

AUCKLAND
THEATRE
COMPANY

ASB
Partners with passion.

AUCKLAND THEATRE COMPANY

CHIEF EXECUTIVE
CANDIDATE PACK

DECEMBER 2018



**KA POUA KI TE WHENUA,
KA TORO KI TE RANGI.**

**Grounded in the land, stretching to the sky.
The idea is organic-self-seeded,
but the potential is limitless.**

*“When we mention the word wellbeing we think about the arts;
when we mention the word community we think about the arts.
When we mention togetherness, identity, culture, our heritage,
we think about the arts. I believe arts and creativity are integral
and inseparable parts of what it is to be human. My goal, and my
government’s goal, is to help that flourish.”*

RT HON JACINDA ARDERN
**PRIME MINISTER OF NEW ZEALAND
& MINISTER FOR ARTS, CULTURE AND HERITAGE**



“Auckland Theatre Company is Auckland’s preeminent theatre company. It is a leading voice in keeping the cultural flame alive politically, regionally and nationally in Aotearoa NZ. A loved and trusted brand, ATC is synonymous with quality and professionalism and boasts a strong base of loyal subscribers. Over the last 26 years the company has built an excellent reputation for high calibre, intelligent theatre presentations on a scale unmatched by any other local companies. We are able to attract first rate creative teams and actors at the top of their game. We are very proud of our achievements in the Creative Learning arena.”

COLIN McCOLL

**ARTISTIC DIRECTOR
AUCKLAND THEATRE COMPANY**

“Auckland Theatre Company (ATC) plays a very significant role in New Zealand’s arts and theatre ecology and runs Auckland’s key mid size venue the ASB Waterfront Theatre. The Company has a well deserved reputation for the quality and range of its work. Resident in NZ’s most diverse major city, ATC serves and gives voice to a wide range of perspectives and communities.”

STEPHEN WAINWRIGHT

**CHIEF EXECUTIVE
CREATIVE NEW ZEALAND**



"The ASB Waterfront Theatre has been a great addition to the Auckland theatre scene. Since opening, it has successfully filled a gap in the city by offering a modern, state of the art venue with less than 1000 seats to producers. The venue team is first class. Lunchbox Theatrical Productions had great success at the ASB Waterfront Theatre with the recent production of the Tony & Olivier Award winning The Play That Goes Wrong and looks forward to a successful season at the venue with the upcoming international production of The Mousetrap in April 2019."

JAMES CUNDALL

**CHIEF EXECUTIVE
LUNCHBOX THEATRICAL PRODUCTIONS LIMITED**

"The ASB Waterfront Theatre is a superb luxury purpose built performing arts venue. New Zealand International Film Festival were delighted to work in partnership with the Waterfront Theatre Trust to outfit it with state-of-the-art Digital Laser Cinema Projector Technology ensuring that it is also a superb place to watch a movie and an integral part of NZIFF. The dedicated team at the theatre have been a true pleasure to work with. They have welcomed NZIFF with open arms and always strive to ensure the best possible customer experience in all facets of their operation. We look forward to a long, successful relationship."

SHARON BYRNE

**GENERAL MANAGER
NEW ZEALAND INTERNATIONAL FILM FESTIVAL
(NZIFF)**



Invitation from the Chair

On behalf of the Board of Auckland Theatre Company, I welcome your interest in the role of Chief Executive.

Auckland Theatre Company is undergoing a period of development and growth as it examines its evolving role from a theatre producer to a producing theatre; curating and presenting a diverse range of works primarily in its own theatre, but also more widely for the people of Tāmaki Makaurau, Auckland.

The Company is actively advocating to increase the diversity, reach and sustainability of performing arts in Auckland, New Zealand's most ethnically diverse city.

We are seeking an inspiring individual to fill the role of Chief Executive to lead Auckland Theatre Company through this period of transformation. The appointee will work in close collaboration with the Artistic Director and Board to deliver programming that realises the Company's artistic and financial goals. The appointee will be responsible for developing and delivering the Company's strategic vision, which includes broadening ATC's audience base together with a diversification and amplification of its revenue from other sources.

