



CANDIDATE BRIEFING DOCUMENT

LEICESTER THEATRE TRUST

CHIEF EXECUTIVE

OCTOBER 2010

1. Background information

Leicester Theatre Trust (LTT) is the independent charitable organisation that runs Curve, Leicester and Leicestershire's new producing theatre. LTT is revenue funded to £2.85 million by Arts Council England, Leicester City Council and Leicestershire County Council.

Curve was commissioned and developed by Leicester City Council as a key element in the city-wide regeneration programme with funding from Leicester City Council, Arts Council England National Lottery, East Midlands Development Agency, Leicestershire Economic Partnership and the European Union (ERDF). Curve and Phoenix Square, the City's new digital media centre, form the centre of the city's new Cultural Quarter. The £61m building was designed by award winning architect Rafael Viñoly with the inspiration to build an "inside-out theatre", a series of flexible spaces that could be opened to view, with aspects of theatre making and processes clearly visible. It comprises two flexible auditoria of 800 and 400 seats and employs a staff team of nearly 100.

Curve opened in November 2008 and is one of the most technologically advanced theatres in the UK. To date the venue has attracted over 300,000 ticket sales for its varied programme of work, including LTT's own productions, visiting national and international companies and shows produced by Leicester's many vibrant, community arts groups. Its own productions - *Lift Off*, *Simply Cinderella*, *In-I*, *The Pillowman*, *As You Like It*, *The Light in the Piazza*, *All My Sons*, *Fastest Clock in the Universe*, *Peter Pan*, *The Lieutenant of Inishmore* and a large scale community production of *His Dark Materials* – have received national acclaim, regularly achieving four or five star reviews.

Curve has also hosted a range of conferences and commercial events including the Arts Marketing Association annual conference.

Turnover in 2009/10 was £5.8m.

In February 2010, LTT was successful in achieving a £1m award from Arts Council England's Sustain Programme. The grant has enabled the company to weather the effects of the recession, develop a new business model and maintain the quality and scope of its programming. The current Autumn/Winter Season is selling well with ticket sales and box office income significantly up on the previous season.

Leicester Theatre Trust has appointed an experienced Interim Chief Executive, Pat Weller, to provide continuity and leadership for Curve until the end of March 2011.

Further details of Curve's programme and activities can be found on the website: www.curveonline.co.uk

2. The Role

The role of the Chief Executive of Leicester Theatres Trust is to provide strategic and operational leadership for the organisation, ensuring financial stability and creating an environment in which Curve's artistic remit can flourish. Through the development and implementation of an integrated artistic vision and business strategy, the Chief Executive will further develop Curve's reputation and profile within the local and regional communities, as well as nationally and internationally.

The Chief Executive reports directly to the Chair and Board and works closely with the Artistic Director. The Chief Executive holds overall accountability for the financial and operational success of the organisation.

The Chief Executive is directly responsible for a Senior Management Team currently comprising: Artistic Director, Communications Director and Deputy CEO, Finance Director, Technical Director and Executive Producer.

3. Responsibilities

Leadership and Management

- In association with the Senior Management Team, Board and funders, lead the development, implementation and review of Curve's Business and Development Plans, ensuring the theatre is able to deliver its artistic programme within the financial constraints under which it operates and has well established and effective planning processes and timelines.
- Provide consistent, clear leadership to the organisation, overseeing the smooth day-to-day running of the theatre and creating a best practice, positive working environment that encourages a cohesive team approach to fulfilling the vision and mission of Curve. Manage the make-up and performance of the Senior Management Team, providing appraisals, training and development as required.
- Support the Artistic Director and artistic team in developing and producing world-class theatre and an exciting, innovative programme that delivers Curve's artistic remit and actively seeks to broaden its audiences.
- In conjunction with the Senior Management Team, oversee the financial integrity and efficiency of LTT, developing strategies and controls to ensure that appropriate financial and audit processes are in place and are maintained; that Curve finances and cash flow remain within the financial and risk parameters of the Business Plan; and that earned income from all possible sources is maximised and costs controlled.
- With relevant team members, develop an effective and deliverable fundraising strategy to generate revenue from both public and private sources. Ensure all opportunities for increasing income from commercial activities are maximised and initiate key strategic business relationships where appropriate.

- With the Communications Director develop branding and marketing strategies for Curve, ensuring an imaginative and effective approach to audience development and the promotion of all activities. Maintain an overview of public and customer perception of Curve and take appropriate steps to ensure as positive a response to the organisation and its work as possible.
- Ensure that Curve's participation and learning programme (Experience Curve) reaches all areas of the community, continues to develop, and remains central to its work.
- Ensure compliance with all legal obligations and requirements including Company and Charity Law, Equal Opportunities, Insurance, Health & Safety, Employment Law, Data Protection, Child and Vulnerable Adult Protection, etc.
- Report to, and work effectively with the LTT Chair, Board and its sub-committees, attending Board meetings and ensuring members are kept fully informed of all business relating to Curve.

