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| A picture containing icon  Description automatically generated  Marketing & Audience Development Manager  Application Pack | INCLUDING: Background to Z-arts  Job description Person Specification Engagement Plan  2-part application form attached separately |



**Background**

Z-arts is the UK’s only dedicated arts centre for children and families, delivering a broad range of performing arts events, performances, exhibitions, activities, workshops and participatory opportunities. Our mission is to inspire and enable generations of young people from Manchester and beyond to use creativity to achieve their potential.

* Z-arts uses creativity to inspire, enrich and enable children, young people and families to reach their potential and be the agents of change in their own lives.
* In Our Arts Centre in Hulme, in education, in communities, at home and across networks
* Developing Children, Young People, Educators, Artists and Family-togetherness

Based in Hulme, we are committed to supporting our local communities as well as reaching out across Greater Manchester and the North West. We operate from a large Edwardian building which includes a 230-seat theatre, gallery, recording studio, music room, dance studio, café and numerous other rehearsal / meeting rooms. But there is much more to what we do that is outside of the building. We lead networks: Big Imaginations children’s theatre network; MADE (Manchester Cultural Education Partnership); and the Manchester family Arts Network.

Being online in 2020 has resulted in more people being aware of the different areas of work we deliver. In 2021 we will seek to embed this wider understanding of the whole of Z-arts activities as part of our ‘rebuild, research and develop’ including brand awareness and evaluation.

We receive strategic funding from Manchester City Council, to lead on best practice for engaging children and young people in arts and culture. We are an Arts Council England National Portfolio Organisation, leading and delivering the Big Imaginations regional network of children’s theatre, programming and commissioning relevant, diverse theatre for the modern family.

We lead the Manchester Cultural Education Partnership (MCEP) Working Group, with a vision to make Manchester a beacon for creative education, where the arts add magic to life experiences and learning for everyone.

Pre-Covid-19 levels of engagement:

* our Bright Sparks programme, which offers children and young people free creative workshops across all artforms, was full every day of the week.
* Over 100,000 visitors a year, including 25,000 to our Discover exhibition, promoting children’s literature.
* Over 20,000 children taking part in our regular activities every year.

Our core values, being Welcoming, Inclusive, Vibrant, Forward-thinking, Engaging and Fun**,** are as important now as ever, as we welcome children and families back to our building and our practice.

A recent staff workshop identified Inclusive and Fun being our primary values for 2021.

**JOB DESCRIPTION**

**TITLE: Marketing and Audience Development Manager**

**RESPONSIBLE TO:** Head of Programing and Big Imaginations Manager

**PURPOSE:**

To actively promote and support evaluation of all aspects of the work of Z-arts including:

* Theatre, Discover exhibition and Participation activities in the building
* The Big Imaginations Children’s Theatre Network
* MADE, Cultural Education Partnership
* Manchester Family Arts Network

**AIMS:**

To increase awareness, participation and overall attendance at all Z-arts events and activities.

To actively work to bring new and non-traditional audiences to Z-arts.

To support the various networks we lead.

To work with children and young people to ensure their voices are represented in Z-arts communications.

**HOURS**

The hours of the role are 37.5 per week but the requirements of the business are such that a high degree of flexibility is necessary and occasional evening and weekend work will be a required as part of your rota.

**MAIN AREAS OF RESPONSIBILITY:**

This role is currently the only post in the Marketing department, so whilst at present there is no line management responsibility, the post-holder would be expected to take a management role of all aspects of marketing and audience development. There is a cross-department Engagement Group to support the work, ensuring cross-organisation engagement with the core aims.

**GENERAL INFORMATION:**

To comply with legislation covering the activities at Z-arts, it is required that all staff undertake training as directed by their line manager. It is also essential that all staff carry out their duties in a safe manner in accordance with the current Health and Safety at Work legislation.

