

# CANDIDATE PACK

# HEAD OF PATRON

# SERVICES | TE PANE O

# NGĀ RATONGA KIRITAKI

# Q THEATRE

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**The Role:** Head Of Patron Services | Te Pane o ngā Ratonga Kiritaki

**Responsible To:** Chief Executive | Tumu Whakarae

**Engages With:** Visitor Experience Operations Executives, Front of House operations, Food and Beverage operations, organisation wide Health and Safety and Emergency Management systems and processes, Housekeeping operations including cleaning and venue presentation

**Department:** Senior Leadership Team

**Terms:** Full Time





Loft - Performance space



Comedy Festival, 2017

# 01 ABOUT Q

**Q Theatre** is a vital part of our national performing arts landscape, hosting and collaborating with 150+ productions and events annually across our three venues and lounge space. Q works with leading New Zealand arts organisations, festivals and independent producers and artists to present a contemporary programme that reflects and entertains the people of **Tāmaki Makaurau**.

**Q Theatre** is at the heart of the Auckland Arts Precinct, and we pride ourselves on creating and developing a welcoming environment for audiences and creatives from all walks of life.

Our main space, **Rangatira**, seating between 338 and 470, is purpose built and fully flexible, allowing Q's team to respond to the creative visions of the sector and create once in a lifetime experiences.

Upstairs in the historic half of our building is **Loft**, seating between 117 and 189, this boutique black box space allows for design heavy work while remaining intimate for audiences.

Last but not least is **Vault**, largely dedicated as a rehearsal space, but during the months of **Summer at Q**, **New Zealand International Comedy Festival** and **Auckland Fringe**, the space is transformed into a 60-seat theatre ready for action.

**Q Theatre** is run by a full-time management and administration team who work closely with incoming users and focus on the day to day running of Q's operation which includes in-house ticketing, our own kitchen and bar, supporting marketing campaigns, and supporting with the technical delivery of each incoming production or event.



Q Theatre - Entrance



Q Theatre - Hosting drinks

# 01 ABOUT Q

## WHAT WE ASPIRE TO (VISION)

To be Aotearoa New Zealand's most loved home of contemporary performing arts

## WHY ARE WE HERE (PURPOSE)

Fuelling connections, igniting imagination

## WHAT WE DO (OUR MISSION)

We bring exceptional experiences to life for artists and audiences at our dynamic performing arts centre in the heart of Tāmaki Makaurau

## THE THINKING THAT GUIDES US



We are operationally and financially robust.



We embrace our role to support the success of others.



Practitioners and audiences are at the heart of our mahi.



We acknowledge the importance of our place and space in the centre of Tāmaki Makaurau and honour all of those that came before us whose shoulders we stand on.



Exceptional experiences for audiences and hirers.

# 01 ABOUT Q

## HOW WE ACT (OUR VALUES)

In order to have impact, our culture is defined by these behaviours and qualities – how we work together and with others.

**We are intentional**

**We are collaborative**

**We are courageous**

**We practice manaakitanga**

**We are effective communicators**

## SUCCESS FOR US IS (OUR IMPACTS)



Increased participation and deeper engagement with the people of Tāmaki Makaurau.



Supporting a healthier, more interconnected performing arts ecology.



Stronger and deeper relationships and continued support for Q.



Greater operational and financial prosperity.

## OUR 5 FOCUS AREAS 2023 TO 2027

### TO BE FINANCIALLY ROBUST

We develop and sustain a mix of funding, revenue, programmes and products that maintain our viability, relevance and effectiveness.

### TO BE DEEPLY ENGAGED

We identify, prioritise and manage relationships and interrelationships within a defined ecosystem to deliver value to all parties.

### TO TELL A COMPELLING STORY

We communicate a clear and relevant value proposition and narrative.

### TO BE HIGHLY CAPABLE

We demonstrate best practice in leadership, systems, processes and company culture.

### TO BUILD PATHWAYS

We create new pathways for artists, arts organisations and audiences to engage with Q that are straightforward, easy to navigate and appropriate to the needs of our customers.

# 02 OUR TEAM

The senior leadership team includes Chief Executive | Tumu Whakarae (**Greg Innes**), Head of Development | Kaiwhakahaere Whakapoapoa (**Ashley M David**), Head of Marketing and Brand Communications | Toihau Whakatairanga me ngā Whakapā Waitohu (**Melissa Fergusson**), and Head of Finance and Business Services | Te Pane o ngā Ratonga Ahumoni, Pakihi (**Sam Musarrat**). We have recently undergone a reorganisation to ensure we are future fit, and we are recruiting two new roles to join the current team – this role, and the Head of Patron Services.

