

THE MARLOWE



THE MARLOWE CANTERBURY

CHIEF EXECUTIVE CANDIDATE BRIEFING DOCUMENT



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1. Background

Approximately 10 years ago, Canterbury City Council took the bold and visionary decision to invest over £17m in the redevelopment of the city's principal entertainment venue, The Marlowe. After a £24.5m extensive rebuild, supported by funds from other donors including the Marlowe Theatre Development Trust, the theatre opened in October 2011 and has since become one of the UK's leading regional theatres and an influential creative voice in the South East.

The Marlowe comprises a 1200-seat lyric theatre, the 150-seat flexible Marlowe Studio and three bars and a restaurant. The organisation employs over 200 staff to ensure the daily smooth-running of all its operations. The Marlowe's projected turnover this year is £13.3 million and the theatre has generated over £35 million for the local economy in the last financial year through attracting audiences to Canterbury. Its Friends' organisation, with over 13,000 members, is one of the largest in the country.

The Marlowe's programme includes some of the country's biggest and best artists and companies, with regular visits from the National Theatre, the Royal Shakespeare Company, Glyndebourne Touring Opera, Matthew Bourne's New Adventures and the Philharmonia Orchestra. The 2017 summer season included hit West End shows *Mamma Mia!*, *Sister Act* and *The Play that Goes Wrong* and, in September 2017, the UK tour of the acclaimed National Theatre production of *War Horse* was launched at the theatre. The Christmas pantomime is an annual highlight attracting audiences from all over the region and beyond, with 100,000 tickets sold last year. Since reopening, The Marlowe has won a number of national theatre industry awards, including UK Theatre's award for Achievement in Marketing (2012) and Most Welcoming Theatre in the South East (2015).

In addition to the work on stage, The Marlowe offers an extensive programme of creative activity for the community, engaging with thousands of people since its opening in 2011. This year's community production, *Return of the Unknown*, involves 400 participants from 5 towns across East Kent, working with a professional creative team to deliver a large-scale, site-specific event exploring the commemoration of WW1.

Over the last three years, there has been a marked shift in the organisation's ambition and commitment to enabling and producing new work, fuelled in part by a desire to support, develop and retain artists in East Kent. In 2014, The Marlowe began championing new writing and producing new plays. The theatre's Roar programme leads the development of this work, supporting writers at all levels in their careers through mentoring, commissioning, workshops, script development and production.

The Marlowe continues to expand its reach in the city and region and this year will open a new venue, The Marlowe Kit. A Grade 1 listed medieval hospital in the heart of Canterbury, The Kit will celebrate Kent's stories and storytellers. It will be a place to play and create, providing writers and spoken word artists a home to develop and premiere new work.

The Future

In January 2018, Canterbury's City Councillors unanimously voted to create a charitable trust to manage The Marlowe, believing that a change of governance will unlock a host of benefits to the theatre and its audiences according to Simon Cook, Leader of Canterbury City Council, "This decision signals the start of the next chapter in the theatre's story and we are genuinely excited at the prospect of its future success."

Jonathan Church CBE, one of the country's leading theatre directors and producers, has been named as the first Chairman of the new Marlowe Trust and, with the first new trustees appointed and others being recruited to manage the transition, The Marlowe Trust Ltd is set to go live in July.

The new Board is seeking a Chief Executive to lead the new Trust, building on The Marlowe's recent successes and establishing it as a significant national theatre of influence, importance and reputation.

The Marlowe has been through a period of growth and consolidation and now stands on the brink of the next exciting phase in its evolution.

Further information on The Marlowe can be found at:
www.marlowetheatre.com

Annual Report 2016/2017: <https://marlowetheatre.com/about/what-we-do/>

Canterbury Culture

The beautiful, historic city of Canterbury has a vibrant cultural scene that offers audiences the opportunity to enjoy artists and performances of international renown alongside the very best that Kent has to offer. The Canterbury Festival and Wise Words Festival, two international events, bring some of the world's leading artists and writers to the city each year. From plays in the theatres, concerts in the Cathedral, exhibitions across the city and outdoor festivals, there is something for everyone.

Canterbury is under 50 minutes from London via HS1, and no more than 3 hours by train to Paris.

Further information on Canterbury can be found at www.canterbury.co.uk

2. The Role

The role of the Chief Executive of The Marloweis to provide inspirational leadership, strategic vision and long-term financial stability and growth for the organisation.

The Chief Executive will report to the Chair of The Marlowe Trust and will work closely with the Board of Trustees in achieving the theatre's aims.