The Board is seeking applications from individuals ready to take on the challenge of this position. It is expected the new Chief Executive will be ready to take up the role in the middle of 2019 for an initial five-year contract.

We invite you to consider the exciting opportunity to have a real impact on the community and country of New Zealand through this unique position in Auckland.

GORDON MOLLER
BOARD CHAIR, AUCKLAND THEATRE COMPANY

History of Auckland Theatre Company

"Auckland Theatre Company arose from the ashes of the Mercury Theatre, which closed its doors for the last time in March 1992. The vision was to restore to the city an ongoing professional theatre company: a place of employment and enjoyment; of aspiration and inspiration. A quarter of a century later, ATC has blossomed into one of the country's largest arts organisations and the county's flagship theatre company: a platform for new work, a place of training for new artists and a world-class stage to showcase our most senior theatre talent."

SIMON PRAST
AUCKLAND THEATRE COMPANY FOUNDING DIRECTOR

From the small beginnings of two annual productions and a full time staff of two, the Company went from strength to strength. Increasing the number of annual productions, adding on a Literary Unit and an education programme. As the Company grew so did the desire for a permanent home. After seven years of fundraising the Company raised \$36 million and built their very own state-of-the-art, spoken word, Green Star theatre in the heart of

Wynyard Quarter. The creation of ASB Waterfront Theatre has not only cemented the Company's reputation as a producer of quality theatre but also established its place in Auckland's vibrant arts scene as a premier venue for hire. 26 years and 176 productions later, the Company now boasts an annual subscription season of 6-8 works, well respected Creative Learning and Literary programmes, permanent studios and a theatre to call home.



“ATC’s Creative Learning department connects thousands of children, young people and teachers to our work throughout the year. Whether it’s introducing theatre to the youngest audiences, bringing the curriculum to life, connecting with teenagers or supporting the next generation of theatre-makers, Creative Learning is at the heart of what we do. Our Mythmakers touring project introduces live theatre to thousands of children every year, while the ATC Ambassador scheme and the annual ATC Summer School promotes access and participation. Every April school holidays our HERE & NOW Festival ensures young voices are telling their stories on stage at the ASB Waterfront Theatre.”

LYNNE CARDY

**ASSOCIATE DIRECTOR
AUCKLAND THEATRE COMPANY**

“Auckland Theatre Company acknowledges the importance of Toi Māori to mana whenua and Māori whānui across Auckland. The ATC Māori Partnership Strategy and ATC Pacific Engagement Strategy determines that all arts organisations work to strengthen mātauranga toi and to grow arts participation and practice”.

HEREWINI EASTON

**MANA WHENUA CULTURAL ADVISOR
AUCKLAND THEATRE COMPANY**



What we do

Auckland Theatre Company produces its own season of works as well as operating ASB Waterfront Theatre, a brand-new 675 seat Green Star rated state-of-the-art theatre in Auckland's Wynyard Quarter.

From our Balmoral studios we produce an annual subscription season of 6-8 productions, deliver a Creative Learning programme of works by, for and with young people, and a Literary programme focussed on bringing New Zealand work to the main stage.

From our theatre, we deliver an Arts partner programme supporting New Zealand organisations to present works of scale, a commercial venue for hire business, as well as an ever-expanding MICE operation.

The Company's success is built upon its reputation for producing high quality works and delivering high quality service. We have a solid core of subscribers who have been with us from the beginning and whose opinions we value and trust.

Auckland Theatre Company tells big hearted stories that matter to the people of Tāmaki Makaurau. Our deeply held values are:

MANA WHENUA O TĀMAKI MAKĀURAU – we are committed to partnering with Mana Whenua o Tāmaki Makaurau and Māori whanui to strengthen matauranga toi and grow participation and practice.

COLLABORATION – as a high-performing team, we seek and engage audiences, participants and partners to increase value.

INNOVATION AND ENTREPRENEURIALISM – we facilitate the best circumstances for creativity to flourish.