**As a current marketing department of one, the successful candidate will need to be an all-rounder with skills to deliver in the following areas:**

**Marketing and promotion**

1. To promote Z-arts productions, Discover exhibition, and participation activities.
2. To create marketing campaigns for specific events, including Discover exhibitions, festivals and holiday programmes.
3. To identify and attract new audiences for Z-arts activities including workshops and performances.
4. To manage the updating of the Z-arts website with details of all events, classes and performances through the content management system
5. To write copy for all Z-arts events and activities for use in different media (brochures, mail-outs, online, press releases etc.)
6. To create and distribute targeted and monthly Z-arts newsletters (using dotmailer)
7. To manage and maintain positive relationships with media partners
8. To liaise with designers to produce all promotional material (pre-Covid we had 3 seasonal brochures. We’re currently reviewing how essential this is).
9. To maintain, develop and add to a growing marketing database
10. To refine, engage with and monitor the operation of the Z-arts Social Media Strategy
11. To seek and deliver opportunities for articles about best practice in creative activities for children and young people that support the growth of Z-arts profile

**Audience Development**

1. To work with the Creative Team to develop campaigns to attract designated target audiences from communities of protected characteristics and those from specific geographic areas, aligned with the Strategic Plan.
2. To lead the Engagement Committee in delivering the Engagement Plan

**Network support**

1. To manage the **Big Imaginations** audience development plan, website, social media and any associated print.
2. To offer audience development support to Big Imaginations members on Level 1 membership
3. To lead on marketing for the Big Imaginations Festival
4. To support the Creative Development Manager and Engagement Officer with the **Family Arts Network**, including Family Friendly Standards and Age Friendly Standards
5. To support the Communications of **MADE** (Cultural Education Partnership) by taking an active role in the Communications Task Group.
6. To support artists on Z-arts artist development programme.

**Evaluation**

1. To complete a minimum of 3 Impact & Insights (Culture Counts\_) customer surveys p/a, and submitting an annual report to ACE
2. To actively use Audience Agency membership, completing the annual Audience Finder Survey
3. To maintain a record of social media and website activity for board and funder reports
4. To create typeform surveys for occasional customer or network evaluations

**Strategic**

1. To lead on implementing Z-arts and Big Imaginations marketing, audience development and engagement plans to increase brand awareness, audiences and associated income for all Z-arts workshops, events and activities
2. To analyze available data and report to the SMT on the effectiveness of different marketing campaigns
3. To work with the SMT to improve and maintain internal communications
4. To be jointly responsible for the marketing budget.

**General**

1. To act as a Duty Manager and IRT (Incident Response Team) member as and when required.
2. To liaise with the House Manager on front of house displays, branding
3. To liaise with the Head of Finance and Box Office Manager on increasing ticket sales and promotions
4. To work with the CEO and entire staff team to support and deliver Z-arts strategic and creative vision
5. To understand, actively promote and adhere to Health & Safety legislation and Z-arts’ Health and Safety policy.
6. To adhere to all Z-arts policies and procedures
7. Any other duties required by the Senior Management Team.

**PERSON SPECIFICATION:**

**Essential**

**Knowledge**

1. A minimum of two years’ experience in a marketing role within the arts and cultural sector
2. Ability to manage online elements of marketing campaigns including social networking
3. Ability to write and source good copy for marketing material and website
4. Excellent communication and networking skills
5. Knowledge of Microsoft office and excel
6. Ability to analyse data and compile reports
7. Ability to maximize returns from a tight budget

**Characteristics**

1. Self-motivated and resourceful
2. Strong organisation and time management skills
3. Ability to demonstrate attention to detail
4. Ability to work under pressure and to tight deadlines
5. Enthusiasm and imagination
6. Excellent interpersonal skills and ability to work within a diverse team
7. Personality that reflets Z-arts core values of being welcoming, inclusive, engaging, forward-thinking, vibrant and fun.

