

David Williams

ONE PAGE SUMMARY

Executive management, board membership, consultancy and coaching spanning over thirty years in the not-for-profit sector, with short spells in the private and public sectors.

Considerable experience including leadership, governance and management, organisation development and business planning, change management, budgets and operations.

Currently co-director of Creative Help, supporting companies in the third/ethical sector: coaching, mentoring, mediation and facilitating workshops such as business planning and developing organisations

Career

Year	Role	Organisation
2018	Co-Director	Creative Help
2016-2018	Cultural Consultant	
2013-2014	Arts Strategy & Funding Manager	City of Edinburgh Council
2005-2012	Cultural Consultant	
2002-2005	Glasgow Theatres Chief Executive	Ambassador Theatre Group
1998-2002	Cultural Consultant	
1995-1998	Joint Chief Executive	Scottish Ballet
1991-1995	Administration Manager	English National Ballet
1990-1991	General Manager	Theatre Royal Stratford East
1987-1990	Theatre Manager	Cambridge Arts Theatre
1984-1987	House Manager	Bloomsbury Theatre
1983	House Manager	Astoria Theatre
1982	Trainee House Manager	Theatre Royal Norwich

Boards, memberships and other:

Trustee	Queen's Nursing Institute Scotland
Fellow	Royal Society for the Arts (RSA)
Member	Dennistoun Community Council (Glasgow)
Associate	Association for Coaching
Mentor	Sported - Olympic legacy company for grassroots sports development
Member	Changing the Chemistry - increasing diversity of thought on boards
Associate	Association of Chief Officers of Scottish Voluntary Organisations (ACOSVO)
Co-ordinator	Glasgow Coaching Hub
Member	Management Development Network

Previously:

Chair	Mischief La Bas (street performance company)
Chair	Suspect Culture (theatre company)
Chair	New Moves & National Review of Live Art
Director	Glasgow Grows Audiences
Director	Market Gallery
Director	Dance UK

Recent Training / Developmental Workshops:

- 2014 Coaching - Coaching Direct
 - 2016 Nonviolent Communication (often used in mediation) - CNVC
 - 2016 Emotional Intelligence - Coaching Direct
 - 2016 Facilitation - Kinharvie Institute
 - 2016 National Arts Fundraising School - Management Centre
 - 2017 Senior Leadership Retreat - UK Theatre
 - 2017 GDPR - Institute of Fundraising workshop
 - 2017 Organisation sustainability & resilience - TRG Arts workshop
 - 2018 Project Management - Management Centre
- Also various training/workshops including leadership, governance, marketing and finance

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CAREER IN MORE DETAIL

2018 - Co-Director Creative Help Ltd

- Joined Creative Help in late 2018 (founder and co-director Gwilym Gibbons)
- Creative Help supports leadership, governance and management in the third/ethical sector
- Types of support typically includes coaching, facilitation, interim management and consultancy to people and companies going through a period of transition

2016-2018 Cultural Consultant (Projects included):

- Options appraisal for Dance House Glasgow and subsequently retained as interim manager
- Development of new business plan and budget for new arts venue in Cumbernauld
- Facilitation of workshops for Highland Council as part of their arts strategy review

2013-14 Arts Strategy & Funding Manager City of Edinburgh Council

- Relationship management: liaison and monitoring of 15 funded clients including the *Scottish Chamber Orchestra*, *UNESCO City of Literature*, *Imaginate*, *Edinburgh Printmakers Studio* and *Traverse Theatre*
- Project management: including the £4m relocation of *Collective Gallery* to Calton Hill

2005-2012 Cultural Consultant (Projects included):

- Mentoring the senior management of new theatre company *Boy Blue Entertainment* touring their Olivier award-winning show *Pied Piper* to venues including Edinburgh Festival Theatre. Also conducted an emergency review of the budget to avoid bankruptcy
- Board Development work for *Craft Scotland* including a review of business plan and coaching the first time chief executive through a period of significant change
- Assessment of seven venues across the United Arab Emirates of Sharjah and mentoring to the artistic director of *Sharjah Theatres Group* planning a major international dance gala
- Development of business plan for new Asian theatre company *Theatre Insaan*
- Review of business plan for *Shetland Arts* as they prepared to open their new venue *Mareel*
- Guest Tutor: Queen Margaret University, Edinburgh “Theatre Studies – Issues in Producing”

2002-2005 Glasgow Theatres Chief Executive Ambassador Theatre Group (ATG)

- Part of Senior Management Team of what was then the second largest UK commercial theatre group
- Delivered successful transfers of the King’s Theatre from Glasgow City Council and the Theatre Royal from Scottish Opera
- Fulfilled organisational/cultural change to focus on customer service, team-building, personal and professional development, and established an improved relationship with the union (BECTU)
- Delivered growth and development (programming, finances and audiences), leading management teams, promoting the venue and establishing local and national partnerships
- Overall responsibility for producing the King’s Pantomime - £1m income target (achieved)
- Raised approx £100k for new floodlighting scheme at the King’s as part of its centenary

1998-2002 Cultural Consultant (Projects included):

- Investigation into the future prospects for The Queen’s Hall in Edinburgh and subsequently engaged by Board to begin change process and produce a strategic business plan to (successfully) attract funding
- Study into the capacity, programming and management of a new contemporary music centre in Ayr; also proposed options for a combined venue strategy for Ayr
- Investigation and rescue package for Balnain House, Inverness (traditional music centre)
- Investigation and report to consider options for An Tairbeart Arts Centre, Argyle & Bute
- Interrogation of Dumfries Theatre Royal business plan (discovered serious mistakes)
- Business plan analysis and advise on long-term sustainability and growth for Moray Art Centre
- Interrogation of Shetland Arts business plan for SAC Lottery to ensure viability of new venue *Mareel*.
- Interim Executive Director of *Traverse Theatre, Edinburgh* and *Dukes Playhouse, Lancaster*

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1995-1998 Joint Chief Executive Scottish Ballet

- These years were part of a longer history of immense, difficult change for the four National Companies of Scotland, including the threat of bankruptcy and finally government intervention to explore mergers and restructuring. At Scottish Ballet, there were forced resignations of board members and a great deal of tension as various factions fought for the 'soul' of Scottish Ballet. As the Joint Chief Executive, my role was to work with stakeholders from government to audience members and keep the show on the road. The experience gained was intense and invaluable

1991-1995 Administration Manager English National Ballet

- Reinvigorated and delivered mid-scale touring: working within ENB, as well as with funders and venues to transform these tours that had become somewhat jaded
- Researched, planned and delivered a new Human Resources department, including new policies and procedures, in-house training, induction pack and career transition advice service

1990-1991 General Manager Theatre Royal Stratford East

- Responsible for the financial and general management of this outer London producing theatre
- Negotiated the transfer of the Theatre Royal production *Five Guys Named Moe* to the West End

1987-1990 Theatre Manager Cambridge Arts Theatre

- Researched and wrote Marketing Audit - its recommendations led to a new corporate image, the establishment of a new marketing department as well as box office and marketing computerisation: box office revenue improved by 25% over two years
- Founded *Cambridge Arts Marketing* (a consortium of venues and museums), obtaining funds for a major audience development project

Previously:

1984-1987	House Manager-Administrator	Bloomsbury Theatre, London
1983	House Manager	Astoria Theatre, London
1982	Trainee House Manager	Theatre Royal, Norwich

EDUCATION

1978-1981	BA (Hons) 2:1 Drama and English	University of Hull
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CONTACT

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