



**THE TOURING NETWORK**  
HIGHLANDS & ISLANDS

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## **JOB INFORMATION PACK**

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### **CHIEF EXECUTIVE OFFICER**

Salary in the region £30,000 - 35,000

Full-time, permanent

Application Deadline: 6pm, Monday 25 May 2015

Interviews Held: w/c 1 June 2015



Thank you for your interest in the post of Chief Executive Officer with The Touring Network. Enclosed you will find:

1. The Touring Network Background
  2. Job Description and Person Specification
  3. Information about living and working in the Highlands
  4. Application Instructions
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## **1. THE TOURING NETWORK BACKGROUND**

### **Remarkable performances, connecting people, transforming places.**

The Touring Network is a membership organisation, which aims to support a network of voluntary performing arts promoters operating across the remote, yet stunning, Highlands of Islands of Scotland. It emerged from the collective needs identified by independent promoters working across the Highlands and Islands of Scotland to bring live performances to their communities.

Scotland has a long history of touring arts promotion in community spaces. From the 1970s, pioneering companies began to venture into the Highlands and Islands. In the 1980s more and more professional companies began to tour the region and gradually a small, loose-knit network of promoters developed, ably nurtured by the Arts Officer of what was then Highland Regional Council.

In 1998, the members of the growing network formally established PAN – the Promoters Arts Network - an independent, membership-led organisation. As the network grew, it became increasingly clear that, whilst the principle of promoter independence remained as central as ever, a greater range of options for support and development were needed. This has led to a sustained period of organisational change and growth, as recognised in the re-branding of PAN as The Touring Network. The Network now covers a region stretching from the south of Argyll to the north of Shetland, east to Perthshire and west to

Lewis. We represent around 60 promoters across the region, who between them promote up to 700 events each year in theatre, dance, music, circus, children's shows and more.

The Touring Network builds on these strong foundations to ensure that all those who make cultural events happen in their communities are valued as a central, indispensable and celebrated part of the cultural life of Scotland.

### **Further Information**

The Touring Network has recently secured an enviable position as one of 118 Regularly Funded Organisations within Creative Scotland's Regular Funding Portfolio. This puts the organisation in a solid and secure position from which to grow and develop over the next three years, with guaranteed core funding in place from April 2015 to March 2018.

### **Our Vision for 2020**

Scotland is a country filled with remarkable performances, connecting people and transforming places; where any community, of any size, anywhere, can be a cultural centre.

This model of distribution, participation and exchange is locally rooted, nationally supported and internationally regarded.

### **Our Mission**

To connect, support and represent those who deliver cultural events of the highest quality in rural and island communities across Scotland and to make this activity visible to the widest possible audience.

### **Our Objectives**

1. Maintain and grow a strong network of promoters in rural and island communities.
  - Provide access to support, training and advice to promoters in the manner most appropriate at the point of need.
  - Maintain and develop data and resources to increase best practice in promoting, and the sharing of knowledge and skills across the network.
  - Work with promoters and stakeholders to ensure appropriate and ongoing levels of financial support.

- Support and encourage promoter groups in volunteer development, recruitment and succession planning.

## 2. Nurture a healthy and diverse market for touring product.

- Provide an independent platform that promotes touring product to meet demand.
- Support promoters to make informed and appropriate programming choices.
- Encourage excellent and experimental new work which scales without compromise.
- Respond strategically to gaps in provision through targeted programmes of support.

## 3. Place audiences at the heart of growing a sustainable network.

- Develop The Touring Network as a recognisable and trusted audience-facing brand.
- Collate and distribute events listings and publicity through integrated digital channels.
- Establish methods and tools to enhance audience experience across the network.
- Capture meaningful audience data to support shared audience development work.

## 4. Connect and communicate the activities, requirements and outcomes of touring within the cultural sector and beyond.

- Provide an active and cohesive voice for the needs and benefits of touring performance at local and national level.
- Work with other cultural organisations and professionals, placing effective networking and co-working at the heart of delivering services and projects.

## 5. Increase organisational resilience and capacity through a distributed model of operation.

- Continue to develop The Touring Network as a digital-first organisation.
- Operate a scalable model of staffing and administration, allowing organisational footprint to expand and retract as needs require.
- Establish an Innovation Lab to deliver all current and future digital and strategic outward-facing developments.

- Broaden the funding base to include greater contributions from private and trading income.
  - Secure continued core funding from our main funder, Creative Scotland, and diversify income from a range of sources.
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## **2. DETAILED JOB DESCRIPTION**

This is a rare opportunity and a unique role that comes with the opportunity to consolidate and grow an innovative and creative company in one of the most spectacular regions of Scotland.