LEADERSHIP – we are a trusted and increasingly respected centre for arts leadership.

AUCKLAND – we harness our unique location and growing diversity to make us global thinkers.

SUCCESS – as a sustainable organisation based on viable business practice, we actively support a regenerating ecosystem.

INVESTMENT – we encourage professional development and succession planning to ensure we attract and retain great people.

We also have a Māori Partnership Strategy. Like our core values, our Māori Partnership Strategy is part of how we operate on a daily basis, particularly the concept of manaakitanga – hospitality.

Our Māori Partnership Strategy acknowledges the unique richness Mana Whenua o Tāmaki Makaurau and Māori whanui contribute to the arts, especially the performing arts.

The values that underpin this strategy, whilst similar in many respects to the above values, speak to speak to a Māori world view and are important both separately and as part of the whole.

TŪ KŌTAHITANGA: COLLABORATION – as a high-performing team, we will seek and engage Māori creatives, themes, audiences and participants to facilitate mutually beneficial outcomes.

AUAHATANGA: INNOVATION AND ENTREPRENEURIALISM – we will promote the best circumstances for creativity to flourish.

RANGATIRATANGA: LEADERSHIP – we will encourage personal and organisational growth in Tū Kōtahitanga, Rangatiratanga and Manaakitanga.

MĀRAMATANGA: UNDERSTANDING – we understand the diversity of Auckland's communities and strive to support their aspirations.

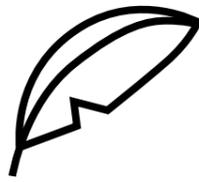
TIAKITANGA: GUARDIANSHIP – we are a significant cultural and community asset for the benefit and enjoyment of Aucklanders for generations to come.



