

THE **LYCEUM**
Royal Lyceum Theatre Edinburgh

APPOINTMENT OF
CHAIR
FEBRUARY 2020

Robert Jack as Berenger in **Rhinoceros**, 2018
Photo by Mihaela Bodlovic



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“I believe that every theatre production should say something new about the world, and something new about theatre.”

David Greig, Artistic Director

Angela Hardie (front) in **The Belle's Stratagem**, 2018
Photo by Mihaela Bodlovic



INTRODUCTION

ABOUT THE ROYAL LYCEUM THEATRE EDINBURGH

Led by the executive team of Artistic Director, David Greig, and Executive Director, Mike Griffiths, the **Royal Lyceum Theatre Edinburgh** is the leading producing theatre in Scotland and one of the United Kingdom's most prolific theatre companies.

The Lyceum's beautiful, intimate Victorian theatre has played a significant role in the cultural and creative life of the city and surrounding area for over 130 years. Since 1965, the current Royal Lyceum Theatre Company has developed a reputation for innovative, high-quality theatre, drawing upon the considerable talent in Scotland as well as developing award-winning work with partners across the globe to make theatre in Edinburgh that can speak to the world.

Nominated in The Stage Awards 2020 for Regional Theatre of the Year, The Lyceum is renowned for its co-production and collaboration with many other national and international theatres. The theatre's wave of critically acclaimed hits include: *Touching the Void*, an adaptation of Joe Simpson's memoir by Artistic Director David Greig, co-produced with Bristol Old Vic and recently on stage at The Duke of York's Theatre in London's West End; Zinnie Harris' adaptation of *The Duchess [of Malfi]* co-produced with the Citizens Theatre in Glasgow; and the sell-out stage musical adaptation of *Local Hero* directed by John Crowley, with book by David Greig and new music and lyrics by Mark Knopfler. *Local Hero*, which transfers to the Old Vic in London in June 2020, was the fastest selling Lyceum

Local Hero, Edinburgh, 2019
Photo by Stephen Cummiskey





show of all time, with more repeat bookings than any other show since current box office records began, with audiences travelling to Edinburgh from 36 countries and 26 different US states.

In September 2019 David Greig's adaptation of Stanisław Lem's novel, *Solaris*, opened in Edinburgh following its world premiere in Melbourne Australia with co-producers Malthouse Theatre before transferring to The Lyric Hammersmith.

Nominated for Best New Regional or Touring Production at the 2019 Broadway World UK Awards, The Lyceum's remount of Isobel McArthur's *Pride and Prejudice* (*Sort Of)*, presented with Tron Theatre and Blood of the Young, began its national tour with co-producers Birmingham Repertory Theatre, Bristol Old Vic, Leeds Playhouse, Northern Stage, Nuffield Southampton Theatres and Oxford Playhouse, to huge critical acclaim and sell-out audiences.

Pressure, by David Haig, first produced and performed at The Lyceum had a celebrated run in the West End and featured in the D Day 75th anniversary event held in Portsmouth in June 2019.

The Lyceum's other recent co-producing partners include the National Theatre of Scotland, Pitlochry Festival Theatre, Stellar Quines, Lung Ha, Royal & Derngate Northampton and Fuel. Committed to bringing the best new talent to its Edinburgh stage, The Lyceum enjoys productive relationships with Scottish artists, writers and companies and is delighted to collaborate and co-present with The Edinburgh International Festival, The Edinburgh International Book Festival and, in 2019, with The Luminare Festival, Scotland's creative ageing organization.

The Lyceum auditorium from the stage
Photo by Stephen Dunn



THE THEATRE

The Royal Lyceum Theatre, designed by C.J. Phipps, opened in September 1883 under the management of theatrical entrepreneurs Howard and Wyndham. It is a magnificent example of late Victorian theatre architecture with traditional proscenium arch and seating for 658 people. In 1965 the theatre was taken over by the Royal Lyceum Theatre Company which now employs around 80 full-time staff and continues to be Scotland's leading producing theatre building. During its 2018-19 Season, The Lyceum welcomed a total of 95,287 audience members across 188 performances in Edinburgh.

Since its inaugural year in 1965, the Company has had eight Artistic Directors: Tom Fleming (1965–1966); Clive Perry (1966-1976); Stephen MacDonald (1976-1979); Leslie Lawton (1979-1984); Ian Wooldridge (1984-1993); Kenny Ireland (1993-2003); Mark Thomson (2003-2016); David Greig (2016-present).

Throughout its long history, the Royal Lyceum Theatre Company has welcomed many stars to its stage including Brian Cox, Bill Paterson, David Tennant, Elaine C Smith, Alan Cumming, Maureen Beattie and David Haig.

