



Capital Theatres Chief Executive

Briefing Document 2019

Contents

Letter from the Chair	3
About Capital Theatres	4
The Role	7
Key Responsibilities	8
Person Specification	9
Summary of Terms	10
How to Apply	10

Letter from the Chair



Dear Candidate

Thank you for your interest in the role of Chief Executive of Capital Theatres.

Capital Theatres is a charitable trust which operates three of Edinburgh's most exciting and successful performing arts venues – The Festival Theatre, the King's Theatre and The Studio.

The Festival Theatre was developed and opened in 1994 as Edinburgh's opera house and now also presents an international programme of contemporary dance, musicals, ballet and large-scale drama. The King's dates back to 1906 and currently welcomes to its stage a varied programme of drama, children's theatre, pantomime and local amateur companies. The Studio opened in 2013 providing rehearsal facilities, a venue for small scale touring drama and a space for the development of new work.

Our venues play a key role each August in the Edinburgh International Festival – the world's leading arts Festival – presenting a programme of opera, drama and dance.

Capital Theatres provide a vibrant and fulfilling workplace – we were recently named in the top 100 Best (not for profit) Companies to work for in The Sunday Times and we are accredited to 'Silver' status in Investors in People, the standard bearers for better people management. We encourage a healthy work life balance and have several initiatives to support our staff.

We are looking for an outstanding individual for the role of Chief Executive, someone who can confidently lead our organisation but can also thrive in a wider, strategic sectoral role within Edinburgh, Scotland and the UK.

Thank you again for your interest in our organisation and good luck with your application.

Professor Dame Joan Stringer
Chair
Capital Theatres

About Capital Theatres

HISTORY

The Empire Theatre Trust was established in 1991 and started trading in 1994 managing the new Festival Theatre on the site of the old Empire Theatre. The Trust's name was changed to Edinburgh Festival Theatre Trust in 1992 before becoming Festival City Theatres Trust in 1998 when it took on the operation of the King's Theatre. In the summer of 2013 the Trust fulfilled its ambition to create The Studio – a new, purpose-built rehearsal and performance space – built to the back of the Festival Theatre and becoming the organisation's third venue.

In February 2018, the Trust changed its name to Capital Theatres to establish a unifying 'home' brand for its venues.

OUR THEATRES

At just over 2,300 square feet, the **Festival Theatre** stage is the largest performance space in Scotland and the third largest in the UK. The Edinburgh home of Scottish Ballet and Scottish Opera and a key venue for the National Theatre of Great Britain and the Edinburgh festivals, the theatre has

gained a reputation as one of the world's leading dance houses. It has a seating capacity of 1,915 and a year-round programme that includes cutting-edge contemporary dance, large-scale musicals and event theatre, international ballet and opera productions and a variety of stand-up comedy and live music.

The **King's Theatre**, with its 1,300 seats, is Edinburgh's home of quality touring theatre. In addition to playing host to the greatest names in theatre, it is also a community theatre at heart, earning its place as 'the people's theatre' by remaining committed to supporting Edinburgh's long tradition of amateur operatic and musical societies. In each of the last two years its pantomime has played to over 95,000 paying customers. The building has undergone three significant refurbishments in its history and we are currently preparing for a further transformational capital development project costing approximately £23m and due to be completed in 2023, thus ensuring the theatre is fit-for-purpose for the 21st century.

The Studio is a flexible rehearsal and performance space for early years and small-scale theatre. It is available for hire.



OUR VISION AND MISSION

Our vision is to:

- inspire a life-long love of theatre

Our mission is to:

- present high quality shows that stimulate, entertain and engage
- engage our audiences with the heritage of our buildings
- inspire the diverse communities that surround us and encourage them into our venues
- support access to the arts for all
- connect with performers, producers and audiences locally, nationally and Internationally

OUR PROGRAMME

The legacy of our Chief Executive of seven years, Duncan Hendry, has been to establish a consistently high quality of programming that appeals to audiences of all ages. This has led to a significant increase in attendances and thereby our turnover has more than doubled.

Our next Chief Executive will need to share this commitment to securing the very best shows for our stages and the ability to bring them together to create an exciting programme of drama, contemporary dance, opera, ballet, children's theatre, musicals, pantomime, concerts and comedy.