A Year at a Glance

ARTISTS EMPLOYED

193

8 

PLAYWRIGHT WORKSHOPS

1 THEATRE DOG
CHICKEN PUPPET
PAIR OF SPEEDOS



6 WOMEN DIRECTORS

6 WOMEN CREATORS/WRITERS

SUBSIDISED SCHOOL TICKETS



4458

1 BILINGUAL WORK

5489 STUDENTS ATTENDED A SHOW

131,376

ATTENDEES TO 799 EVENTS

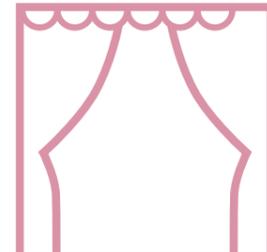
TURNOVER: \$6 MILLION

68  HELD IN SCHOOLS ACROSS AUCKLAND

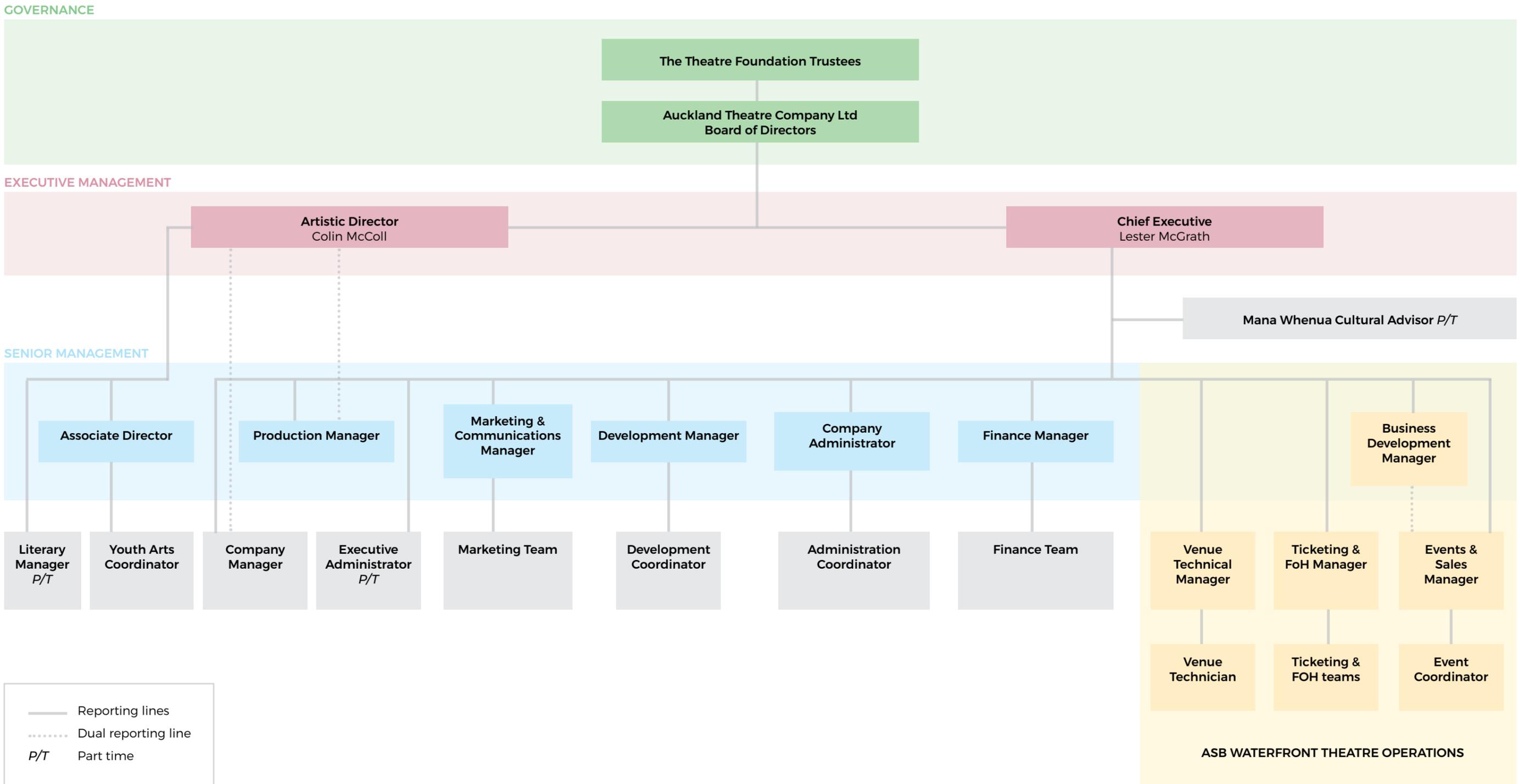
NEW WORKS PERFORMED 6

FREE REHEARSAL SPACE FOR 18 INDEPENDENT COMPANIES

9 NZ WRITERS 

54,951 ATTENDEES TO 2017/18 SEASON PRODUCTIONS 

Auckland Theatre Company Organisational Structure





Challenges facing the new Chief Executive

- **IDENTIFYING AND ENGAGING** with a diverse contemporary audience and marketplace.
 - **LEADING THE ORGANISATION**, its funders and stakeholders through an articulated period of change as it develops and increases the diversity of its programme offering and audience reach beyond established core theatre programmes.
 - **CAMPAIGNING FOR SUPPORT** in a competitive and restricted funding environment.
 - **QUICKLY ESTABLISHING THEMSELVES AS A LEADER** within the Auckland community.
- Within the successful candidate's tenure we would hope to see the following five major achievements:**
- **EXCELLENCE IN PROGRAMMING** – The development of distinct programme strands to increase diversity, reach and sustainability of performing arts in Auckland.
 - **COMMUNITY ENGAGEMENT** – An increased contribution to the diverse communities within Auckland, through the engagement of local artists and organisations collaborating with the organisation and its programmes.
 - **BRAND STRENGTH** – A clear organisational voice and character developed which has both impact and recognition within the wider community.
 - **ADVOCACY** – The development of relationships with key funders, donors and stakeholders that strengthen the organisation's funding base.
 - **THE DEVELOPMENT OF INTERMEDIATE AND LONG-TERM OBJECTIVES** to ensure that ATC is financially stable and operationally sound while upholding and improving upon its artistic and audience engagement goals.