## Q'S PATRON SERVICES TEAM

Q's Patron Services team plays a central role in delivering our brand and strategic ambitions. The team is Q's face to the wider public and to clients and manifests all our brand values.

The largest part of the Patron Services team is the Visitor Experience department. Led by our two Visitor Experience Operations Executives,



Māngare Arts Centre - Sinarella, 2019



Indian Ink - Mrs. Krishnan's Party, 2021

**Jesse Wikiriwhi** and **Tomas Otamendi**, this department delivers our food and beverage services, and front of house ushering to a wide array of attendees and visitors to the venue. Our total visitor numbers this year will be in excess of 70,000.

Pre Covid this number reached 85,000 to 90,000, and our business plans anticipate us returning to that level over the foreseeable future. We want to offer all our audiences, other attendees and clients an experience that meets or exceeds their expectations, so retaining a quality of service in a high volume environment requires forward planning and commitment.

The Visitor Experience department number some 40+ staff, most of whom are permanent part time contracts and are employed to service events at Q. Strong line management acumen, a thorough approach to training, and maintaining service standards are important elements of the Head of patron Services role.

# 02 OUR TEAM

In addition to our Visitor Experience activities, the Head of Patron Services is Q's lead for Health and Safety and Emergency Management. The safety of members of the public, hirers and staff when they are with us at Q is a vital part of the role. Health and Safety and Emergency Management training across the entire Q team is the responsibility of this role. Liaison and engagement with external health and safety and emergency management to ensure our systems remain both effective and compliant is required.

The last component of the Patron Services team is what we describe as the venue presentation aspects – ensuring the venue appearance, cleanliness and housekeeping is maintained at an acceptable standard. Your team here is both the Visitor Experience department, and a variety of external suppliers, including our cleaning contractor and various suppliers of equipment and minor maintenance activities.

## OUR STRATEGY FOR A VIBRANT AND SECURE FUTURE

A central part of Q's story is the development of our new organisation strategy. This was undertaken over an extended period and in consultation with our entire stakeholder ecosystem and the general public. Our Vision, Mission and Values are central to the organisation we aspire to be, and one of our values is "We practice manaakitanga". Making all who engage with us feel at home here is a fundamental for the Patron Service team.



Event in Rangitira - Corporate Presentation



Briefs 2016



Blackbird Ensemble, 2017

# 03 Q'S BUSINESS

## 2023 – 2027

### CLIENT TYPES

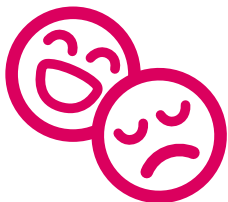
- Professional Performing Arts - Long term/ Investment Funded
- Professional Performing Arts - Project Funded
- Professional Performing Arts - Unfunded/ Self Funded
- Music & Comedy Commercial Events
- Corporate Events
- Not for Profit events
- Community events & productions
- Filming Location & Live to Air

### INCOME PER HEAD

For a given year to be successful we need to look for the right mix of partnerships, collaborations, ticket sales and hospitality. This is where events or more commercial activity can come into play.



### PERFORMANCE TYPES



Theatre  
Music  
Events  
Dance  
Comedy

### FINANCIAL MODELS



Venue for hire  
Subsidised hire  
Venue hire packages  
Development investment  
Shared risk  
Partnership seasons



Q Theatre at night during a show

# 03 Q'S BUSINESS

2023 – 2027

## FLAGSHIP PROGRAMMES INCLUDE

- **Summer at Q** (Since 2015) – annual month-long festival during February, focusing on independent makers and producers. Summer at Q sits alongside Auckland Pride. Q provides venue packages to enable affordable access to Q and provides umbrella marketing and production support.
- **Matchbox** (Since 2012) – annual creative development programme of up to three productions in Q's Loft space between August & September. Q works with three emerging to mid-career companies to co-produce each season under the MATCHBOX programme.
- **Q Artist Residency** (Since 2022)– month long venue-based residency for up to 3 artists towards the development of new work.
- **Matariki** (in development)
- **Mid-Year Season** (in development)
- **End of Year Season** (in development)

## PROGRAMME STRATEGY OBJECTIVES

Greater programme security	Increase annual attendance and ticket sales	Greater reflect Tāmaki Makaurau	Q is easy to work with	Develop new business streams
Working towards the <b>creation of a 3-year draft</b> programme plan	<b>Increase sales</b> by 10%-15% year on year	In particular increase the representation of <b>Māori, Pacifica and Asian works</b> throughout the year	Ensure Q's processes, systems and <b>information is easy to understand</b> and useable.	Ensure Q's programme activity is <b>diverse across artform and events.</b>



Death. Disco. Heartbeat. 2021  
- Summer at Q



The Wasp, 2022 - Matchbox



Residents in conversation, 2023  
- Residency Programme



# JOB DESCRIPTION

## HEAD OF PATRON SERVICES |

### 04 TE PANE O NGĀ RATONGA KIRITAKI

## POSITION OVERVIEW

Q's Head of Patron Services | Te Pane o ngā Ratonga Kiritaki is responsible for the overall direction and delivery of all Q's activities that influence or impact the experience of theatre and retail event patrons and visitors to Q's spaces, and associated activities, including organisation wide Health and Safety and Emergency Management. The role will lead the Visitor Experience team to ensure professional and efficient services and safety are provided, inspiring visitors to return as an outcome of their positive experience with Q.