Our theatres play an important role in the delivery of Edinburgh's major festivals – including Edinburgh International Festival, Edinburgh International Film Festival, Edinburgh Jazz and Blues Festival, Edinburgh International Children's Festival, Luminate and the Puppet Animation Festival.

Over the last five years the Trust has developed an extensive programme of creative learning to complement the shows on our stages and support access to the arts for all. We have been at the forefront in the UK of delivering “relaxed” performances and have presented some of the first dementia friendly performances in the world, across a range of genres.

In the last financial year, we sold over 500,000 tickets for 648 performances and reached 41,000 children, school attendees and students.

FINANCES

The consistency of a steadily increasing programme of work on our stages has brought financial stability to the organisation. The Trust's turnover has increased significantly in recent years, going from £6.6m in 2010/11 to £18.15m in 2018/19 and we now hold modest unrestricted reserves sufficient to withstand short term pressures in what can be a high risk business. This has been achieved against a backdrop of a steady reduction in funding from the local authority which has gone from £769,000 in 2015/16 to £ 594,000 in 2018/19.



OUR FUTURE

The Trust has enjoyed a very successful period of growth in recent years and is in a strong position artistically, reputationally and financially to move into its next era of success. We have the knowledge, experience and capacity to embark on an ambitious future programme that will confirm our position as one of the leading arts organisations in Scotland, and to develop a world-class position over the next five years. We will continue to develop the quality, depth and diversity of our artistic programme working across our three venues, as well as extending the theatres' reach both geographically and digitally through public engagement activities and dynamic marketing and communication strategies.

In the next four years, the Trust's focus will be on the redevelopment of the King's Theatre and its future role in the artistic ecology of the city. The project will cost approximately £23m and a Director of Development and expanded development team have been recruited to drive the fundraising programme. The new Chief Executive will be expected to devote a significant amount of time to the planning, fundraising and delivery of the project on behalf of Capital Theatres.

Capital Theatres has recently been designated the lead partner in a new group of Edinburgh theatre organisations, established by the City of Edinburgh Council as strategic partners, with the aim of encouraging much greater co-operative partnership and supportive working between the grouped organisations. The Chief Executive will provide leadership and direction to this group.

Further information on Capital Theatres can be found here:

Statutory Accounts

https://www.capitaltheatres.com/media/3878/ct_2019_statutory_accounts_trust.pdf

Annual Review

https://issuu.com/festivalandkingstheatres/docs/annual_review_2019

Further information on Scotland and Edinburgh can be found here:

<https://edinburgh.org/>

<https://visitscotland.org/>



The Role

The Chief Executive reports to the Chair and Board of Trustees of Capital Theatres and currently has responsibility for around 240 permanent, contracted and casual staff (FTE 125).

As one of Scotland's cultural leaders, the Chief Executive heads an organisation whose objective is to develop an industry leadership role for the Trust and its venues, balancing the artistic vision with commercial realities and financial discipline, ensuring political, strategic and profitable relations throughout.

The Chief Executive must provide artistic and business leadership to Capital Theatres, its management team and staff, and provide sound artistic and business advice to the Board, ensuring effective implementation of its policies and decisions. The Chief Executive must also demonstrate commitment to the Trust's equality and access policies.



Key Responsibilities

LEADERSHIP AND MANAGEMENT

- Continue the development and maintenance of a clear strategic vision and mission for Capital Theatres, communicating it to staff, stakeholders and the public.
- Deliver artistic, commercial and service excellence through dynamic leadership and management.
- Develop and present a high-quality artistic programme across the Trust's three theatres.
- Manage the Trust's business on a fully commercial basis, developing and maintaining excellent relationships with visiting and commercial managers.
- Lead, manage, motivate, inspire, develop and support the management team and staff to ensure the efficient, effective and professional management of all resources, driving the business planning and budgetary process to maximise income.
- Attend Project Board meetings for the redevelopment of the King's Theatre, working with the Chair and Director of Operations, overseeing the project team to ensure that the construction process moves forward on time and within budget, leading to successful completion by the spring of 2023.
- Work closely with the Chair and Board, providing policy and management support and advice on corporate governance and other issues affecting their roles and responsibilities.
- Support the Trust's commitment to sustainability in all of its activities.