Role and key responsibilities

PRIORITIES FOR THE CHIEF EXECUTIVE INCLUDE:

STRATEGIC

- Agree, with the Artistic Director and the Board, the season's programme of plays ensuring artistic goals are met and are commensurate with financial requirements.
- Develop artistic and commercial strategy with the Board, providing business management leadership in meeting goals and objectives.
- Assume leadership of Auckland Theatre Company's broader programming model, including development of a feasibility study and its advocacy to major funders and stakeholders.
- Maintain personal awareness of Māori (tangata whenua), business, economic, political, and artistic trends and engage and develop long term positive relationships.

BUSINESS MANAGEMENT

- Develop and implement an annual strategic plan including the programme, business plan and budget for agreement by the Board.
- Maintain a healthy financial position for the Company; establish fundraising and other strategies to grow earned income and broaden the audience base.
- Report regularly on the performance of the Company's Artistic Programme, ASB

Waterfront Theatre operations, financial position, quality measures, staff matters and progress against the strategic plan.

- Responsibility for reporting to Creative NZ, Auckland Council, and ARAFB including negotiating funding contracts and being responsible for the Company's achievement of targets.
- Effective management of ASB Waterfront Theatre including responsibility for commercial revenue streams, programming of the venue, working to increase yield, and responsibility for compliance with applicable legislation.

RELATIONSHIPS

- Proactively develop and advocate at high levels with major funders; working effectively with the Theatre Foundation, owner of Auckland Theatre Company and Waterfront Theatre Trust, owner of ASB Waterfront Theatre, to achieve the vision and goals of the organisation.
- Lead by example, exhibiting qualities of manaakitanga and māramatanga at all times to all people. Maintain the staffing of the organisation with people of dedication and talent, and promote a standard of excellence throughout the Company.
- Engage with the patrons, sponsors, key funders and subscribers to Auckland Theatre Company to ensure their ongoing support of the Company's artistic endeavours.



Candidate dimensions

THE SUCCESSFUL CANDIDATE WILL DEMONSTRATE:

Auckland Theatre Company is an artistically led organisation. As such the Chief Executive must have:

- The ability to work collaboratively and effectively with the Artistic Director.
- Well respected experience in and knowledge of the performing arts.
- An understanding of the need to collaborate across the organisation and industry to achieve the Company's strategic vision.

Auckland Theatre Company is based in Auckland, New Zealand's most ethnically diverse city. The Company also manages a theatre sited on reclaimed land. As such, the Chief Executive must:

- Understand the importance of partnering with mana whenua and respect for toi Māori.
- Understand the importance of engaging with Pacific and Asian peoples.

Auckland Theatre Company prides itself on being nimble and responding strongly to changing conditions. The Chief Executive will be able to:

- Develop and communicate future growth plans to employees, stakeholders and funders.
- Demonstrate a high competency in financial management and business acumen.

Auckland Theatre Company operates ASB Waterfront Theatre. This complex operation includes a food and beverage business, MICE operation, and commercial and subsidised venue for hire agreements. The Chief Executive must have proven:

- Financial acumen.
- Understanding of managing a performing arts venue with competing commercial and artistic demands.
- Understanding of the importance of manaakitanga and māramatanga and an ability to take leadership in this area.

REQUIRED EXPERIENCE

- Proven experience leading effective teams in the performing arts.
- Proven experience managing multimillion-dollar businesses and a track record for growing revenue without compromising standards or service.

- Experience building, growing and managing high performing teams.
- Reputation as a strong team player.
- At least 10 years of experience in leadership or senior management positions in the performing arts and cultural sector.
- A proven track record of selling tickets to theatrical productions and meeting budget targets.
- A proven track record of attracting and retaining philanthropic support.
- A broad understanding of the funding context for the arts in New Zealand, and experience in working closely with funding organisations.

CONDITIONS OF EMPLOYMENT

This role will be a fixed term appointment of five years. An attractive and flexibly constructed remuneration package will be negotiated and will include:

- Employer contribution to Kiwisaver of 3%.
- Recreation leave of 20 days per annum.
- Company provided vehicle tied to a sponsorship arrangement.
- Southern Cross Health Insurance.
- Other benefits.

