

**Liverpool and Merseyside Theatres Trust
Recruitment Pack
for
Managing Director**



A Midsummer Night's Dream, Everyman, 2015

Background

Liverpool and Merseyside Theatres Trust Ltd (LMTT), a registered charity, is the umbrella company for the city's Everyman and Playhouse theatres - two distinct theatres, a mile apart, which together make up a single artistic force.

Our mission is to reflect the aspirations and concerns of our audiences, to dazzle and inspire them, welcome and connect with them, nurture the artists within them and fuel their civic pride. Wherever these connections happen – whether in our theatres, in the community, in schools, or outside Liverpool – we hope to ignite the imagination, explore what it is to be human, and always to exceed expectation.

The journey since LMTT's formation in 1999 has been extraordinary, establishing the presence and the profile of Liverpool's theatres both nationally and internationally. Artistic Director, Gemma Bodinetz and Executive Director, Deborah Aydon joined the theatres in 2003 as joint Chief Executives. Under their leadership, the company has been transformed artistically and physically to become the celebrated theatrical force it is today. In 2014 the new Everyman opened to critical and audience acclaim, winning countless awards including the RIBA Stirling Prize, and truly becoming 'An Everyman for Everyone.'

For an organisation formed just 17 years ago, LMTT's impact and growth has been remarkable. As well as producing one of the most acclaimed artistic programmes in the country, we have steadily built audiences, developed deep and authentic roots in our community and created a youth engagement programme that has become a kite-mark for inspirational practice.

However, the world in which we operate is now unrecognisable from the world of even five years ago. If the Everyman and Playhouse are to remain vibrant, relevant, resilient and inspiring, a fresh, bold and imaginative new approach is needed.

Given the extraordinary success of recent years, and the impact that our artistic and engagement programmes can have, we need to step forward boldly and imaginatively. A gradual or slight change would not deliver what the E&P are capable of. And so, with the support of Arts Council England, we have conducted an intensive and creative planning process to reimagine the Everyman and Playhouse for the future.

The result is a new five-year plan that will combine artistic inspiration with financial resilience; dazzling quality with generous humanity; deep roots in our time and place with readiness for the future. We aim not only to strengthen our own organisation, but also to benefit the wider arts ecology, and to nurture those who will make and enjoy theatre for many decades to come.

This plan has the full support of our board and lead funders (Arts Council England and Liverpool City Council) and we are now embarked on the change programme that will deliver a new way of working from 2017.

Key to driving forward our vision for the future will be the recruitment of an exceptional and dynamic individual to the new role of Managing Director.

You will be joining the company at an extraordinary point in its history. While the change programme is now underway and many of the foundations for our new model will soon be in place, there will be abundant opportunity to help shape the E&P's future, and to have a direct, personal impact on the future success of Liverpool's theatres.

The Future

A New Model

From 2017, the E&P will have a new artistic model. This model will distil the E&P's creative strengths; will allow us to respond more strongly than ever to our time and place and those with whom we share them, and is geared to have a positive impact on the national and local theatre ecology. Until the new model is announced in April, it is necessarily confidential. A copy of the announcement will be provided to candidates who have expressed an interest in the role, and shortlisted candidates will receive full details of the Five-Year Plan prior to interview.

A Mandate for Change

To support the new artistic model, we are now embarked on a comprehensive programme of change. This includes extensive R&D for the new artistic model, which has elicited an overwhelmingly positive response from colleagues around the country. A fresh approach to marketing and audience development includes research into existing and potential audiences; focussed targets for extending our embrace; a new pricing strategy, and work on brand and communications. Fundraising has been an area of exceptional growth in recent years, and we are making excellent progress in raising funds for investment in developing and delivering the new model.

Key elements which particularly relate to this role include:

A New Board

A strong and loyal board remained in place throughout the redevelopment of the Everyman, providing invaluable stability and continuity of knowledge. Many members are now some years beyond the usual term of 3 + 3 years, and so we have begun a programme of board renewal. A search is underway for a new Chair to lead the board into and through the Five-Year Plan, and two new appointments will be announced in April.