RESOURCES

The Royal Lyceum Theatre Company Ltd is resident across three buildings: The Royal Lyceum Theatre; 30b Grindlay Street (housing administration offices, Creative Learning workshop room and rehearsal space); and Roseburn scenic workshop and wardrobe. All these buildings are owned by City of Edinburgh Council and leased to the Royal Lyceum Theatre Company Ltd, with leases in place until 2027.

ENGAGEMENT AND OUTREACH

The Lyceum believes that making and watching theatre together is life enhancing. The Lyceum is committed to being rooted in the community, a truly civic theatre entertaining, challenging and inspiring all the people of Edinburgh. Therefore, a very important part of The Lyceum's offering is a well-attended and varied programme of engagement and outreach through our Creative Learning team.

To reach the widest possible audience The Lyceum finds new ways to open their doors and stage to the public, as well as reaching out into Edinburgh's schools and neighbourhoods with a range of programmes taking place beyond the theatre's walls. Under Artistic Director David Greig, The Lyceum has continued to seek out new artistic partnerships with local communities. In 2016 *The Suppliant Women*, the acclaimed production that opened David's first season, featured a chorus of 50 young women playing the title role. In June 2018, The Lyceum cast 100 local citizens in the main stage production of *The Hour We Knew Nothing of Each Other* and in 2019 The Lyceum was delighted to draw together a community choir of 64 people for its hugely successful production of *An Edinburgh Christmas Carol*.

Alongside these main stage productions, The Lyceum's Creative Learning Department offers a year-round, extensive programme of education, events and workshops. At the heart of The Lyceum's offering to young people is the Lyceum Youth Theatre which has given many Scottish actors their first start on the stage and inspired many others with new-found confidence and friendships that form a key part of their development. In the 2018-19 financial year, there were over 24,000 attendances by people of all ages in The Lyceum's engagement events, drawing young people, schools, adults and community groups into The Lyceum's events, workshops and weekly classes. New in September 2018, The Lyceum started an *Introduction to Theatre* course in partnership with Edinburgh University and the College of Open Learning which became their fastest selling course in the Literature School.

Cast of *Pride and Prejudice* (*sort of)*, 2019-20
Photo by Mihaela Bodlovic





THE BUSINESS PLAN:

The Business Plan 2021-25 is under review and the company is currently reviewing The Lyceum brand.

VISION:

To make world class theatre for, and with, the people of Edinburgh; theatre that changes lives, asks questions, plays with form, entertains, challenges, inspires and opens the doors of possibility for all. Producing theatre work at the highest production standards, with the most talented artists, we will take our shows out into the world and present them to audiences throughout the UK, and beyond.

MISSION:

- To bring the engaging storytellers of our time to Edinburgh's stage and take the storytellers of Scotland to the world stage – playing an active role in shaping and reflecting our nation's culture here in its capital city.
- To provide a space in which ideas are shared and stories told, executed with the highest creative standards, for people of all ages and backgrounds.
- To create theatrical work worthy of the capital city, nurture individual and indigenous theatre artists in Scotland, invite all citizens of Edinburgh to be involved in our work, as audiences and as active participants and represent Edinburgh nationally and internationally.

VALUES:

Inspiring: encouraging people to strive to make their best work, producing theatre that makes audiences believe in the power of live performance, encouraging discussion and debate, providing joy and entertainment and bringing people together.

Inclusive: ensuring a range of voices and perspectives are on our stage, in our audiences and across our company.

Engaged: making our theatre a place where everyone can feel at home and be part of a welcoming and convivial atmosphere. An organisation responding positively to the needs of others, creating communities of belonging so that people feel The Lyceum belongs to them.

KEY FINANCIAL INCOME MATRIX:

The Lyceum has an annual turnover of c. £4.8m. Approximately 30% of income comes from public funding. As a Regularly Funded Organisation The Lyceum receives major support from Creative Scotland along with funding from the City of Edinburgh Council which amounts to approximately £1.5m. The other 70% of income is raised through box office income, fundraising, co-production income and trading operations.

Further information is available in the RLTC 2018-19 Statutory Accounts, filed with Companies House.

More detailed financial information will be provided to candidates invited to interview.

Sally Reid as Tinkerbell in **Wendy and Peter Pan**, 2018
Photo by Mihaela Bodlovic





THE ROLE

CONTEXT

The Royal Lyceum Theatre is seeking to appoint an exceptional candidate to join The Royal Lyceum Theatre Co Ltd Board as Chairman. Having led the Board of Trustees for eight years, Shonaig Macpherson will step down later this year at the end of her term as Chair. Shonaig has been instrumental in steering the ongoing development of the theatre to reach its potential and to act on a broader national and international stage. She leaves in place a strong Board, a highly capable executive team, a stable financial position and an exciting outlook for the theatre.