**Desirable**

The following attributes would be desirable:

1. Experience of box office systems (Spektrix)
2. Experience of Audience Finder
3. Knowledge of the North West arts and culture scene
4. Established media contacts
5. Experience in audience development from non-arts attenders.
6. An understanding of GDPR

**Z-arts Engagement Plan 2021 – 2022**

Our engagement mission and model has always been based in making the arts and culture as accessible as possible for families and young people, reflecting the **Arts Council’s *Let’s Create* strategy.**

Our Engagement Plan for 2021/22 will focus on:

* Rebuilding and reconnecting with our previous audiences, customers, participants and partners, including our local community, Hulme (residents of which are ethnically diverse and also a large proportion of whom are from lower income backgrounds), other ethnically diverse audiences, in particular South Asian and Black audiences, and lower income families, through our programming and community outreach
* Diversifying how we attract our audiences to a wider range of our programme, including e.g. more participation audiences attending the theatre and exhibition offer.

**Target: A cross-department Engagement Plan will be put in place, with evaluation objectives for measuring performance, and we will put in place key performance indicators to measure progress.**

**Inclusivity & Relevance**

Health and wellbeing is going to be a priority in terms of our engagement, as we continue to support creativity in children, young people and families as we come out of the other side of the Covid-19 pandemic. We will continue to use our Bright Sparks low-cost or free family membership for participatory activities as a means of community engagement, and encourage participants to also attend shows, through discounted tickets, direct marketing and targeted promotion.

We will look to work with communities, both in terms of our local community, Hulme, and community groups across the city, both groups set up to support specific ethnic communities within the city, and those set up to deal with a specific community need, for example food banks and youth clubs. Through marketing, advertising, organisational partnerships and word of mouth at a grassroots level, we will increase the visibility of our offer.

We run Access Days, support and fund artists of colour, create diverse work and have an emphasis on low cost and free activities for those who need them, for example our Bright Sparks memberships.

We will work to diversify our programme, workforce, leadership and governance, through actively recruiting through non-standard methods, encouraging take up from underrepresented communities, and highlighting job opportunities for the young people we work with, highlighting that the arts is a viable career opportunity so that young people make the most of future training opportunities.

We will continue programme, fund, encourage and develop artists from ethnically diverse backgrounds, and those local to us in Hulme if possible, responding to the Creative Case for Diversity.

**Tech and data**

We will develop our programme through continued evaluation of how we operate, utilising the Most Significant Change analysis, as well as continued analysis of audiences and participants through Audience Finder, Culture Counts and other evaluation tools.

Digital engagement will be integral to what we do 2021-2022, both in terms of potentially increasing reach and also in terms of operation in a post-Covid world. After restrictions are lifted, through the learning we have developed in the past year, we will look to offer a blended digital offer.

Z-arts have always recognised the value of digital technology, and the importance of it within the lives of our target audience. Working remotely through 2020 increased our skills, both organisationally and how we offer creative activities for children and young people. We identified the positives from working remotely, including extending our reach beyond our usual catchment area, reaching children and young people who may have limited access to physical activities. We will continue to evaluate and identify the best approaches for our audiences and participants and hone our skills to continue to deliver a blended approach.

We will use existing technology in Z-arts (i.e. Levi suite and recording studio; increased bandwidth for live streaming) and invest in new technology to share with young people, artists and the community where possible. We will use digital technology to increase the number of schools we engage with, creating a fairer offer across the city and beyond.

**Understanding perceptions**

We will look to understand perceptions of Z-arts both internally to the organisation and externally, listening and giving weight to people’s own experiences. We will also continue to survey both audiences and staff with Culture Counts, Audience Finder and our own surveys, continually seeking to improve based on responses, listening to feedback, and having a method for implementation.

We will develop our Family Advisory group, the Sparklers, adding a Young Sparklers group and conducting our annual Bright Sparks survey.

We will continue to support diverse artists and look to continue progression, with engagement as a key part of our strategic plan, and supported by programming, participation and wider cultural aims. We will understand others perceptions of this work by gathering regular feedback from partners including the Big Imaginations network, MCEP and Family Arts network.

