



Candidate Brief for the position of

# Chief Operating Officer Manchester International Festival

September 2017



**Berwick Partners**  
an Odgers Berndtson company

# Chief Operating Officer Manchester International Festival

## Company Overview

### Manchester International Festival

Manchester International Festival (MIF) is the world's first festival of original, new work and special events. The Festival was first launched in 2007 and is now staged every two years in Manchester. MIF has commissioned, produced and presented world premieres by artists as diverse as Björk, Steve McQueen, Robert Wilson, Wayne McGregor, Maxine Peake, The xx, Marina Abramović, New Order, Thomas Ostermeier and Jermeny Deller, among many others. The 2017 festival ran from the end of June to July and the estimated economic benefit to Greater Manchester has yet to be released but was put at £38.8million after the last festival in 2015.

MIF brings together artists from different art forms and backgrounds to create dynamic, innovative and forward-thinking new work, which are staged in a rich tapestry of venues across Greater Manchester – from theatres, galleries and concert halls to railway depots, churches and car parks. The organisation works closely with venues, festivals and other cultural organisations around the world, whose financial and creative input helps to make many of the projects possible and guarantees that they have a life after each Festival has ended. The shows have travelled to more than 20 countries around the world. MIF also works in a range of innovative ways with local communities and artists, including initiatives such as Festival in My House, and the Jerwood Creative Fellowships.

***“Few cultural events have established themselves with such clarity and self-confidence as Manchester International Festival... MIF has quickly taught audiences to expect the unexpected.” The Financial Times, July 2015***

### The Factory

In 2020 MIF will also become the operator of The Factory, a new £110 million theatre and arts venue due to open its doors in 2020 on the old Granada Studios site. The Factory is being developed by Manchester Quays Ltd (MQL), a development partnership between Allied London and Manchester City Council and has been designed by Rem Koolhaas's OMA. The designs have been in development since early 2016, and ground breaking took place at this year's MIF, in a ceremony led by artist Laurie Anderson. The Factory is seen by the city as a genuine “cultural counterbalance to London”.

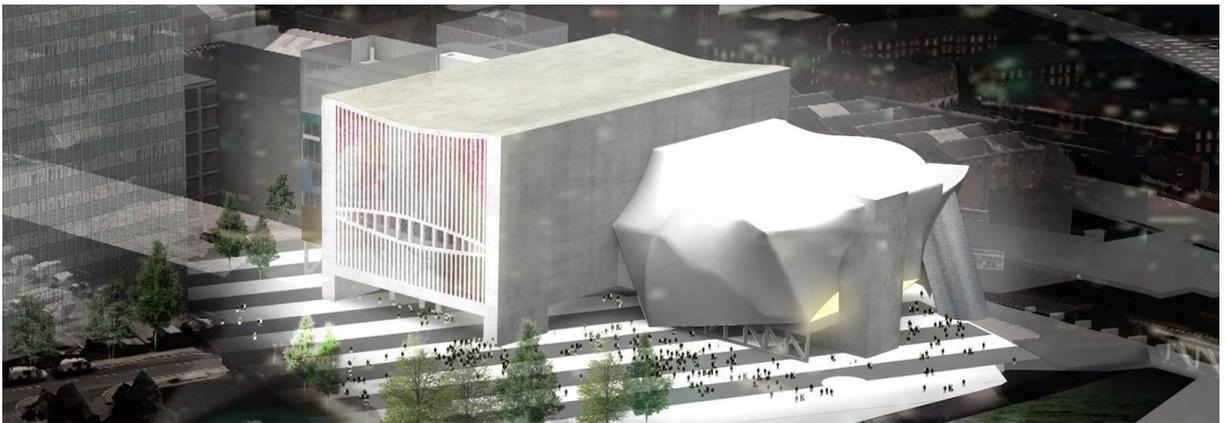
***“The Factory isn't going to just transform this unused corner of the city centre, it's going to further transform the way we see the world, and the way the world sees Manchester.” Richard Leese, Leader Manchester City Council***

The Factory is where the art of the future will be made. It will be a new and unique large scale venue and permanent home for MIF; a building capable of making and presenting the broadest range of art forms and cultural experiences, including dance, theatre, music, opera, visual arts, popular culture,

cross-art form works of scale, and innovative contemporary work incorporating multiple media and technologies.

