



# ROYAL OPERA HOUSE

## **Director of Audiences and Media**

The Royal Opera House (ROH) aims to reach and delight as many people with ballet and opera as we can - sparking passions, nurturing talent, creating, crafting and performing and inspiring others to do the same.

Home to two of the world's great artistic companies – The Royal Opera and The Royal Ballet, performing with the Orchestra of the Royal Opera House – we bring together the arts at their very best.

We are a National Portfolio Organisation, supported by the British public via Arts Council England, and a registered charity, receiving donations from those who share our ambition.

For more about the Royal Opera House, please visit <http://www.roh.org.uk/about>

## **Our strategy to 2022**

We face a particularly exciting and challenging few years ahead.

Our Arts Council Funding will decline significantly in both cash and real terms, while a weak sterling places upward pressure on costs. Our stage and technical equipment in our Covent Garden home is reaching the end of its useful life, and a plan for its replacement and renewal needs to be developed. Finally, the tight margins on which we operate leave little headroom – a breakeven 95% occupancy box office target, a tightly packed artistic programme and an organisation working at capacity.

But many opportunities are in our grasp. The conclusion of our Open Up has significantly improved the front of house experience for audiences. We have the potential to welcome and delight a new daytime audience with greatly enhanced catering and retail facilities, as well as a new daytime public programme showcasing the remarkable talents at play in our Covent Garden home. Digital technologies offer even more ways in which we can both extend our reach and streamline our operations.

Our aim is for many more people to enjoy and engage in exceptional ballet and opera. To achieve this aim over the next few years, we will focus on the following four priorities:

*Strengthen Excellence* - consistently reflect today's best people and ideas, attracting audiences more representative of the UK.

*Open Up* - welcome many more people into the heart of ballet and opera, and into our building, so they feel they belong and want to deepen their involvement.

*Ensure Financial Resilience* - improve how we use our resources and grow income to ensure a healthy organisation through very challenging times.

*Be a Great Place to Work* - make working here safe, inclusive and productive.

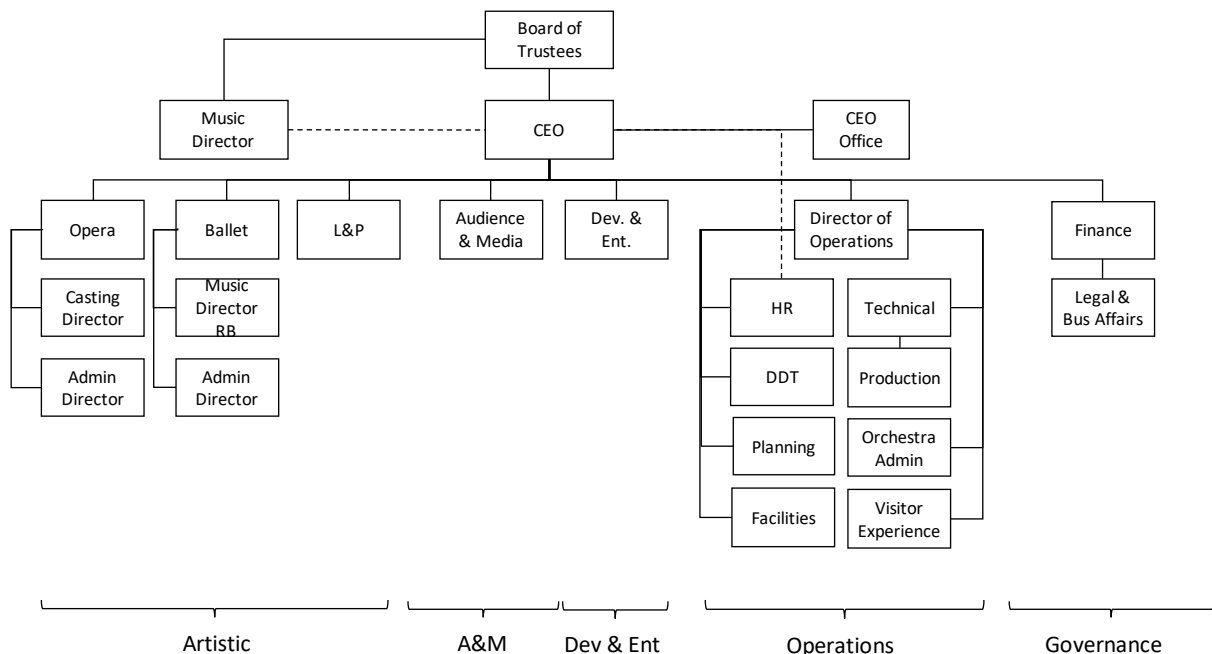
## Governance

### Board

The Royal Opera House is a registered charitable company, limited by guarantee, with a non-executive Board. The Board of Trustees contribute, on a voluntary basis, expertise from culture, education, business, finance, legal affairs and the public sector. The Trustees meet six times a year, overseeing delivery of mission and aims, reviewing risk, making senior appointments and approving major spend. There are sub-committees for Finance and Operations, Audit and Risk Committee, People and Organisation, Learning and Participation the Open Up project, Development (fundraising) and Fundraising Ethics.