This senior role leads the implementation of Q's public facing strategy and tactical decision making to deliver the outcomes contemplated in our organisation strategy and annual business plans. The role develops and sustains close relationships with a range of venue hirers and users of our spaces and is accountable for delivering the Q's retail customer satisfaction goals.

The Visitor Experience Department plays a key role in delivering Q's revenue projections, and a business development orientation within the Department is an important aspect of the role.

As a member of Q's Senior Leadership Team, this role is also integral in the providing leadership through the organisation while actively championing the Q Values and pursuing the organisation Vision, Mission and Purpose.

## KEY RESPONSIBILITIES

### LEADERSHIP

Q's Head of Patron Services will work as part of Q's Senior Leadership Team, whose purpose is to create and clearly communicate a strategy that inspires and enables Q's staff to deliver extraordinary experiences. Being on the Leadership team brings a range of responsibilities and accountabilities, which includes an expectation that you will:

- Develop the culture of the organisation through actively championing the Q values and bringing the brand to life.
- Support the Chief Executive in the preparation and implementation of medium- and short-term business plans for your functional areas of responsibility to support the strategic plans of the organisation.
- Actively participate and engage with your fellow leadership team members to achieve the overall outcomes of the organisation.
- Support Q's Business Development and Fundraising activities by attending networking

opportunities where appropriate.

- Provide line management and support for your assigned direct reports (Programme Manager, Senior Technician, Producer/s, Technical Coordinator) and indirect reports (Programming and Production staff).
- Drive a "can do" B2B and B2C customer focused culture and ethic across the Programme and Production teams.

### VISITOR EXPERIENCE

- Identify visitor expectations and develop and implement effective strategies to enhance and improve visitor experience and profitability.
- Ensure processes and procedures are established to identify different and/or changing visitor expectations and satisfaction levels.
- Develop, manage and implement commercial business plans across Q's food and beverage and related offerings. Support a sales/business development orientation within the Visitor Experience team.

## KEY RESPONSIBILITIES

- Provide effective commercial advice, strategic direction, and support to the Visitor Experience Operations Executives.
- Be the lead for new commercial relationships where appropriate.
- Develop and manage budgets with support from the Visitor Experience team. Ensure appropriate trading margins are established, monitored and maintained.
- Work closely with the Visitor Experience team leadership team to identify and share learning and performance improvement opportunities across the Q service offering.
- Support the development of sponsorship opportunities and/or funding strategies that contribute towards the cost of delivering Q led programmes.
- Attend to all reporting requirements associated within functional areas of responsibility.
- Measure and report against approved KPI measures and targets to Chief Executive at regular intervals.

### HEALTH & SAFETY AND EMERGENCY MANAGEMENT

- Assume oversight of the development, maintenance and implementation of Health and Safety and Emergency Management policy and training across the whole of Q's operations, including all Q staff, all on site contractors, and incoming arts companies and other hirers or users of Q's spaces.
- Implement Q's Health and Safety and Emergency management processes across the business, working with key staff (in particular the Head of Programming and Production, the Senior Venue Technician, and the Visitor Experience Operations Managers) to ensure a high level of awareness and compliance across the business.
- Ensure contractor and Q team safety is maintained at all times.
- Develop and deliver regular organisation wide

Health and Safety and Emergency Management training sessions to ensure awareness and skills are maintained at appropriate levels.

- Assess and address potential Health and Safety issues with the appropriate level of urgency.
- Attend to all reporting requirements associated within the functional areas of responsibility.
- Measure and report against approved KPI measures and targets to Chief Executive at regular intervals.

### VENUE PRESENTATION AND HOUSEKEEPING

- Ensure all venue front facing areas are well maintained and presented.
- Oversee new event ideas to stylise patron spaces to ensure consistency of brand and aesthetic.
- Support the wider business in best practice look and feel for quality presentation for customers.
- Develop, implement and maintain cleaning and housekeeping regimes in all public spaces, and artist accommodation spaces (Green Room, dressing rooms, corridors) to ensure a quality experience is obtained for clients, retail customers, artists and visitors.

