

HEAD, TECHNICAL PRODUCTION ESPLANADE – THEATRES ON THE BAY SINGAPORE

CANDIDATE BRIEFING DOCUMENT



SEPTEMBER 2017

Singapore Arts Scene

Although young, Singapore has a rich arts heritage which has emerged from the cosmopolitan multi-racial society that makes up the population. Due to the blending of the colonial history and the significant number of westerners living in Singapore, the island's culture has taken on a contemporary style of its own that is constantly evolving.

The island state has a vibrant arts scene and is home to art museums, galleries and exhibition spaces, schools, arts groups and much more.

In recent years, a number of visual and performing arts groups in Singapore have emerged, with local and international companies offering both traditional and modern performances. The Singapore Symphony Orchestra, Singapore Chinese Orchestra, Singapore Dance Theatre, Singapore Lyric Opera, Singapore Repertory Theatre and Theatre Works are all examples of well-established performing arts groups.

Esplanade – Theatres on the Bay: Background Information

Esplanade – Theatres on the Bay is operated by The Esplanade Co Ltd (TECL), which is a not-for-profit organisation, responsible for operating Singapore's national arts centre.

It is an internationally recognised cultural institution and one of the busiest in the world. With a calendar of events comprising 10 Festivals and 17 Series, Esplanade presents more than 3,000 performances annually, catering to diverse audiences and hosts a range of dance, music and theatre performances, in addition to captivating visual arts exhibitions and more. Since opening in 2002, it has staged in excess of 34,000 performances attended by c. 24 million people.

Esplanade's mission is to make the arts accessible for everyone to enjoy. As such, about 70% of its shows offer free admission. At its core, Esplanade is committed to serving the public through the arts, nurturing cultural expressions which inspire our people to feel a sense of pride and ownership.

The centre has a 1600-seat concert hall (with 200 additional seats in the choir stalls), a 2000-seat theatre, 2 performing studios dedicated to music, dance and drama (accommodating over 200 people), a rehearsal studio and several outdoor performing spaces. Aside from presenting its own performances, the spaces are also let out to hirers.

In addition, Esplanade's team also manages a few external mid-sized venues within Singapore which belong to the government - 2 theatres and a concert hall with a seating capacity of about 600+. They are purely the venue manager for these external spaces as they are let out to hirers only and Esplanade does not programme for these spaces.

As Esplanade turns 15 this year, the national performing arts centre will be adding a new venue to its stable, enabling it to create more unique Singapore stories and shared experiences for society through the arts. To be completed in 2021, the new

building situated along the Esplanade Waterfront will feature a flexible theatre which can seat c.550 people and an outdoor activities plaza integrated with popular dining outlets at the Esplanade Annexe. This waterfront theatre aims to inspire Singapore's young and nurture the next generation of artists, by commissioning and producing more new works by Singapore artists and companies and taking them from home to the world stage.

For further information on the next stage of Esplanade's development, see:

<https://www.esplanade.com/about-us/the-next-stage>

For further general information on Esplanade, see: www.esplanade.com

Head, Technical Production Job Description

The requirements, duties and responsibilities as well as other information indicated here are what we are currently able to envisage, given present circumstances and premise. Job requirements, duties and responsibilities will also evolve in response to changing operational requirements.

GENERAL

As Head, Technical Production, you are a member of the Senior Management Team and will be responsible for all technical and production aspects of live events within our centre.

You will lead the Production Services staff in providing technical support that is comparable to the world's major art centres by maintaining high quality facilities/equipment and ensuring that events are run by an efficient and effective backstage technical team in multiple venues of difference sizes.

The work involves establishing and reviewing departmental policies, procedures and processes, implementing procurement and maintenance plans for production equipment and systems, as well as overseeing technical / production operational support in programmes/events.

As it is also in our mission to educate, you will work with TECL to upgrade the level of technical skills of our technical and production practitioners, both present and future workers, in the local arts industry by facilitating the conduct of technical theatre programmes and courses as well as through interacting with local hirers of our venues.

Being an expert in your specialised field, you play an important role in contributing to the achievement of the Esplanade's vision and mission.

MAJOR DUTIES AND RESPONSIBILITIES

SPECIFIC

1. Leadership

Develop a workplace environment that provides for guidance and mentoring, enhances employee development, responsibility and contribution and promotes communication and learning.

- Encourage behaviour, and provide advice to employees, to improve and maintain professional industry standards and corporate values.
 - Actively contribute to team interaction, working to facilitate the department's contribution to Esplanade's business objectives.
-

2. Development

Ensure the highest quality service delivery to our clients

- Develop and maintain proactive working relationships with stakeholders, business partners, service providers, industry groups, and peers. Negotiate partnerships that support the achievement of the department's desired outcomes.
- Provide proactive and objective guidance to our clients, ensuring that a seamless interface exists throughout the planning and delivery of services.
- Develop and maintain a highly competent production team. Provide advice and guidance on overall staffing and technical training for the department. Work to actively train and upgrade skills of practitioners in the arts industry in Singapore.

3. Business Management

Identify and develop departmental objectives that align with our corporate mission and vision.

- Monitor Key Performance Indicators for the department.
- Develop strategies to develop and maintain effective interaction with other departments and with external clients.
- Ensure that strategies and policies optimise the utilisation of departmental resources.
- Contribute to projects initiated by the Senior Management Team.
- Participate in project teams within associated organisations.

4. Resource Management

Manage the strategic planning of the department, services and facilities by ensuring that all resource requirements are identified, budgets and timeframes are set, and the necessary contracts and agreements are prepared, in accordance with company policy.