THE OPPORTUNITY

The Chairman provides leadership to the Board and Executive Team, harnessing and directing the Trustees' efforts in support of the Theatre's wide ranging artistic and educational activities. Key to this is raising the profile of The Lyceum and Scotland's artists. Artistic Director, David Greig, has recently extended his tenure with the Theatre until 2025. The next five years offer an exciting opportunity for the new Chair to work alongside David and Mike on the theatre's future strategy.

GOVERNANCE

The Royal Lyceum Theatre Company Limited (RLTC) is a company limited by guarantee and is governed by its Memorandum and Articles of Association. It is registered in Scotland with Company Number SC062065 and has its Registered Office at Grindlay Street, Edinburgh EH3 9AX. It is also registered with the Office of the Scottish Charity Regulator Scotland with Charity number SC010509. RLTC has two wholly owned subsidiaries: Lyceum Theatre Trading Limited; and Grindlay Street Production Services Ltd, the commercial producing arm. The directors of the subsidiaries are all co-opted directors of The Royal Lyceum Theatre Company Limited.

The Companies Act 2006 imposes a number of statutory duties on company directors. Directors who are charity trustees must also comply with duties under the Charities and Trustee Investment (Scotland) Act 2005. Even though many of these duties are delegated to the Executive staff, the Board sets the context for delegation and for specific delegated powers, with the ultimate joint responsibility for every aspect of the Company's operation lying with the Board of Trustees. Therefore, to ensure that directors and trustees are aware of their statutory obligations, The Royal Lyceum Theatre Company has a Code of Conduct which sets out, amongst other things, the rules for conflicts of interest, confidentiality, remuneration and relationships with employees.

KEY RESPONSIBILITIES:

For further information on these responsibilities please refer to the Appendix.

- To chair regular meetings of the Board and manage the operation of the Board and its committees.
- Ensure the composition of the Board meets the requirements of the Company and complies with current best practice on corporate governance and artistic review.
- Develop the artistic and strategic direction for the Company in conjunction with the Artistic Director and Executive Director (together, Joint Chief Executives) and ensure the execution of the strategy by the executive team.
- Take principal responsibility for Corporate Governance ensuring that an appropriate organisational, process and control environment is established.
- Set high level direction for and manage the performance of the Joint Chief Executives.
- Maintain a full understanding of the Company's operations and the sectors in which it operates.
- Assist in and, where appropriate, lead the Company's positioning and reputation management, representing the Company at functions both internal and external, within Scotland and nationally throughout the UK.
- Oversee relations with funding bodies and key national bodies, including Creative Scotland and City of Edinburgh Council and the Scottish Executive.

PERSON SPECIFICATION

The successful candidate will ideally bring all or most of the following experience:

- Solid leadership experience as a main-board executive and non-executive director, ideally with prior experience in a chairing capacity, whether in the commercial, public or not-for-profit sectors;
- An understanding of UK theatre with a keen interest in, and being a supporter of the arts;
- A firm understanding of financial reporting, delegation and control mechanisms;
- An interest in the social, cultural and financial context within which The Lyceum operates;
- An awareness of current regional and national opportunities and challenges in the arts in the UK;
- Excellent relationship-building and communication skills.
- Willing and able to take on an important ambassadorial role for The Lyceum and represent the theatre across a wide range of external stakeholders including funders, partners and policy makers;
- Well networked and willing to use contacts for the benefit of The Lyceum;
- Understanding of the financial drivers at play in cultural organisations;
- Energy, enthusiasm, drive and determination;
- A demonstrable commitment to diversity and inclusivity.

George Costigan as The Cardinal in **The Duchess (of Malfi)**, 2019
Photograph by Mihaela Bodlovic



TERMS OF APPOINTMENT

This role is unremunerated and is subject to an initial term of four years, after which the Chair will be eligible for reappointment by The Board for a further term of four years. Any Director who has held office for two terms shall not be eligible for further reappointment as a Director.

The Royal Lyceum Theatre Company Limited Board meets in Edinburgh at least four times a year. The Chair would be expected to attend these meetings and may be involved in the work of the subcommittees as required: the Lyceum Audit Committee and Lyceum Theatre Trading Limited meet four or five times a year in Edinburgh; The Grindlay Street Production Services Board and Remunerations Committee meeting annually, or more frequently if required; the Nominations Committee meeting when necessary. The Chair will also be expected to attend various opening nights and events to serve as an ambassador for the theatre.

HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to The Royal Lyceum Theatre Company Ltd on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/jobs using code **DAIAXA**.

Click on the '**apply**' button and follow the instructions to upload a CV with cover letter and to complete the application and equal opportunities monitoring* form.