STRATEGIC AND ARTISTIC RELATIONS AND REPRESENTATION

- Maintain excellent relationships with City of Edinburgh Council, Creative Scotland, the Scottish Government and other statutory and voluntary supporters, driving the active management and development of funding streams, fundraising programmes and commercial initiatives. Develop key sustainable partnerships with corporate sponsors and other potential funders.

- Work with other arts organisations in Edinburgh and Scotland to ensure a more strategic, creative and efficient approach to delivery of work across the sector.
- Provide leadership to a group of theatre organisations in Edinburgh that have been designated by the local authority as strategic partners, with the aim of providing an exciting and coherent theatre programme across the city.
- Liaise with producing theatres in Edinburgh, Scotland and the UK on the production and co-production of increased volumes of work to be presented on our stages and across Scotland. As a member of Music and Lyrics, Dance Consortium and the Touring Partnership, input into consortia productions.
- Represent and communicate effectively the aims and objectives of Capital Theatres to the public, media and external organisations, through cohesive plans and strategies.

FINANCE AND FUNDRAISING

- Ensure the functioning of Capital Theatres as a viable business, including the effective financial management and development of the Company, and the containment of expenditure and commitments within available resources.
- Lead the campaign to raise funds for the redevelopment of the King's Theatre, working with the Chair, Director of Development and Campaign Board to produce an income stream appropriate to the budgeted expenditure plan.

Person Specification

The post requires an exceptional blend of leadership, business management, operational and commercial skills, and an in-depth knowledge of the performing arts.

SKILLS/ABILITIES

- Ability to think strategically and pragmatically, to develop and implement the vision for Capital Theatres and to turn artistic and cultural inspirations into reality.
- Financial awareness with the ability to understand the impact of artistic delivery on financial outcomes.
- Entrepreneurial flair and focus with the ability to recognise and exploit commercial opportunities.
- Sound judgement in identifying product which will maintain the theatres' reputation as quality venues while at the same time attracting the largest possible audience and delivering a commercial outcome.
- Strong interpersonal skills and ability to manage and motivate the management team and staff, inspire excellence and lead a large organisation.
- Ability to work successfully with the Chair and Board in a strong company environment.
- A willingness and ability to work flexible hours to meet the particular needs of the business of theatre, and the strength of influence to persuade senior colleagues to do likewise.
- Ability to foster good relationships with a wide variety of people and organisations.
- An empathy with, and passion for, the Arts.

KNOWLEDGE/EXPERIENCE

- Strong proven leadership in a diverse organisation or similar complex context.
- Track record of successful senior management in the Arts, preferably but not necessarily in receiving theatres of comparable status to the King's and Festival Theatres.
- Experience of theatre production, co-production and touring for mid- and large-scale theatres.
- Experience of operating in a commercial environment with demonstrable skills in financial management and negotiation.
- Experience of managing significant budgets and business management.
- Understanding of the political dimensions within which the Trust operates, including the decision-making processes of local and national government, and the work of other strategic bodies.
- Ability to deliver on major projects.
- An understanding of the fundraising landscape and the ability to meet the demands of a significant capital project.

Summary of Terms

Salary	Commensurate with a position of this importance
Contract	Open-ended
Probationary period	Six months, with one month's notice
Notice period	Six months
Pension	An employer's contribution of 8% to the Trust's Group Personal Pension plan
Additional benefits	Life assurance of three times salary
Holidays	25 days, plus 10 statutory days
Relocation	A relocation package is negotiable.

How to Apply

Please send a CV and letter of application, addressing how your experience matches the job description and person specification, to Heather Newill, Director AEM international, either by email to hnewill@aeminternational.co.uk or by hard copy to AEM international Ltd, 22 Well Close Square, Framlingham, Suffolk, IP13 9DS.

The letter of application should be no longer than 3 sides of A4. All applications will be acknowledged.

For an informal conversation about the role, please call Heather Newill on + 44 (0) 1728 660026.

Deadline for applications: Friday 30 August 2019



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