The Factory will co-commission and co-produce work, encouraging artists to collaborate in new ways, especially where limitations of scale may otherwise have made projects impractical or impossible. With a floor space in excess of 13,500 square meters, The Factory is made up of four main components – public foyers, a super-sized warehouse, a large lyric theatre and support towers – each space made unique by their innate flexibility and their connection one to the other. The Factory will be large enough and adaptable enough to allow new works of scale to be shown or created at the same time, accommodating audiences of up to 5,000.

The Factory will not grow its own permanent company. Instead a core team of expert staff within MIF will work in partnership with artists and arts organisations to curate and deliver the year round artistic programme. MIF will also be responsible for the smooth operations of The Factory, from catering, to safety to ticket sales, ensuring that The Factory is a world class forum to participate in and engage with the arts.



## Funding

MIF is a registered charity funded by a range of contributors, including Manchester City Council, Arts Council England, ticket sales and co-commissioning partners, public bodies, private sponsorship, charitable trusts and foundations and individual donations. MIF currently turns over an average of £5.5 million per annum.

Anticipated annual revenues once The Factory opens in 2020 are estimated to be between £32 - £35million generated from an increase in funding, ticket sales and other trading income, and sponsorship. From financial year 2018-19, MIF will receive an additional £9 million of funding per annum from ACE towards the programme and operation of The Factory. The successful funding bid was based on economic forecasts that The Factory could be instrumental in adding £1.1bn to the city's economy over a decade. MIF will also continue to run the biennial festival, making use both of The Factory and of its usual wide range of venues and spaces.

The core funding relationships currently include Arts Council England (ACE), Manchester City Council (MCC), Greater Manchester Combined Authority (GMCA)/ Association of Greater Manchester Authorities (AGMA).

### **Festival Board**

- Tom Bloxham MBE - Chair. Tom founded Urban Splash in 1993 which has so far generated over a billion pounds for regeneration projects across the country. He is a Trustee of The Tate, Manchester United Foundation and was previously Chancellor of Manchester University and Chair of Arts Council North West.
- Chris Oglesby - CEO of Bruntwood.
- Richard Paver - Treasurer, GM Combined Authority.
- Sir Brian McMaster CBE – Former Artistic Director and CEO, Edinburgh International Festival.
- Peter Salmon - Chief Creative Officer, producer and distributor of Endemol Shine Group. Previously Director of BBC Studios and BBC Vision.
- Kully Thiarai - Artistic Director, National Theatre Wales.
- Jeremy Deller - English conceptual, video and installation artist, previously Trustee of the Tate Gallery.
- Cllr Luthfur Rahman - Executive Member for Schools, Culture and Leisure, Manchester City Council.
- Sir Howard Bernstein - former CEO of Manchester City Council from 1998-2017.
- Malcolm Press - Professor and Vice-Chancellor of Manchester Metropolitan University (MMU).
- Jamil Khalil - CEO and Founder, Wakelet.
- Richard Bell - North West Senior Partner, Deloitte.
- Lemn Sissay MBE - Author and Broadcaster.
- Cathryn Wright - Managing Director, Stonewall.
- Alan Bishop – former CEO Southbank 2009 – 2017.
- Maria Balshaw – Director, Tate
- Amy Lawrence – Artist

MIF also works with a number of Artistic Advisors, including Matthias von Hartz, Mary Anne Hobbs, Michael Morris, Hans Ulrich Obrist and Peter Saville.