The closing date for applications is **noon on Friday 27th March 2020**.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please **do not** include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

APPENDIX

Tasks to support each of the key responsibilities are as follows: -

1. To chair regular meetings of the Board, manage the operation of the Board and its committees.

- Ensure at least 4 scheduled Board meetings are held per annum, plus all associated sub-committee meetings as required.
- Ensure that sufficient time is allowed for discussion of complex and contentious issues and where appropriate arrange informal meetings beforehand to enable thorough preparation for the Board discussion.
- Arrange other meetings as appropriate including away days when issues can be discussed in more detail.
- Where appropriate hold meetings with the non-executive directors without the executives present.
- Set the business for the Board within the agreed terms of reference and in consultation with the Board and the Joint Chief Executives.
- Set the agenda taking full account of the issues and concerns of all Board members. Approve the agenda, ensure papers provide accurate and clear information and are circulated in advance of the meeting and review and approve minutes of the meetings.
- Review the performance of the Board and its Committees at least once per year.
- Review and agree the Matters Reserved for the Board and Terms of Reference of its Committees.

2. Ensure the composition of the Board meets the requirements of the Company and complies with current best practice on corporate governance.

- In conjunction with the Nomination Committee, periodically assess the mix of skills and experience of Board members ensuring there is a balanced team of directors, both executive and non-executive. This assessment must take into account the changing needs of the Company, Corporate Governance requirements and bench marking of peer group companies. It must also comply with best practice as proscribed by funding bodies.
- Manage the performance of the Board as a whole and formally review each year. Where appropriate provide guidance on improvements to performance.
- Identify the development needs of the Board and facilitate a relevant development programme.
- Ensure good information flows within the Board and its Committees and between senior management and non-executive directors.
- Ensure there is proper succession planning for Directors to ensure appropriate rotation of Directors and through the Nomination Committee ensure the effective recruitment of replacement Directors.
- Ensure directors are properly briefed on industry matters and the Company's operations to ensure they are sufficiently well versed to understand and take the decisions required.
- Ensure new Directors are properly inducted.

3. Develop the artistic and strategic direction for the Company in conjunction with the Joint Chief Executives and ensure the execution of the strategy by the executive team.

- With the Joint Chief Executives, conduct an annual formal review of the Company's strategy taking into account industry trends, performance of the Company, market conditions, regulatory changes and any relevant external events.
- Agree the strategy with the Board and obtain approval for any changes as appropriate.
- Monitor issues that may have a bearing on the strategy and assess the implications on a regular basis. Ensure the Joint Chief Executives deal with any issues that arise and keep the Board advised of progress.

- Ensure an annual rolling business planning exercise is conducted, consistent with the strategy of the Company.

4. Take principal responsibility for Corporate Governance ensuring that an appropriate organisational, process and control environment is established.

- With the Company Secretary regularly review best practice, Company law, peer group practice and any other requirements. Ensure compliance and where necessary introduce new practice with the approval of the Board.
- Review the Terms of Reference of the Board on an annual basis with the Board and agree authority delegated to the Executives. Regularly review delegated authority with the Joint Chief Executives to ensure compliance.
- Periodically review the Company's legal and management organisational structure and ensure it is fit for purpose.
- In conjunction with the Audit Committee, ensure an annual review of business and internal control is conducted and that action is initiated on agreed areas of weakness.

5. Set high level direction for and manage the performance of the Joint Chief Executives.

- Ensure the Joint Chief Executives prepare a set of agreed objectives each year covering artistic, strategic, operational and financial targets, responsibility for which should be allocated to the Joint Chief Executives and their senior team. Ensure the objectives are approved by the Board.
- Ensure an annual financial budget is set for the Company and approved by the Board.
- Set the objectives for the Joint Chief Executives and agree these with the Remuneration Committee.
- Meet with the Joint Chief Executives on a regular basis, currently monthly, throughout the year to monitor performance against the objectives including corrective action plans where necessary.
- Provide mentoring and guidance service to the Joint Chief Executives and be an effective sounding board.
- Conduct a formal performance review with the Joint Chief Executives in line with the Company's performance appraisal system.
- Ensure there is an appropriate succession planning process in effect.

6. Maintain a full understanding of the Company's operations and the sectors in which it operates.

- Constantly update knowledge on the industry and the Company through reading general and trade publications.
- Monitor competitive activity and regulatory pronouncements/ consultations.
- Meet with senior Company Management on a regular basis to review their operation and to understand current issues. Such meetings should also be used to informally assess the wider management team.
- Periodically review with the Joint Chief Executives and senior management the industry and competition.
- Review the performance appraisals of the executive team.
- Periodically meet with the Company's advisors.

7. Assist in and where appropriate lead the Company's corporate positioning and reputation management.

- Represent the Company at important functions both internal and external.
- Through platform speaking, written articles, interviews etc. ensure the Company's interests are promoted and widely communicated.
- Activate, maintain and cultivate a senior network of relationships with key constituencies and influencers – politicians, funding bodies, customers, regulators, competitors and advisors.

Saxton Bampfylde

The Lyceum Theatre chandelier
Photo by Stephen Dunn

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