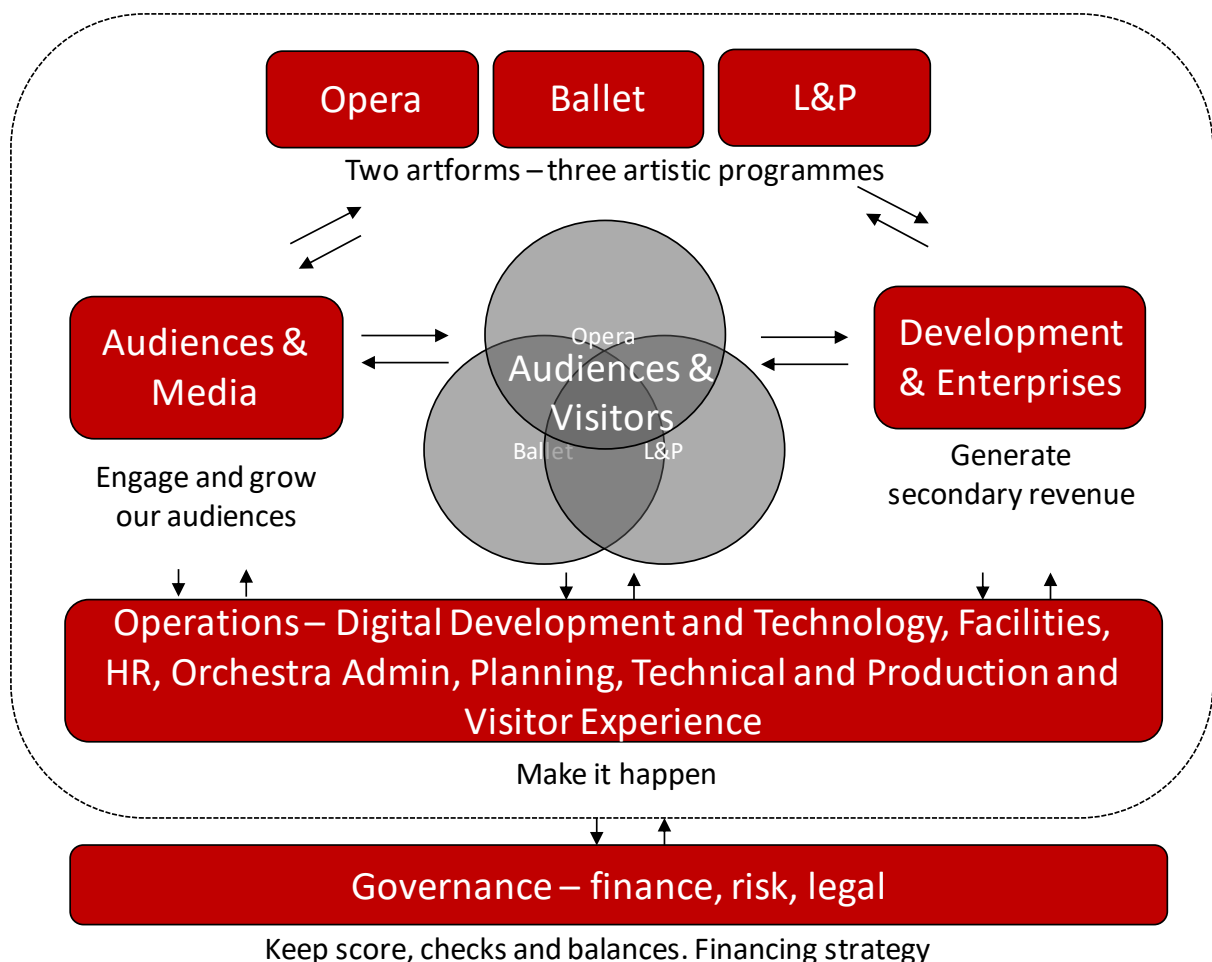
### Top Structure

The top structure is as follows:



To support in the delivery of our plan, our operating model is as follows (and see diagram):

- Our art - we have **two artforms with three artistic 'products'** – ballet and opera performances and the L&P programme
- We **engage and grow our audiences** through our Audiences and Media team - they integrate our media, marketing and communications across our artforms to engage and grow current and future audiences.
- We **generate secondary revenue** through our Development and Enterprises team. This comes from customers once they attend one of our performances, either at a transactional level (catering, shop, events), or through more life-time associations (becoming philanthropists, members Friends, Sponsors through to legacy fundraising).
- This is delivered every day through the operational teams – from back stage, to the building, to the ushers – we need to carefully manage and optimise our space, technology and people to **make this happen**.
- We have the right **checks and balances** in place to ensure that we are managing our money and risks appropriately, and we have access to the necessary finance to deliver our priorities



## **The role of Director of Audiences and Media**

Reporting to the Chief Executive, Alex Beard, the Director of Audiences and Media is part of the Royal Opera House's Executive Team. The main accountability of the role is to engage and grow current and future audiences.