Strategic Relations

- Maintain positive and productive relationships with Arts Council England East Midlands, Leicester City Council and Leicestershire County Council and ensure that relationships with other business partners, stakeholders, sponsors and customers are successfully developed and managed.
- Develop new creative and strategic partnerships and networks to ensure that LTT continues to be recognised for its contribution to the cultural, social and economic well being of the city, county and region.
- With the staff team, ensure that the customer experience of all aspects of Curve is entirely positive and complies with all statutory requirements.
- Build positive and productive relations with the press and other media acting as spokesperson for Curve.

Communications and Representation

- Lead the implementation of an effective and rounded communications strategy for Curve's work internally and with external partners.
- Promote the LTT core values to both personnel and customers, including visiting artists, with an emphasis on the core values of diversity and equality.
- Provide excellent advocacy for LTT, promoting and raising the profile of Curve with key decision-makers, the media and the public locally, regionally, nationally and internationally; continually seek opportunities to further the aims and interests of the organisation.
- Represent Curve at meetings, conferences, public events and other forums when required.

4. Key Success Criteria

The Chief Executive's performance will be measured against the following criteria:

- The Curve operation is delivered efficiently, with a motivated personnel team working to a clear vision and achieving positive public and funding partner feedback.
- Financial targets are met and where necessary timely contingency action is taken to ensure the Business and Development Plan remains viable.
- Feedback from both public and the theatre sector demonstrates that Curve is fulfilling its vision to create and promote excellent new theatre.
- An increasingly positive profile for Curve encompasses a growing national and international reputation.
- Forward planning and long-term strategy is continuously reviewed and the Business and Development Plan adjusted as required to maintain appropriate long term aims and objectives.

5. Person Specification

The Chief Executive will be a senior executive in the performing arts with a proven track record of working successfully with creative people and leading a large team in the production and delivery of high quality performances or events. He or she will have experience in strategic and financial planning, excellent interpersonal skills and a track record in building effective partnerships with a wide range of stakeholders. A commitment to learning and development and to extending participation in the theatre and wider arts is essential.

An understanding and experience of the artistic process, contract negotiation and some knowledge of theatre repertoire are also important. The following experience, skills, knowledge and personal qualities are sought:

Experience

Essential

- A proven track record as a leader, managing significant budgets and teams in a high profile performing arts organisation.
- Experience in strategic thinking, business planning, policy setting and implementation.
- Demonstrable experience of growing an organisation through commercial activity, marketing and sponsorship.
- Experience of working or collaborating with creative people, ideally in a relationship with an Artistic or Creative Director.
- Experience of working in some capacity in an organisation producing or creating new work.
- Experience in initiating, managing and sustaining effective partnerships with a diverse range of organisations and individuals.

- Experience in successfully advocating and lobbying for an organisation.
- Experience in networking at the highest political levels.

Desirable

- A track record of successful fundraising.
- Experience of working with a Local Authority and public funding bodies.
- Experience of working with, and reporting to a voluntary Board of Trustees.

Skills

- The ability to lead, inspire and motivate a team and win the confidence and respect of colleagues and external contacts.
- Proven team-building skills – committed to developing staff potential.
- Ability to manage risk intelligently within an entrepreneurial and creative environment.
- Financial and commercial acumen.
- Excellent interpersonal skills with ability to broker and maintain trust-based relationships with a wide variety of people and organisations.
- Collaborative skills, with proven ability to work effectively with creative individuals and enable artistic excellence to flourish.
- Good negotiating and advocacy skills.
- Excellent communication and presentation skills to include accurate writing, articulate public speaking and good listening skills.
- Ability to act as spokesperson for Leicester Theatre Trust, representing the organisation in the city and beyond.

Knowledge

- Wide range of contacts and networks in the arts and cultural sectors.
- Knowledge of the international arts and cultural scene.
- Knowledge of producing theatres and theatre repertoire.
- Knowledge and experience of arts funding systems is desirable.
- Knowledge of Leicester and/or Leicestershire is desirable.
- A commitment to locate to the region and be available to be at the theatre when required is essential.

Personal qualities

- Committed to artistic innovation and excellence.
- Committed to equal opportunities.
- Committed to high standards of customer service and care.
- Committed to learning and development.
- High standards of professional and personal behaviour.
- Clear thinker and excellent decision maker.

- Effective networker and influencer.
- Diplomatic, politically astute.
- Flexible, pragmatic and open-minded.
- Resilient

6. Terms and Conditions

Contract	Permanent, full-time
Salary	Not less than £70,000
Pension	5% employer contribution; minimum 2.5% employee contribution
Life Insurance	Twice annual salary
Probationary period	6 months' probation, with one month's notice
Notice Period	6 months
Holidays	25 days plus 8 Public Holidays per year (rising by a day a year after two years)
Relocation	Negotiable

For further details, please contact Heather Newill, Director, AEM International Ltd. on 07866 546117 or hnewill@aeminternational.co.uk or visit Curve website: www.curveonline.co.uk