital group (WhatsApp, Teams etc) where the group is able to continue discussions and share ideas

**Notes**

\*Elected officers – all elected at the AGM:

Chair, Artistic Director, Treasurer, Business Development Director\*\*, Secretary (5 roles)

Other officers – all elected usually at the AGM but not enshrined in the Club rules as officers of the club:

Membership secretary

Membership representative

Inclusivity representative (new for September 2021)

Social secretary

Little Theatre Guild representative

Jester editor

Digest editor

Company stage manager

Rehearsed readings coordinator

Writers’ group coordinator

Membership development officer

Marketing manager

Box office manager

Lettings/hire manager

Premises manager

Front of house manager

Bar representative

Hall treasurer

Librarian

Archivist

Props Co-ordinator

Wardrobe Co-ordinator

\*\* Business Development Director – new elected officer role to investigate financial and artistic opportunities to develop the Club – e.g. grants, funds, building usage, commercial opportunities etc

Each of the management groups will have an annual budget (authority to spend) set by the Management Committee.

The Management Groups will meet as required, and be flexible about how and when they meet using online platforms.

Each group will choose whether to hold virtual or face-to-face meetings, and use other communications (email, messages etc) throughout. Decisions can be made at any time, not just at the formal meeting. The idea is to reduce commitment and formal meetings, and to make the Club a more flexible, responsive environment.

Each group will provide to the Management Committee a regular financial account and summary of actions.

**The rule changes**

Amendment of Rule 4: Officers

The elected officers of the Society shall be: a Chairman; a Secretary; a Treasurer; a Business Director, an Artistic Director, and other key roles as necessary

Amendment of Rule 5: Management Committee

Rule 5: Management Committee

1. The affairs of the Society shall be arranged by a Management Committee composed of the elected officers, as set out in 4 above*)*. The Management Committee shall have the power to co-opt.
2. At all meetings of the Management Committee, four shall form a quorum
3. *Insert new rule* Each of the Elected Officers of the Management Committee must be made aware that, upon appointment, they are, by default, a Trustee of the Club and therefore commit to sustaining the charitable aims as outlined in rule 2a
4. *Insert new rule:* Each of the Elected Officers (not Secretary) will Chair a Management Group – Membership Development, Artistic Development, Business Development, and Financial Management.
5. *Insert new rule* The Management Committee will facilitate the formation of an Executive Group comprised of Elected Officers, President and Vice-Presidents, Honorary Members, and other co-opted members as relevant

Rule 6: Sub-Committees

Remove rule 6b – not necessary

**Proposed organisational structure**

**Proposed Timeline (from September 2021, assuming proposal is accepted by the members at the AGM)**

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| --- | --- |
| **DATE** | **ACTION** |
| September 2021 | AGM  Management Committee formed  Management Groups formed  Routine communications (including any meetings) commence |
| Early October 2021 | Executive Group convened to hold initial vision & strategy meeting (3 year plan) |
| Mid October 2021 | 3 year plan published to members |
| End October/early November | Elected Officers and Club Officers meet to agree actions in light of 3 year plan |
| Mid November | Budgets for each of the Management Groups agreed |
| March 2022 | Executive Group meet to review progress |
| July 2022 | Executive Group meet to review progress and set out next steps in readiness for September 2022 AGM |
| September 2022 | AGM |