To support this, the main responsibilities of the role will be to:

- set the strategy for revenue and audience targets for theatres, cinemas, and other existing and new platforms and deliver these targets (currently c.£50 million revenue);
- support the growth of revenue in retail and catering;
- ensure that all our media, marketing, content creation and communications activities are aligned to enhance ROH's reputation, extend our reach and further grow our revenues;
- ensure that business to business, consumer marketing and communications strategies are aligned and that the ROH brand reflects and supports our philanthropic and charitable activity, working closely with the Director of Development and Enterprises;
- lead several specialist functions including: audience development, analytics and audience data, broadcast, communications, creative studios, digital products, distribution, marketing and oversee around 60 employees and relationships with a number of external agencies;
- work closely with the Director of Learning and Participation in order to ensure that audience development strategies support this agenda;
- work closely with other senior managers in revising and implementing the Business Plan and in improving the management and performance of the organisation as a whole;
- as a member of the ROH Senior Management Team, play a key role in formulating the overall strategy for extending reach and growing revenues across all ROH activity.

## **Person Specification**

Successful candidates for this role will demonstrate evidence of the following skills, experience and abilities:

- strong understanding of the digital space and the opportunities it creates, with substantial multimedia experience and evidence of delivering effective and compelling digital content and products;
- proven achievement in the creation and implementation of successful marketing, communications and engagement strategies that have increased revenue streams and organisational reach;
- proven track record of setting strategies and ability to handle abstract and complex problems;
- ability to deliver change in a complex organisation;
- experience of working effectively and collaboratively as a member of a senior leadership team, with the ability to establish professional credibility quickly with colleagues, and to interact effectively with staff at all levels and across all functions in order to contribute to the strategic direction of the organisation;

- experience of managing and monitoring a wide spectrum of stakeholders, their differing relationships with the organisation and perspectives on it;
- experience of working in a customer facing enterprise;
- superior leadership and management skills which have been developed at both strategic and operational levels, including effective management of a large team of talented, multi-disciplinary professional staff;
- experience of managing and controlling budgets and resources in a challenging financial climate;
- an adaptable, collaborative and persuasive leadership style and approach that will inspire the trust and commitment of others, with strong communication, negotiation and influencing skills;
- good organisational and project management skills, and ability to balance competing pressures, deadlines and demands;
- a demonstrable commitment to the principles of diversity and inclusion and their practical application and integration in the work environment;
- a clear passion for the ROH's commitment to enrich people's lives and promote the wider interests of cultural learning, ballet, dance, opera, music and the arts in general, as a resource for the nation.

*Note: This Job Description reflects the current situation. It does not preclude change or development that might be required in the future.*



## **Appointment process and how to apply**

An executive search exercise is being undertaken by Perrett Laver, alongside public advertisement of the role. Perrett Laver will support the Selection Panel at the Royal Opera House in the discharge of its duties, both to assist the assessment of candidates against the requirements of the role and to identify the widest possible field of candidates.

In order to apply, please submit a comprehensive curriculum vitae, with a covering letter setting out how you meet the requirements for the role. Please include the names and addresses of three referees. All information will be treated as strictly confidential.

The deadline for applications for this post is midday (BST) on 10<sup>th</sup> June 2019 and applications should be uploaded at <https://candidates.perrettlaver.com/vacancies/> quoting reference 4163.

Applicants must have work authorisation for the UK.

Longlisted candidates will be invited for interview with Perrett Laver during w/c 10<sup>th</sup> June 2019. Shortlisted candidates will be invited to first round interviews and informal meetings with internal stakeholders w/c commencing 17<sup>th</sup> and 24<sup>th</sup> June 2019. Selected candidates will then be invited for second round interviews with the Selection Panel in the week commencing 1<sup>st</sup> July 2019.

Protecting your personal data is of the utmost importance to Perrett Laver and we take this responsibility very seriously. Any information obtained by our trading divisions is held and processed in accordance with the relevant data protection legislation. The data you provide us with is securely stored on our computerised database and transferred to our clients for the purposes of presenting you as a candidate and/or considering your suitability for a role you have registered interest in.

As defined under the General Data Protection Regulation (GDPR) Perrett Laver is a Data Controller and a Data Processor, and our legal basis for processing your personal data is 'Legitimate Interests'. You have the right to object to us processing your data in this way. For more information about this, your rights, and our approach to Data Protection and Privacy, please visit our website: <http://www.perrettlaver.com/information/privacy/> and the ROH website <http://www.roh.org.uk/policies/recruitment-privacy-statement>