3. Key Responsibilities

Leadership and Management

- Provide exemplary leadership, vision and motivation for The Marlowe and its staff, creating a positive working environment and ensuring best practice and equality of opportunity.
- Build on the artistic vision for The Marlowe ensuring a programme of events which balances world class, quality performances with sound financial management.
- With the Board and Senior Management Team, develop a strategic Business Plan for The Marlowe Theatre, The Marlowe Studio and The Marlowe Kit.
- Provide financial and budgetary leadership throughout the organisation.
- Ensure all opportunities for generating income from commercial activities and fundraising from all potential sources are maximised.
- Lead the integration and expansion of the creative, learning and participation activities, ensuring they sit at the heart of The Marlowe's work and future plans.
- Take overall responsibility for the development, delivery and success of The Kit as an innovative fusion of heritage and contemporary culture, ensuring it fulfils its potential and is financially viable.
- Explore opportunities for expanding The Marlowe's producing and co-producing work.

- With the marketing team, develop marketing and branding strategies, ensuring an imaginative and effective approach to brand management and audience development.
- Champion the delivery of The Marlowe's high quality of experience for audiences, artists, and other visitors, extending a world-class welcome and promoting best practice in customer service with all staff.
- Encourage the exploration and incorporation of new and emerging technologies for the benefit of the theatre.
- Support the theatre's commitment to sustainability in all of its activities.
- Ensure compliance with all legal obligations and requirements.
- Develop effective working relationships with the Chairman and Trustees to ensure the theatre maintains the highest standards of governance. Attend Board meetings and other committee meetings, working groups or events as appropriate.

Strategic relations and representation

- Develop and maintain positive relations with external stakeholders, including Canterbury City Council, and with current and future donors and sponsors.
- Develop and maintain positive relations with local and regional cultural organisations, ensuring The Marlowe continues to support and facilitate new work and local creative talent.
- Build and develop relationships with the UK theatre industry, including the leading commercial producers theatre consortia and visiting companies, maximising these networks and partnerships for the financial and artistic success of the theatre.
- Continue to build on and develop The Marlowe's growing influence as a key strategic partner and influential cultural leader locally, regionally and nationally.
- Represent The Marlowe publicly and attend relevant conferences, seminars and other industry forums.
- Develop good, productive relations with the press and other media acting as spokesperson for the theatre.
- Promote, advocate and lobby for the work of The Marlowe, raising the profile with key decision-makers and the public

and continually seeking opportunities to further the aims and interests of the organisation.

4. Person Specification

The ideal candidate will be an experienced and effective leader within the performing arts, commercial entertainment, or creative industries with proven success in running a successful organisation with a significant turnover and a large team. The candidate will have well-developed strategic and business planning ability, strong financial and commercial acumen, entrepreneurial flair and excellent communication skills.

The key experience, skills, qualities and knowledge sought are:

Experience

- A strong track record of successful leadership at a senior level, managing large teams and significant budgets.
- Demonstrable experience in growing and developing business using commercial acumen and entrepreneurial flair.
- Proven experience of successfully leading a team and stakeholders through periods of significant change and growth.
- Experience in setting strategy and business planning to support a vision.
- Experience in initiating, managing and sustaining effective relationships with a diverse range of organisations and individuals.
- Experience in contract negotiation.
- Experience of venue management or running a building based theatre would be an advantage.

Skills and qualities

- An inspirational and motivational leader with empathy and understanding of the full range of talents and skills across a cultural organisation.
- An ambitious, creative and strategic thinker.
- Ability to balance creative risk and ambition with sound financial management.
- Commitment to creative projects, community engagement, learning and access for all.

- Excellent interpersonal skills with the ability to represent the theatre externally to a wide range of stakeholders.
- Well-developed networking and advocacy skills, with the ability to broker and maintain trust-based relationships with a wide variety of people and organisations.

Knowledge

- Knowledge of theatre product, with a range of contacts and networks within the theatre or entertainment industries.
- Knowledge and understanding of the cultural sector.

5. Summary of Terms of Employment

Contract	Open-ended, full-time
Salary	Competitive salary
Notice period	Six months' notice on either side
Probationary period	Six months, with one month's notice
Holidays	25 days holiday plus Statutory Bank Holidays
Relocation	The Chief Executive will be expected to live within easy commuting distance of the theatre. Costs towards relocating will be negotiable.

6. How to Apply

Please send a CV and covering letter (no more than 3 sides of A4), stating why you think you are suitable for the job, to Heather Newill, Director AEM International, on hnewill@aeminternational.co.uk (preferable), or to 10 Church Street, Framlingham, Suffolk. IP13 9BH.

Application deadline: Friday. 13th April 2018