The role of Chief Executive Officer is an exciting and exceptionally broad role, demanding energy, enthusiasm and the ability to contribute to the development of a the organisation at the highest strategic level. The successful candidate will have management experience at a senior level within a comparative organisation, likely within a public-facing cultural body (although other experience will be considered and may be equally valid).

We are now seeking an experienced, charismatic and determined arts professional who has the ability, capacity and drive to lead the development of the company over the next 5+ years.

The successful candidate, using their exceptional leadership skills, passion for the performing arts and their strong grasp of organisational governance, will lead forward and consolidate the company throughout the next phase of its development. Furthermore, they will have the skill and capacity to diversify funding and increase the financial sustainability from a secure position as a Regularly Funded organisation.

The ideal post holder will be conversant and well networked in both the arts and the charitable sectors and passionate about bringing high quality arts experiences to the Highlands and Islands of Scotland. We are looking for an exceptional individual, a keen listener and advocate and supporter of our volunteer promoter network.

Job Title: Chief Executive Officer  
Location: Highlands & Islands (exact location, tbc)  
Salary: £30,000 - £35,000, per annum.  
Scope: Full-time, Permanent.  
Hours: F/T, 35 hours  
Reporting to: The Touring Network (TTN) Board  
Responsible for: Services Manager, Short-term contracted staff and services.  
Main contacts: External: TTN members and stakeholders, potential members, non-member audiences, service providers and other third party organisations, media and funders.

### **Key Objectives:**

- To provide business leadership, inspire and motivate the TTN team and realise the ambitious vision of TTN.
- To provide business advice to the TTN Board, ensuring effective implementation of policies and decisions.
- To carry overall responsibility and accountability for the successful governance, management and development of TTN.
- To ensure that all aspects of the business are efficient, effective and meet the needs of TTN's diverse customer base with a particular focus on financial management, new business development and core stakeholder and funder support.
- To lead the overall corporate and enterprise planning and management for TTN including day-to-day responsibility for establishing and running many significant areas of the organisation.

### **Primary Responsibilities**

1. Governance & Leadership
  - a. Lead, manage, motivate, develop and support staff to deliver an ambitious vision and ensure the efficient, effective and professional management of all resources.

- b. Ensure a strong marketing and communications function in line with the business strategy, including setting and attaining SMART marketing goals and ensuring the delivery of business critical marketing activities to time and budget.
- c. Create a positive working environment and company culture which is receptive to change and innovation.
- d. Ensure continuous improvement and the delivery of best business practice through the development and implementation of a robust performance management monitoring framework and HR policies and procedures.
- e. Demonstrate strong effective leadership of health and safety and ensure that health and safety policy is an integral part of company culture.
- f. Work closely with the Chair and Board, providing policy and management support and advice to the Board on corporate governance and other issues affecting their roles and responsibilities.
- g. Attend Board meetings, Company meetings, management team meetings and all internal and external meetings as required.
- h. To prepare Board papers, within strict deadlines, including papers on policy and project development and the development of any relevant regulations.
- i. Comply with equal opportunities policy and practice, health and safety practices and principles and standards relating to quality management and customer care.
- j. Undertake other appropriate duties as required.

## 2. Delivery

- a. Develop a network of key contacts working successfully across organisational boundaries and with a wide range of stakeholders including: local authorities, Creative Scotland, local communities, promoters, artists, arts organisations and business networks.
- b. Promote enterprise and innovation while recognising the charitable objects of TTN.

- c. Drive the active management and development of funding streams, fundraising programmes and commercial initiatives, developing key sustainable partnerships with corporate sponsors and other potential investors and maintaining excellent relationships with Creative Scotland and other statutory and voluntary partners.
- d. Ensure continuous improvement and the delivery of best business practice through the development and implementation of a robust performance management monitoring framework.

### 3. Budget

- a. Ensure the effective functioning of TTN as a viable business, driving the business planning and budgetary process to maximise income.
- b. Ensure effective financial management and development and the containment of expenditure and commitments within available resources.
- c. To prepare and oversee regular breakdown of targets to be achieved both from both a value chain and financial perspective, and to monitor performance against these targets.
- d. To ensure that the performance of the budget is monitored effectively through the monthly management accounts and quarterly reviews.