Organisational Design

LMTT's greatest strength is its exceptionally skilled and committed team. The organisational structure has been redesigned to fit the new model, and this is currently being reviewed and refined prior to implementation in May-June. The recruitment of the Managing Director is a pivotal element of the new structure. Key to the new organisational design will be processes and ways of working which are tailored to the new model; highly effective, and which develop the organisation and the people in it. In all areas of our work, we are committed to increasing diversity, guided by a comprehensive Diversity & Equality Action Plan. While the first stage of organisational change will be complete prior to the Managing Director's arrival, you will have the opportunity to drive the second stage, bringing your experience and creativity to bear on shaping and embedding new ways of working across the organisation.

A New Commercial Model

A relatively new but rapidly growing hires and events business will be nurtured to deliver significant income and to support audience involvement. A new catering model is being developed, and we are currently inviting Expressions of Interest from potential partners who might help us shape and deliver the food and drink offer at the Everyman. The development of commercial income will be an important focus in the years ahead, and the Managing Director will be invited to bring fresh and entrepreneurial thinking to the table.

The Role

In this newly created leadership role, the Managing Director will work closely with the joint Chief Executives to form a new Executive Team.

You will play a central role in leading and facilitating the successful delivery of LMTT's Five-Year Plan and the continual development of the business, with a particular focus on Finance, Operations, Commercial and HR.

You will deputise for the Chief Executives both within and outside the organisation, and provide inspirational leadership to the staff team.

The Managing Director will report to the Executive Director and to the Board of Directors. You will have Executive responsibility for the financial, operational, commercial and HR elements of the business. Due to the organisational change that is currently underway, the envisaged structure is necessarily confidential. Details will be provided to shortlisted candidates prior to interview.

Strategic Aims

The six aims that will drive the E&P in the next five years are: -

1. To deliver a unique and popular artistic vision with an international reputation.
2. To contribute to the cultural, economic and social development of Liverpool, the North and the UK.
3. To achieve financial resilience, via increased and more sustainable income from a range of sources.
4. To be enjoyed, engaged with and cherished.
5. To nurture the future generations who will make and relish great theatre.
6. To be an effective, humane and dynamic organisation.

Job Purpose

- To support the successful delivery of LMTT's business plan through inspirational leadership and strategic development of the business.
- To evolve financial strategy in order to support and increase LMTT's financial resilience.
- To lead LMTT's HR policy and practice, combining effective business operation with an inclusive, dynamic and developmental culture.
- To ensure lean, purposeful and effective operations and business processes in all aspects of LMTT's work and oversee the preservation and development of LMTT's assets.
- To oversee the operations and development of LMTT's commercial business and offer, ensuring high quality, distinctiveness and maximum profitability.
- To take Executive responsibility for all legal and compliance matters and for risk management across the organisation.
- To deputise for the CEOs as required.

Key Responsibilities

Leadership & Strategic Development

- Contributing to the development of the overall strategic vision for the organisation and taking particular responsibility for delivering and developing the financial, operational, commercial and HR elements of LMTT's Five-Year Plan.
- Providing Executive leadership during change implementation across the organisation.
- Leading the embedding of a developmental, entrepreneurial and inclusive culture across the whole organisation.
- Providing Executive leadership and inspiration across the organisation, and providing clear direction in the absence of the Chief Executives.
- Building effective strategic relationships with organisations and individuals, locally, nationally and internationally, who will help advance LMTT's aims.
- Representing LMTT and deputising for the Chief Executives externally as required, acting as an advocate and ambassador for the organisation in all relevant contexts.

Organisational Development

- Driving the second stage of organisational change, flowing on from restructuring and initial process design undertaken prior to the post holder's arrival.
- Ensuring that LMTT's Diversity and Equality Action Plan is lived across the organisation and that targets, policy and practice are regularly reviewed and developed.
- Developing and overseeing highly effective internal communication and management processes across the organisation.
- Developing and nurturing a culture of collaborative and cross-functional working and supporting project managers in developing an effective leadership approach.
- Developing and implementing evaluation processes to inform strategic development.
- Working with appropriate colleagues to develop business and strategic analysis to determine the viability of any new projects or activities that may be proposed as a means to enhance LMTT's impact, resilience and effectiveness.