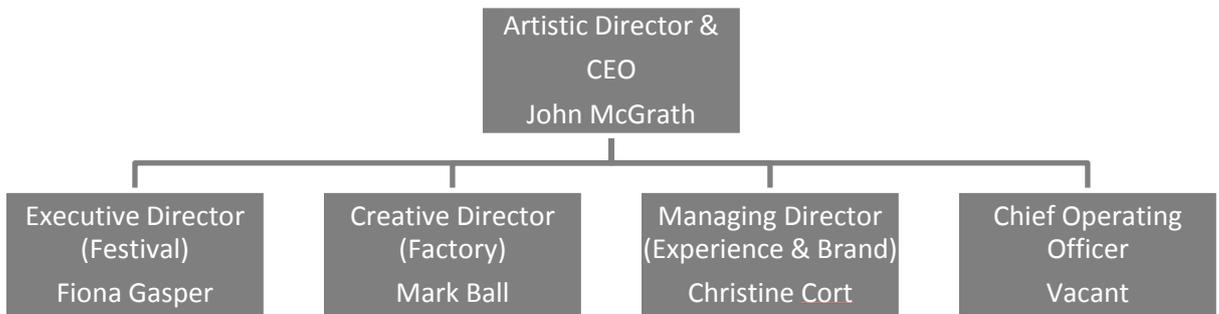
### Other Key Stakeholders

**Carol Culley** – City Treasurer, Manchester City Council and SRO for the project.

### The Manchester International Festival Executive Team

MIF’s Artistic Director and CEO is John E. McGrath. John was previously the Founding Artistic Director of National Theatre Wales, where he won an international reputation for large-scale site-specific works, digital innovation, international collaboration and extraordinary community involvement.

Supporting John in the Executive Leadership Team, bringing together a wealth of experience, knowledge and passion are four additional executive posts.



### Background to the Role

Underpinning MIF’s ability to deliver an ambitious and original programme of work and create memorable, high quality experiences is an efficiently operating organisation, with a small core team currently focussed on delivery of the festival. MIF are therefore looking to appoint a talented Chief Operating Officer (COO) to the Executive who will ensure the smooth operations of both MIF and The Factory as it comes into operation.

This is a broad, evolving role, working in a lean, dynamic leadership team. Responsibilities will range from catering, ticketing and front of house operations and building facilities , through to finance, business planning, procurement and administration. As COO you will help provide clarity and long-term strategy, yet you will also be in the detail of delivering successful operations. As a leader of MIF you will motivate and manage the teams (estimated over 125 people) to exude the excitement of working at The Factory and Festival.

This is a fantastic opportunity to become even more passionate about the Arts. You will be joining this innovative, growing organisation to become an integral member of the leadership team, taking them to the next stage in their development. Your role is vital to the everyday running and future success of MIF/The Factory, and to the overall strategic and business planning and success of the

company. You will have the opportunity to shape the role around you and bring on board the team to support you in this fascinating venture.

## **The Role**

### **Chief Operating Officer, reporting to – CEO and Board**

#### **Direct line reports – to be confirmed, the COO will input into the structure and roles.**

The Chief Operating Officer (COO) will be accountable for the financial and operational sustainability and efficiency of MIF - both as a biennial festival and as operator of Factory. This new role will provide operational vision for the new venture and will evolve further as we finalise specific executive responsibilities over the autumn. As MIF grows in popularity and in preparation for Factory opening its doors in 2020, the COO will need to build a high functioning operations and financial team, and will be at the centre of developing the new staffing model, and substantial staffing growth..

These responsibilities fall into the following areas, for which the COO will have overall responsibility:

#### ■ **Business Planning**

- You will lead the continued development of the strategic business plan, ensuring it incorporates both artistic and organisational objectives and prepares MIF/The Factory for the opening and successful running thereafter. Working with the multiple functions you will set the detail of the plan, drive the implementation and hold the business to account for its delivery.

