

**CANDIDATE PACK**

**HEAD OF**

**PROGRAMMING AND**

**PRODUCTION | TE PANE**

**O NGĀ PAPATONO ME**

**WHAKAPUTANGA**

**Q THEATRE**

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**The Role:** Head of Programming and Production | Te Pane o Ngā Papatono me Whakaputanga

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

**Engages With:** Board and Stakeholders, All Q's Wider Admin Team, Clients And Performing Arts And Venue Industry

**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 LEADERSHIP 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 PROGRAMMING TEAM

Q has a highly experienced programming team, comprising our Programme Manager, our Producer, and our Senior Producer. The Programming team works collaboratively to ensure our main spaces (Rangatira & Loft) are filled throughout the year, with some 450+ performances per year, to include a mixture of artforms, primarily theatre, comedy, dance,



Māngare Arts Centre - Sinarella, 2019



Indian Ink - Mrs. Krishnan's Party, 2021

music, cabaret, and other corporate and special events . Q works with users in several ways including venue for hire, subsidised venue packages, partnerships seasons, co-produced productions, and the occasional risk share. Over the next two years, we are aiming to increase the number of ticketed audience members which is currently between 60,000 and 70,000 to closer to pre-pandemic levels of between 80,000 and 95,000.

Our programming team work on the basis that Q's programme reflects who we are and what we stand for as an organisation and brand. To help us in making programming decisions, all activity goes through Q's curation framework. The simplest concepts of Q's curation framework include focusing on work that reflects and entertains the people of **Tāmaki Makaurau**, creates a sense of belonging, considers its audience, has a clear purpose and is of high quality. Whilst Q's programme reflects a variety of perspectives and voices, we intentionally work

# 02 OUR TEAM

towards increasing Māori, Pasifika and Asian work presented at Q and deliberately hold space for Queer artists presenting as part of **Auckland Pride/Summer at Q**.

Sitting alongside Q's artistic programme, Q's venues are also utilised by events clients for various activities that have historically included product launches, roadshows, cocktail functions, awards, graduations, and fashion shows. Currently, events at Q make up less than 5% of bookings across the year, however we are **aiming to increase the number of events** to make up closer to 12% to support Q's financial objectives. Throughout the last two years, Q's board and leadership team has developed a **new overall business strategy** which includes the shift we're making to be more active and involved in programming and audience development.

Performing arts programming across the motu has dramatically changed since the beginning

of the pandemic and the impact on Q has included shorter seasons and an increase of one night only hires, reduced programming from major hirers, greater appetite for uplifting and entertaining work for audiences and last-minute ticket purchases increasing.



Event in Rangatira - Corporate Presentation



Briefs 2016



Blackbird Ensemble, 2017

# 03 OUR PROGRAMMING TARGETS

## 2023 – 2027



Event in Rangatira - Banquet

### **Q'S PRODUCTION TEAM**

Sitting alongside our Programme team to make theatre happen is our outstanding Production team, including our Senior Technician (**Tim Jansen**). Q is an unusual venue, as one of a very few theatres purpose built to accommodate a wide range of events in a fully flexible manner. We host shows and events in a multiplicity of formats, and our Production team is central in supporting clients and users of the theatre spaces in a manner that takes full advantage of the range of options available. We provide staging, lighting, sound and audio-visual presentation skills for clients to help shape and deliver the effects required, in a safe and professional manner. Our Production team has approximately 15 part time theatre technicians across the full range of theatrical skills, as well as our inaugural Technical Apprentice.

Q hosts not only a wide range of event types, but also is an important steppingstone for emerging artists and theatre makers, and so our Production team deals with an enormous range of needs across this spectrum. One day we will host a production that has a sophisticated technical support within the production company, and at other times we work closely with less experienced makers to bring to life their vision – and everything in between. Life with the Q Production team is very varied.

### **OUR STRATEGY FOR A VIBRANT AND SECURE FUTURE**

Part of Q's strategy in being more active in programming our spaces is to ensure that we get the right mix of work across the year and gain security. Over the next 18 months, we are looking at securing 8-12 weeks of programming in our Rangatira space, likely in 3 4-week blocks. This will include thinking about the following:

# 03 OUR PROGRAMMING TARGETS

## 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 OUR PROGRAMMING TARGETS

## 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

# 04 HEAD OF PROGRAMMING AND PRODUCTION | TE PANE O NGĀ PAPATONO ME WHAKAPUTANGA

## POSITION OVERVIEW

We seek an outstanding individual to join Q Theatre as part of our leadership team. Reporting to the Chief Executive, this senior role leads the development and implementation of Q's programme strategy and tactical programme decision making to deliver the outcomes contemplated in our organisation strategy and annual business plans. The role is also responsible for the Production Department activities, which must support both the programme and hirers/users of the Q with technical production services, equipment, and expertise. A key feature of the role is the need to ensure a high quality of customer service across both the Programme and Production Departments. The line management responsibilities of the role are significant given the Production Department has a small permanent core staff augmented by a pool of part time technicians.

The role develops and sustains close relationships with a range of hirers, practitioners, joint venture and collob associates, and stakeholders in Q's programme. The role manages the programme budget and the production budget at Q and is accountable for delivering the budgeted attendance, utilisation, financial and customer satisfaction goals.

You will have demonstrated commercial skills and experience, exceptional interpersonal and relationship management attributes, and a deep knowledge of the sector and its people.

As a member of Q's Senior Leadership Team, this role is also integral in 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 Programming and Production 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.

### PROGRAMMING

- Develop, implement, and champion programme strategy and decision-making frameworks.