**Dynamism**

As we explore new business areas, we will consult with customers and stakeholders, considering how they can be used as a stepping stone between participation and theatre audiences, which have traditionally been very separate at Z-arts.   
Consultation groups will include: artists through GM Artists Hub as well as our own networks, including Big Imaginations, Hulme Artists Network and Manchester Family Arts Network; Families through wider consultation at events in Arndale, libraries, a survey, with illustrations of what spaces might look like; a ‘talking bench’ through the outdoor summer programme’ focus groups and 1-2 interviews; Children through schools as well as families, including MCEP. Children will be co-creators, feeding back on ideas as they develop; Manchester Science Park, and the local business sector.

**Environmental Responsibility**

In terms of environmental impact, our new Environmental Action Plan will have an Engagement section, to understand where we can continue to improve to mitigate our environmental impact. As an organisation working with young people and children, we are aware that environmental issues are incredibly important to them, so we will work to integrate their thoughts and ideas into the work we do around this, advocating for their right to grow up in a world where we mitigate the impact of climate change. This will include a Sustainability Framework for all participation, touring and commissioned work.

**The Next Year**

**Phase I – Rebuild & Restore Confidence (April – July 2021)**

* In 2021 we will seek to embed this wider understanding of the whole of Z-arts' activities as part of our ‘rebuild, restore and refresh’ including brand awareness and evaluation.
* The aim of this period will be to rebuild confidence for our existing families who regularly attend shows. We will do this through letting them know we are open and what we have on offer for them. We will emphasise that we are operating safely and show clarity in what is expected of our participants and audiences.
* At this point our focus will not be trying to engage new or disengaged groups as much at this point, due to health and safety messaging, we would not want to be seen as trying to impact on the comfort of those Black, Asian and ethnically diverse and disabled audiences or participants who may have been disproportionately affected by Covid-19.
* Our best-selling exhibition has a number of tickets in reserve, so we are not expecting to have this on sale until later in the year. As this is a commercial exhibition that has attracted new audiences, but is sold out for a while the will not be able to utilise its impact on our audiences until later in the year.
* Digital engagement will be integral during this period, and this also allows for engagement from geographically further afield, so this will be a focus in this period.
* We will also be looking at Sunday openings starting when we reopen the exhibition, allowing us to serve more audiences.
* We will survey audiences and staff during this period, with a mind to survey again during Phase III to compare responses.
* We will utilise our Manchester University Cultural Intern who will be running a 3 month research project with us, with whom we will look developing our advisory boards further with families and young people – Sparklers and Young Sparklers
* A cross-departmental Engagement Team will be created, to discuss the direction of Z-arts Engagement Plan.

**Phase II – Engage New Audiences (August – November 2021)**

* We will shift from a re-engagement strategy for previous audiences to developing new audiences as we move towards a new normal after restrictions are potentially lifted.
* We will expect our The Tiger Who Came To Tea exhibition on sale from Autumn, meaning we will potentially attract new audiences, as previously with exhibitions of this time.
* We will do a further analysis after looking a post-Covid audiences about communities we want to reach and how we want to reach them, utilising the knowledge of our Engagement Officer and Marketing and Audience Development Manager.
* We will look to continue the development of local partnerships in-person if restrictions allow, increasing our engagement with community groups and those who do not directly come into our building. We will also continue our work with schools across the region, meaning Z-arts reaches as many young people as possible.

**Phase III – Refresh: Long-Term Support and Engagement (December 2021 – March 2022)**

* We will evaluate our engagement method, measuring how we have engaged with our target groups
* We will look to continue the development of local partnerships, working in an agile manner and changing if needed, with increased feedback.
* We will survey audiences and staff during this period and compare their responses to the surveys sent out in Phase I to evaluate our progress.
* We will assess how we are working towards our KPIs, evaluating and preparing priorities for 2022 onwards.