Financial Strategy

- Working with the Executive Director to implement and develop financial strategy in order to increase LMTT's resilience in a shifting funding landscape.
- Providing financial analysis and interpretation to the Executive Director and Board as required.
- Making financial reports to the Board and Finance Sub-Committee and advising on strategic financial development.
- Ensuring timely and clear financial reports and quarterly, annual and long-range budgets and cash flow forecasts are produced for discussion with the Executive Director and presentation to the Board and Finance Sub-Committee.

- Ensuring that appropriate financial and operational controls and reports are in place to support cost control and financial resilience.
- Ensuring effective systems are in place to manage the day to day financial operations, robust sign-off procedures are operating, and all statutory obligations (e.g. HMRC, Charity Commission and Companies House) are met.
- Ensuring that all reporting requirements are met for public and private sector funders.
- Maintaining an up-to-date overview of financial, tax, administrative and operational best practice, and ensuring that the organisation complies with all legal and statutory obligations.

Operations & Commercial

- Ensuring operational effectiveness across all of LMTT's business processes and developing these processes as needed.
- Ensuring strategic plans are in place and operational to support the maintenance, protection and development of LMTT's assets.
- Overseeing company-wide planning to ensure the most effective and strategic use of resources.
- Taking Executive responsibility for maximising the profitability of LMTT's commercial trading activity, including management oversight of contracts and the negotiation and monitoring of new external contracts if applicable.
- Identifying, testing and exploiting new opportunities that may arise in the form of income generation and/or cost saving measures, including shared services and other forms of collaboration, in order to enhance LMTT's resilience and effectiveness.
- Overseeing LMTT's trading subsidiaries: Liverpool Everyman & Playhouse Trading Ltd and Liverpool Everyman and Playhouse Productions Ltd.

Human Resources

- Leading the development and implementation of an effective HR Strategy for LMTT, including performance management processes and opportunities for team and individual development and performance improvement.
- Taking the operational lead on the HR Strategy to ensure that it is operating effectively, and acting as HR mentor to the Senior Management Team and Heads of Department.
- Developing and embedding working processes which ensure the most effective use of resources and which deploy and cultivate the talents of the staff team to best effect.
- Leading union and Staff Representatives negotiations as required.

Legal, Contracting, Risk & Compliance

- Overseeing contracting across the organisation, ensuring that the financial implications of contracts have been allowed for in all budgets.
- Taking overall responsibility for legal compliance and good practice compliance within charity and corporate law, and acting as the main point of contact with external legal advisors.

- Taking lead responsibility for LMTT's policy and practice as regards Health and Safety, Child Protection, Employment Law, and other compliance matters.
- Taking responsibility for organisation-wide risk management and disaster recovery plans.
- Overseeing liaison with insurance providers, including regular review of policies and negotiation of appropriate cover.

Governance

- Acting as company secretary for LMTT and its subsidiaries.
- Planning, servicing and reporting to the meetings of Boards of Directors and sub-committees.
- Ensuring effective induction of new Board members.

LMTT is engaged in a wide-ranging programme of organisational change and it must be expected that the role will develop as the organisation moves forward. This job description is therefore a guide to the nature of the work required of the Managing Director: it is not wholly comprehensive or restrictive and will be reviewed with the post holder as required.

Our Ideal Candidate

You are a highly motivated and inspiring leader, with a demonstrable track record in strategic and financial business planning and delivery, and operational management within a complex, building-based organisation. Evidence of previously leading a team through change will also be important.

You are likely to be a senior manager in the arts, entertainment, creative industries or wider cultural sector. If from outside the cultural sector, you must be able to demonstrate interest in and enthusiasm for the arts and the work of the E&P. In either event, you will share our commitment to theatre which is brilliant, daring, humane, forward-looking, relevant and popular.