- Develop and implement strategies that take notice of major industry developments, ensuring that these developments add value to systems and practices.
- Ensure that systems incorporate best practices in design, utilising the most effective resources and systems, and ensuring cost efficiency.

OTHERS

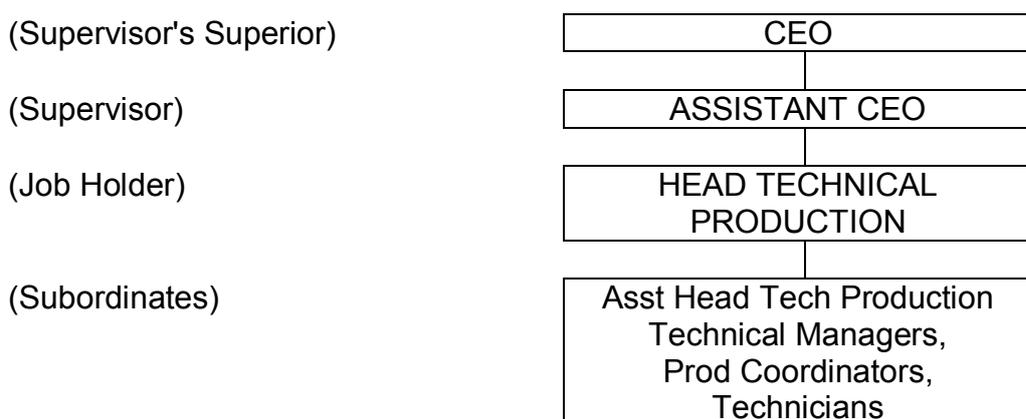
- To carry out and assume any other duties and responsibilities as and when assigned by Chief Executive Officer and Senior Management.

KEY DELIVERABLES FOR THE ROLE

- Drive and implement capability development programmes for technical theatre as well as ensuring that we deliver our commitments to the Workforce Development Agency, Singapore to the maximum possible and that the technical skills of our crew (particularly the full timers) are further upgraded.
- Improve productivity levels of technical crew for productions. Manage overtime costs together with HR for full time staff – each staff should have at least 13 rest days per quarter annual and annual overtime costs should be kept within 5% of total manpower costs (basic salaries + benefits). This can be managed by:
 - Changing the mindset of staff in Technical Production with regards to deployment of staff.
 - Ensuring the effective deployment of crew to the various shows in all venues managed by Esplanade.
 - Training, developing and deploying a pool of generalist technical crew at the working level (casuals) so as to allow for more effective management of crew costs in the smaller venues.
- Ensure that there is succession planning in all areas of Technical Production.
- Assist Programming with the production of new work regardless of the scale of the work.
- Improve service standards for all Technical Production staff for all events (Esplanade Presents & Hirers). Production Co-ordinators' Handbook and departmental operating policies to be reviewed and revised regularly so that there is consistent application and maintenance/improvement of standards.
- Provide effective project planning support for the fitting out and operation of technical services in Victoria Theatre, Victoria Concert Hall and the Phase II Development of medium size venues in Esplanade.
- Ensure that technical support for all productions in the external venues in Drama Centre, Victoria Theatre and Victoria Concert Hall are up to world class standards and yet kept within reasonable production costs.

- Ensure that the technical production team set best practices in terms of technical support in the venues managed by Esplanade.
- Actively participate in the H & S Committee so as to ensure that health and safety standards are maintained within the department and the company.
- Provide strong leadership to the Department in maintaining and further developing the professionalism of the staff so that they continue to be a disciplined, technically competent, & customer-focused team.

ORGANISATIONAL RELATIONSHIP



JOB SCOPE (SUPERVISION)

Number of staff reporting to the incumbent: 75 full time staff (direct and indirect).

JOB REQUIREMENTS

1. Educational qualifications

Degree or diploma in technical theatre or equivalent experience

2. Training

Professional training programmes relevant to the technical aspects of the performing arts industry

3. Experience

At least 10 years' experience managing a technical/production department of a similar scale in a multi-venue performing arts centre, functioning primarily as a presenting and/or receiving house.

Extensive facility and event management background in a live entertainment or cultural event setting.

Have maintained a strong profile within the performing arts industry, along with a solid network of peers.

Relevant experience working in theatres of the English-speaking world (e.g. UK, USA, Europe, Hong Kong, Canada and Australia).

Experience gained in a multi-venue performing arts centre of comparable size to Esplanade is a definite advantage. Experience of working in SE Asia would be an asset.

Experience in the professional development of theatre production and technical personnel would be an asset.

4. Specific skills required

Must have thorough and up-to-date knowledge in all aspects of theatrical production and design, along with relevant occupational health and safety legislation and practice (ideally encompassing best international practices).

People management and team building skills are crucial, particularly working with large numbers of staff. Skills in quality customer service are essential together with good communication and interpersonal skills.

Ability to affect change at a strategic level through strong negotiation, motivational, and conflict resolution skills.

Financial management skills, in terms of budget forecasting and cost control.

Willingness to be part of an international team, to train and share expertise and knowledge with local team.

Ability to adapt to local situations – must be comfortable working with people of different cultures.

WORKING CONDITIONS

Required to be "hands on" and to work long and irregular hours.

CONTACT

For further details, please contact Heather Newill, Director, AEM International Limited - Arts Entertainment & Media Executive Search

hnewill@aeminternational.co.uk +44 1728 660 026.