In addition, reasonable assistance will be provided for relocation expenses for the appointee and dependents if required.



New Zealand's biggest city, Auckland, is a city rich in diverse cultures, friendly people, a huge range of things to see and do, and the largest Pasifika city in the world. Although a young city, Auckland is New Zealand's economic powerhouse making its mark on the world. It combines the energy and excitement of city life with spectacular natural beauty, world class food and wine, and a thriving arts and cultural scene.

A family-friendly city, Auckland boasts many natural wonders with most people living within half an hour of beautiful beaches, hiking trails and a dozen enchanting holiday islands. Offering countless activities, from sailing and surfing to mountain biking and hiking, its all so close.

Many international events are attracted to and hosted by Auckland, and our theatre is in the heart of the action.

For more about living and working in Auckland, visit www.aucklandnz.com

Applications

Thank you for your interest in Auckland Theatre Company. The following information outlines requirements for your application.

YOUR APPLICATION MUST INCLUDE THE FOLLOWING

- A covering letter or statement outlining your suitability for the role, demonstrating your experience and approach in relation to each of the candidate dimensions and the requirements of the position;
- A curriculum vitae providing personal details, qualifications, and work history;
- The names and contact details, including email addresses, of three referees who may be contacted for a confidential report (your permission will be sought before referees are contacted).

Shortlisted applicants will be required to submit a short outline of a proposed approach to the role, its opportunities and challenges, and how they best fit the organisation.

LODGING YOUR APPLICATION

To apply please email your cover letter and curriculum vitae to Richard Evans, Principal of REA Consulting via email at contact@rea-consulting.com

Applications due by Friday 22 February 2019.

TIMELINE

Auckland Theatre Company expects to short-list in early March 2019, and hold panel interviews in Auckland the week commencing 18 March 2019.

To learn more about Auckland Theatre Company visit: www.atc.co.nz

Glossary

PHOTO CREDITS

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Photo credit: Simon Devitt

INSIDE FRONT COVER:
Te Pou Whakamaumāharatanga mo Māui, Tikitiki a Tārangā.
The Memorial Post of Māui the Topknot of Tārangā.
Robert Jahnke (Ngāti Porou) 2016
Laminated tōtara, corten steel. Proudly commissioned by Auckland Theatre Company for the ASB Waterfront Theatre.
Photo credit: Andrew Malmo

PAGE 2:
Billy Elliot the Musical, ATC, 2016.
Photo credit: Michael Smith

PAGE 4:
Three by Ekman, Royal New Zealand Ballet, 2017. Photo credit: Maarten Hall

PAGE 6:
The Cherry Orchard, ATC, 2018.
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PAGE 7:
Billy Elliot the Musical, ATC, 2016.
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PAGE 8 (CLOCKWISE FROM TOP LEFT):
The Gangster's Paradise, HERE & NOW Festival, ATC, 2019. Photo credit: Sacha Stejko.

The Grand Opening, ATC Summer School, 2018. Photo credit: Matt Grace.

Tender, HERE & NOW Festival, ATC, 2018.
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The Eel and Sina, Mythmakers, ATC, 2018.
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Wonderland, ATC Summer School, 2016.
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The Pohutukawa Tree, ATC, 2009.
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Amadeus, ATC, 2017. Photo credit: Michael Smith.

Still Life with Chickens, ATC, 2018.
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To Kill a Mockingbird, ATC, 2016.
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Nell Gwynn, ATC, 2017. Photo credit: Michael Smith
ASB Waterfront Theatre stage and auditorium. Photo credit: Simon Devitt

PAGE 18:
Corporate event at the ASB Waterfront Theatre stage. Photo credit: Bernadette Peters

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Rendered, ATC, 2018. Photo credit: Michael Smith

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Auckland cityscape. Photo credit: Adobe Stock

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ASB Waterfront Theatre. Photo credit: Simon Devitt

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