### RELATIONSHIP MANAGEMENT AND BUSINESS DEVELOPMENT

- Develop and maintain relationships with a wide cross section of Q's current and potential clients to ensure the maintenance of quality relationships and to promote Q as a place to do business.
- Continually assess the opportunities to grow Q's event and food and beverage revenues and initiate sales relationships as appropriate.
- Support the Chief Executive and Head of Marketing & Brand Communications to design, plan and deliver audience and sector development initiatives and programmes.
- Support the Head of Development to deliver sponsor and philanthropic outcomes where appropriate.

## JOB DESCRIPTION

# HEAD OF PATRON SERVICES | 04 TE PANE O NGĀ RATONGA KIRITAKI

## KEY RESPONSIBILITIES

### ADMINISTRATION & MANAGEMENT

- Develop powerful and insightful documentation for a variety of purposes including Board papers (with the Chief Executive and/or the Head of Finance & Business Services), externally focused communications (with the Head of Marketing & Brand Communications), and sponsorship or other funding opportunities (with the Head of Development).
- Ensure compliance by the Visitor Experience team with the Q approved administrative systems, tools and processes, including but not limited to the venue management, HRIS and accounting requirements.
- Ensure the Visitor Experience team members understand the benefits to Q that flow from wide compliance with these systems, tools and processes.

### HEALTH & SAFETY

- Be responsible for acting in accordance with Q's health and safety policy and ensuring audience and team safety is maintained at all times by operating in accordance with Q policies.
- Attend regular sessions to update training as required.
- Ensure all users of Q adhere to health and safety regulations and compliance.
- Assess and address potential H&S issues with urgency.
- As part of your team, be responsible for the security, welfare and safety of all patrons, before, during and after performances and in the event of an evacuation.

# HEAD OF PATRON SERVICES | 04 TE PANE O NGĀ RATONGA KIRITAKI

## IDEAL CANDIDATE PROFILE

### EDUCATION AND PROFESSIONAL DEVELOPMENT

- Tertiary degree qualified in an appropriate discipline or a combination of training and experience that gives an equivalent level of skill and knowledge.
- Have undertaken continuous learning and professional development.
- Possess established excellent relationships with a variety of key stakeholders in the regional and national performing arts sector.
- A wide knowledge and understanding of the issues, priorities and activities within the theatre industry relevant to the focus of the role.

### SKILLS AND EXPERIENCE

- Minimum of 10 years previous experience in the multi venue public assembly industry.
- At least 5 years' experience in a senior line management role within any two or more of:
  - ◇ a major producing arts company;
  - ◇ a significant performing arts venue;
  - ◇ a significant event production company; or
  - ◇ another demonstrably relevant organisation with customer service excellence.
- Demonstrable experience developing, implementing, maintaining staff training programmes for front line customer facing teams in both Front of House and Food and Beverage across both the technical skills and knowledge required, and superior customer service delivery.
- Possess established excellent relationships with a variety of key stakeholders in the regional and national performing arts sector.
- Exceptional customer service skills.
- Significant knowledge and experience managing a Health and Safety and/or Emergency Management framework (including developing, implementing and maintaining compliant training programmes) and be willing to undertake training to address any gaps in your experience or knowledge.
- Demonstrated financial management skills relevant to the role including revenue and cost management.
- Good skills in the Microsoft Office suite of applications, especially Excel and Word.
- Strong working knowledge of venue and event management software systems.
- Excellent written and verbal communication skills.
- Effective and calm under pressure with the ability to successfully navigate complex situations.
- A strong collaborative team orientation and a clear aptitude for collaborative decision making, problem solving and analysis.
- Alignment with Q's values.

# JOB DESCRIPTION

# HEAD OF PATRON SERVICES |

# 04 TE PANE O NGĀ RATONGA KIRITAKI

## HOW TO APPLY

<https://wkf.ms/49kLmdw>

To apply, please follow this link to upload:

- A relevant and up to date Curriculum Vitae.
- A cover letter including why this job is of interest to you, and how you compare against the Ideal Candidate Profile.
- Any links to previous work or places we can use to find out more information about you.

**Applications for this role will close Friday 4 May, 5:00pm.**

## OUR COMMITMENT

At **Q Theatre**, we are committed to fostering a diverse and inclusive workplace. We welcome applications from individuals of all backgrounds and experiences. We encourage you to contact us if you require any accommodations or have specific requirements for the recruitment process. Let's work together to create a recruitment plan that suits you and ensures an equitable opportunity to showcase your skills and passion for the arts.

**Further information:**

[Annual Report](#)

[Public Facing Strategy](#)

[SLT Organisational Chart](#)

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