### 4. Communication

- a. In conjunction with the TTN Board, provide strategic vision and inspirational cultural leadership, ensuring that TTN is at the forefront of the arts and cultural sector in Scotland, producing and presenting diverse high quality artistic programmes.
- b. Continue to raise the profile and reputation of TTN and act as an advocate, ambassador and champion at a local, regional, national and international level, representing and communicating the aims and objectives of TTN to the public, the media and external organisations and maintaining a high personal profile.
- c. Ensure a strong marketing and communications function in line with the business strategy, including setting and attaining SMART marketing goals



and ensuring the delivery of business critical marketing activities to time and budget.

- d. Ensure that all relevant TTN customers are provided with clear and useful guidance, advice and information in response to all enquiries.

## 5. Event Attendance

- a. To attend TTN functions during the day or evening, across the UK (that may require overnight stays) and internationally as and when required.
- b. To give effective and professional presentations as and when required and communicate positively and effectively with TTN members and other stakeholders as appropriate.

## 6. Customer Focused

- a. Develop friendly, positive and supportive relationships with external stakeholders and the promoter network, and to provide them with excellent service.
- b. Actively learn from customer feedback, comments and suggestions, including complaints, to review and improve existing processes, and by doing so to anticipate other customer's needs. To communicate this knowledge to relevant colleagues, contractors and partners.
- c. Understand situations from the perspective of customers so that appropriate and relevant solutions can be identified.

## 7. General

- a. Carry out any other duties as may reasonably be requested by the Board
- b. Work in such a way as to minimise the risks to the information technology environment safely, securely and confidentially.
- c. Have regard for own actions and those of others in the interests of safety.
- d. Demonstrate a commitment to and (where possible) an involvement in TTN quality initiatives.
- e. This job description does not form part of your contract of employment.

## Person Specification

The successful candidate will:

- Be a decision maker, able to think, plan and write strategically, leading multi-disciplinary teams across partnerships and through third party agreements to turn strategy into practical results.
- Have excellent interpersonal, influencing, negotiating and communication skills with the ability to take challenging decisions and be resilient under pressure.
- Be able to develop sound business partnership relationships with key stakeholders including Scottish Government, Local Authorities, Creative Scotland and sponsors, and to represent TTN and its interests effectively in all of these contexts.
- Have the personality and professional experience to build excellent relationships with Board Members, staff and service partners and inspire their confidence and trust; able to apply and promote a commercial approach to elements of TTN's business, with the imagination and flair to develop and combine profitable activities with the philanthropically enabled functions of a publicly funded cultural service.
- Be adept at problem solving, with a constructive attitude towards risk, and able to use limited resources creatively to maximum effect.
- Demonstrate highly developed business planning, commercial and project management skills.
- Demonstrate a proven track record in financial management including P&L accountability and budgetary control; and have experience of Health & Safety Management accountabilities and controls.
- Have significant experience of managing organisational change.
- Be able to work to a high degree of autonomy.
- Be educated to degree level or equivalent.

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### 3. INFORMATION ABOUT LIVING AND WORKING IN THE HIGHLANDS

The candidate will need to be based in or relocate to the Highlands & Islands region. A relocation fee may be negotiated for the right candidate if required.

The Touring Network is committed to creating a dynamic and diverse cultural life within this region. The organisation is currently based in a central office in Inverness with some remotely based staff and contractors. This arrangement is flexible and we will work with the successful candidate to establish the most appropriate location and configuration of the TTN base.

Living and working within such a large and thinly populated region with such diversity of people and places is both technically challenging and hugely rewarding. The successful candidate must be able to travel on a regular basis both within the region and to other areas across Scotland.

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### 4. APPLICATION INSTRUCTIONS

To apply for this post, please respond in writing detailing your interest, relevant experience, qualifications and a current CV. Applications will only be accepted in **.pdf format** with your name clearly included in the filename(s).

Applications should be submitted by email to Melanie Baines, Interim Chair, via [melaniebaines59@googlemail.com](mailto:melaniebaines59@googlemail.com) by **6pm on Monday 25th May 2015**. All candidates will be required to complete a short, confidential Equal Opportunities Monitoring form on receipt of application.

Interviews will be held the week commencing 1 June 2015. Shortlisted candidates will be expected to attend an interview during this week.

If you require further information prior to returning your completed application, please feel free to contact [hello@thetouringnetwork.com](mailto:hello@thetouringnetwork.com) to arrange an informal conversation about the role with a member of the Board of Directors.

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The Touring Network (Highlands & Islands) is a charity registered in Scotland, Charity Number: SC030983. Company Registration Number: SC214546.