## JOB DESCRIPTION

# 04 HEAD OF PROGRAMMING AND PRODUCTION | TE PANE O NGĀ PAPATONO ME WHAKAPUTANGA

## KEY RESPONSIBILITIES

- Evaluate, curate, and activate Q's arts programme in line with programme strategy and decision-making frameworks.
- Assess arts and commercial projects requiring a joint venture/risk share arrangement by preparing working budget, internal risk assessment and suitability reports. Providing recommendations to the Chief Executive/Board as to programming suitability in line with annual programme budget.
- Be the lead for Q joint ventures and co-presentations where appropriate.
- Develop and deliver venue hire contracts with a range of clients to support the annual business plan goals for venue utilisation and revenue targets.
- Identify and activate programme gaps by working with arts organisations in line with programme strategy.
- Create and manage production budgets with support from the Programme and Production teams.
- Work closely with the Programme team to identify and share learning and performance improvement opportunities across the Q Programme.
- Curate and manage Q's Visual Art Programme.
- 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 with functional areas of responsibility.
- Measure and report against approved KPI measures and targets to Chief Executive at regular intervals.
- Drive a culture of outstanding customer service that reflects Q's strategic plan and ambitions.
- Ensure the casual venue technician pool is resourced at the appropriate levels to balance Q's requirements, and that technical staff are appropriately trained and skilled for the tasks they are required to undertake.
- Ensure that Q Production Coordinators (and others where necessary) are supported in their work to obtain accurate information of all users of Q with regards to Health and Safety and risk management.
- Manage and implement systems to ensure all technical equipment is maintained, repaired, and replaced as required.
- Develop, implement and manage preferred supplier agreements for technical equipment and manage procurement within agreed budgets.
- Ensure that Q complies with all relevant legislation and applies for appropriate consents relating to any special requirements for the staging of events and productions.
- Ensure appropriate Production operating procedures, plans and reporting are in place.
- Work closely with the Production team to identify and share learning and performance improvement opportunities across the Production Department.
- Attend to all reporting requirements associated within Production functional areas of responsibility.
- Measure and report against approved KPI measures and targets to the Chief Executive and Board where appropriate at regular intervals.

### PRODUCTION

- Ensure the provision of high-quality technical management services to Q and Q's hirers and users, working with Production team members and other staff to plan the use of Q's spaces,

# JOB DESCRIPTION

## HEAD OF PROGRAMMING AND PRODUCTION |

### 04 TE PANE O NGĀ PAPATONO ME WHAKAPUTANGA

## KEY RESPONSIBILITIES

### RELATIONSHIP MANAGEMENT AND BUSINESS DEVELOPMENT

- Develop and maintain relationships with a wide cross section of the performing arts community, including the independent and emerging arts sector, seeing new work, keeping up to date with developments in the sector, and engaging with performing arts practitioners and senior industry figures on a regular basis.
- Develop and maintain relationships with both current and potential theatre hirers/partners across both the theatrical and the broader event sectors.
- Continually assess the opportunities to grow attendance and/or revenues across the widest range of business types to support the future financial sustainability of Q. Apply industry standard business analysis to a range of opportunities that will deliver new and additional attendances.
- Support the Chief Executive and Head of Marketing & Brand Communications to design, plan and deliver new and additional attendances audience and sector development initiatives and programmes.

### ADMINISTRATION AND 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 Programming

and Production teams with the Q approved administrative systems, tools and processes, including but not limited to the venue management, HRIS and accounting requirements.

- Ensure the Programming and Production team members understand the benefits to Q that flow from wide compliance with these systems, tools and processes.

### HEALTH AND SAFETY

- You are 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.

## JOB DESCRIPTION

# 04 HEAD OF PROGRAMMING AND PRODUCTION | TE PANE O NGĀ PAPATONO ME WHAKAPUTANGA

## IDEAL CANDIDATE PROFILE

### EDUCATION AND PROFESSIONAL DEVELOPMENT

- Tertiary degree qualified in an appropriate discipline, or equivalent training and experience.
- Have undertaken continuous learning and professional development.
- A wide knowledge and understanding of the issues, priorities and activities within the theatre industry.

### SKILLS AND EXPERIENCE

- Minimum of 10 years previous experience in a professional performing arts/events role.
- At least 5 years' successful experience in a senior line management role within any two or more of:
  - ◇ a major producing arts company;
  - ◇ a performing arts venue;
  - ◇ a significant event production company; or
  - ◇ another demonstrably relevant organisation.
- Experience working across a range of performing arts disciplines and a demonstrably strong understanding of the diverse range of programming and production activities that are undertaken in multi venue performing arts centres, across both theatrical and non-theatrical event types.
- Proven effective management of senior stakeholder relationships in the regional and national performing arts sector across Q's current and potential future ecosystem, including influencing, collaborating, and negotiating.
- Demonstrated financial management skills, including but not limited to robust understanding of the wide range of financial frameworks and structures used in the theatre/events sectors.
- Demonstrated event/show budget management skills, including event budget preparation, analysis, monitoring and reporting.
- Demonstrated commercial skills and experience.
- Excellent skills in the Microsoft Office suite of applications, especially Excel and Word.
- Strong working knowledge of venue and event management software systems.
- An active contributor to the performing arts sector in Tāmaki Makaurau and Aotearoa New Zealand.
- 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 PROGRAMMING AND PRODUCTION |

### 04 TE PANE O NGĀ PAPATONO ME WHAKAPUTANGA

## HOW TO APPLY

<https://wkf.ms/43GojFH>

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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