Leadership, communication and analytical skills are essential, together with commercial acumen. You will bring clarity and imagination to resource management and the development of effective systems. You will have very good finance skills and an ability to present and interpret financial data and information. You will have an aptitude for creative problem solving and managing complex projects with significant risk profiles effectively and within budget.

You have an excellent working knowledge of good practice in human resource management and experience of developing performance across a large team. You share LMTT's ambition to develop talent across the organisation, and our commitment to promoting diversity in all areas of our work.

You possess drive, resourcefulness, initiative, and a flexible attitude and you want to make a difference. This is an exciting and challenging new role and the post holder will be playing a major part in shaping the future of the E&P.

Experience & Knowledge

- Minimum of 5 years' experience in a senior management role within a complex, creative and goal-driven environment.
- Operational management within a building-based organisation.
- Successfully working with, and leading through, substantial organisational change.
- Financial management, strategy and accountability in a medium- or large-scale enterprise.
- Designing and managing effective business systems and processes.
- Ensuring effective communication across an organisation at all levels.
- Staff recruitment, management and development, and HR practice, policy and law.
- Proactively developing new income streams, initiating commercial activities and delivering profitable returns.

Skills & Qualities

- Highly developed interpersonal skills with the ability to lead, inspire and motivate a team and win the confidence and respect of colleagues and external contacts.
- Ability to lead and manage complex and multiple projects in a highly pressured and dynamic environment, to a high standard, on time and on budget.
- Strategic planning skills, including leading on business planning and implementation.
- Aptitude for collaboration and partnership working, both internally and externally.
- Excellent negotiation and advocacy skills.
- Computer literate and highly proficient in Microsoft Office and spreadsheet applications in particular.
- Ability to write clear and effective reports, budgets and schedules.

Personal Qualities

- Shared commitment to LMTT's values.
- Informed interest in LMTT's work.
- Open and inclusive management style.
- Creative problem-solver.
- Confident in building positive relationships at all levels.
- Excellent and persuasive communicator in a variety of contexts.
- Clear thinker and excellent decision maker.
- High standards of professional and personal behaviour.
- Diplomatic and politically astute.
- Flexible, resilient, pragmatic and imaginative.

Desirable

- Theatre/arts/cultural sector/charity experience.
- Experience of theatre/arts/charity governance and financial procedures.
- Knowledge of arts funding systems and principles.
- Experience of collaborating with creative people and teams.
- Health and Safety practice in public buildings.

Summary of Terms

Tenure: This is a full-time, permanent contract

Reporting to: Executive Director

Salary: Up to £60,000

Hours: 40 per week. The post holder will be required to work during evenings and weekends. No overtime is paid but time off in lieu will be given for hours in excess of the contracted 40 per week.

Annual Leave: Twenty-eight days pro rata per holiday year (1 January – 31 December) inclusive of all statutory English bank holidays.

Probation: Six months.

Notice Period: One month on either side during the Probation period; six months on either side thereafter.

Pension: A 5% contribution will be paid by LMTT to the post holder's pension schemes, providing the post holder is contributing 5% of their salary. The Company operates an auto-enrolment pension scheme. This employment is not contracted out of SERPS.

Residence It is essential for the post holder to live within easy commuting distance of Liverpool. Reasonable relocation contribution negotiable.

All other terms as per house agreement detailed in Staff Handbook.

Contact

For further details or an informal chat about the position, please contact:

Heather Newill, Director, AEM International Limited - Arts Entertainment & Media Executive Search
Email: hnewill@aeminternational.co.uk Tel: 01728 660026

How to Apply

Please send your CV with a letter detailing how you meet the Person Specification and why you want this job (max 3 sides A4) to our recruitment consultant:

Heather Newill, Director, AEM International at hnewill@aeminternational.co.uk (preferable) or by post to AEM International Ltd, 10 Church Street, Framlingham, Suffolk. IP13 9BH.

Applications should be received by Friday, 29th April 2016.

Interviews will be held in Liverpool during the w/c 23rd May