#### ■ **Operations & Facilities**

- Ensure first class operations befitting this world leading arts venue, delivering a seamless experience for patrons. The Factory will be an amazing space for a multitude of uses. Whatever is going on, whatever is planned and coming up, whoever is visiting, you will be responsible for ensuring The Factory is a world class experience for visitors and artists. You will be responsible for ensuring the routines are in place that keep a building of this size and importance in great condition and run effectively.
- Responsibility over facilities management, health & safety, event and front of house management and security, technology infrastructure and delivery, ticket and event sales, food and beverage, and retail delivery. We need to be sustainable, our food and beverage offer needs to be exciting and profitable. Our retail (and concessions) need to reflect the quality experience and generate the income vital to our long-term success and aligned to our wider brand and creative offer.

#### ■ **Financial Management**

- Reporting to the Board via the Finance Committee with responsibility for setting budgets, making strategic decisions and reporting.
- Deliver robust financial management ensuring financial processes are in place to minimise risk and that statutory and external reporting requirements are met.
- Lead financial planning to support strategic objectives, providing financial reports and management information to allow the leadership team to make informed decisions.
- Manage the finance function.

### ■ **HR & Governance**

- This is a senior leadership role in the organisation. Of the estimated 125 core roles that will be created, the majority will report to this role, via the functional heads.
- As a leader of the organisation, promote the values that make MIF and The Factory a great place to work.
- Be an advocate for diversity and creative thought allowing people to be themselves.
- Ensure robust HR policies and procedures are in place to protect the organisation and employees rights.
- Develop and implement an innovative staffing vision for this new kind of arts organisation.
- Act as Company Secretary and ensure the financial and legal obligations of the Company as a charity and Company Limited by Guarantee are adhered to

### ■ **Contract procurement and management**

- Negotiate commercial contracts for facilities, operations and supply chain, maximising value for MIF and The Factory. Manage contracts to ensure delivery and service is maintained and holds service providers to account.
- Manage the central contracts team, which has an overview of all contracts, including those for artists and staff.

### ■ **Administration & Technology**

- Ensure a well organised administration function, document and enforce processes and provide central functions.
- Ensure the technology underpinning operations is fit for purpose & effectively supported.
- Ensure that The Factory is a world leader in its uses of technology and its organisational vision.

## **The Candidate**

We are looking for a Chief Operating Officer who will unite the artistic vision with operations, finance and resources into an integrated business plan, underpinning the transition to The Factory becoming operational in 2020.

Relevant candidates will have experience in managing public venues, or large-scale creative / artistic/ other equivalent projects. They will have a broad base of operational, commercial and financial skills and will be able to align these with artistic objectives to deliver a world class arts programme.

Candidates:

- Will possess a strong strategic view of running a large scale arts venue, with the ability to bridge the creative and operational picture, accommodating differing perspectives and objectives to see the right course of action for MIF and The Factory.
- Experienced in translating the strategic view into a detailed operational plan that knits together cross functional teams, enabling the smooth operational management and financial health of The Factory.

- A candidate with the financial and commercial acumen to understand the impact of decisions and operations on the P&L, and who can lead financial planning and budgetary control as part of the business planning process.
- A proven leader, who will be seen as a one of the figureheads of MIF and The Factory and who can unite and motivate cross functional small teams and inspire and lead larger teams as The Factory comes into operation. There are many highlights in this role but there are challenging times of which the ability to inspire passion and solidarity will be vital.
- A desire to work in the arts and the emotional intelligence and appreciation of how to work collaboratively in a creative environment.
- An ambassador for MIF and The Factory who understands the accountability to many funding bodies and partners, and be able to demonstrate MIF's credibility and delivery against agreed objectives – providing comprehensive and credible information to ensure their continued confidence in the organisation.

### **Additional Details**

- Competitive salary, negotiable.
- Application process:
  - To apply please send a CV and covering letter to amy.parkinson@berwickpartners.co.uk or lucy.ramsbottom@berwickpartners.co.uk
  - Closing date end of September
  - Berwick Partner interviews w/c 1st October
  - Final interview & presentation 10th November

If you have any queries or would like more information in regard to this document please contact:

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