



Theatre
Royal
Plymouth



DIRECTOR OF EXTERNAL AFFAIRS

Director of External Affairs

Main Purpose and Scope of the Role

The Director of External Affairs leads our customer engagement strategy with a portfolio of teams that work together to deepen relationships with existing audiences, build new audiences, provide a class-leading experience, and drive sustainable revenue streams.

As part of the Executive Team, you'll proactively contribute to the development of TRP's strategies and creative programme, providing feedback, internal and external statistical evidence and your own analysis to stimulate debate, support decision making, track success and identify opportunities for organisational development.

Reports to	Chief Operating Officer
Responsible for	Head of Insight & Revenue Management Head of Ticketing Head of Patron Advancement (<i>vacant</i>) Head of Visitor Experience Head of Communications
Salary	Up to £55,000 dependant on experience
Contract	Full time, no fixed hours
Benefits	33 days annual leave (inclusive of Bank Holidays); contributory pension
Notes	'Patron Advancement' includes marketing and development functions. 'Visitor Experience' includes front of house, catering and retail functions.

Key Responsibilities

As a member of the Executive you'll provide counsel and leadership to steer and inspire the successful delivery of strategic objectives from reputational, reach and revenue perspectives.

You'll be an advocate for TRP's development and growth, supporting your direct reports and their teams to deliver our renewed creative ambition.

You'll drive positive collaboration between teams and disciplines, orientating the portfolio and the organisation around the needs of current and future audiences and participants.

You'll be an advocate for and empower decision making through the analysis of data, improving the availability and visibility of actionable insight across the organisation. This will require confidence in interpretation and presentation of data.

You'll create an environment of trust that maximises the impact of each portfolio team member.

You'll be comfortable guiding longer-term resource and investment planning and income projections, supporting your direct reports to successfully manage the day-to-day operations of their own teams.

You'll represent TRP within the sector, through your own professional networks and as required by your colleagues.

You'll lead the portfolio through the next strategic phase of patron engagement, working with colleagues and consultants to maximise the benefit of patron loyalty, and engage the organisation in the results being generated. This includes the efficient delivery of class-leading net-returns from ticket sales, memberships, and sponsorship, and secondary spend.

You'll curate TRP's public persona, ensuring that our core purpose and the public benefit of our work are better articulated and understood by our stakeholders.

You'll ensure that our brand vision is aligned with the experience of our guests and audiences, setting and upholding the standards required to provide an exemplary, consistent end-to-end experience online, and in-person, both front and rear of house, at the theatre and at TR2.

With a focus on continual improvement across the portfolio, you'll monitor, document, and share results, outcomes, and ambitions with your teams, with the Executive and with Trustees and Trustee-Sub Committees where required.

You'll be curious about innovation within the disciplines you lead, bringing forward best practice from ours and other sectors for evaluation and to inspire future portfolio development.

About you

You'll have a track record of leadership in a senior team and a background in one or more disciplines that comprises the External Affairs portfolio. You'll be able to confidently articulate and demonstrate transferable skills and experience that will support your delivery in all areas of your remit.

You'll be a strong strategic thinker with a working knowledge of the considerations required to lead audience-focussed and revenue-focused teams and be adaptable and resilient in the face of uncharted challenges.

You'll be very comfortable using data to inform this work both through interpretation and presentation of data.

You'll be a good communicator offering clear, decisive leadership across multiple disciplines.

You may have first-hand experience of the arts, be an advocate for creative engagement and understand the positive role charitable organisations like TRP have in place-making and community cohesion.

You'll be socially aware, understanding TRP's civic responsibility and the requirement for TRP to develop its voice and presence in this area. You'll be comfortable to challenge yourself and those around you to advocate for and make the changes required for TRP to be a more inclusive organisation, reflective and responsive to the communities we serve.

Inclusion and Diversity

We are committed to cultivating a culture of inclusion at TRP with a workforce, participants and audiences that reflect the diversity of the communities we serve. The collective power of each team member's life experiences, knowledge, innovation, self-expression, and talent creates the very best environment for us to achieve our ambitions and lead the sector. In recruiting for our team, we recognise the unique contributions that you can bring in terms of education, opinions, culture, ethnicity, race, sex, gender identity and expression, nation of origin, age, languages spoken, colour, religion, disability, sexual orientation, and beliefs.





Our Vision

To be special for everyone: inspiring a lifetime of creativity for our audiences, artists and participants, creating memorable experiences for all and being the principal home of the performing arts in the South West.

Our Mission

To develop and deepen people's engagement with pioneering creativity in Plymouth and the South West, delivering experiences that spark delight, expression and fulfilment.

Our Values

Creativity, collaboration, quality and diversity. Being imaginative in everything we do. Valuing each other in the way we work. Taking pride in achieving excellence and embracing the diversity among our people and community.

Cover: **Les Misérables** audience 2022, Steve Haywood

Image: TRP & Messenger by Steve Tanner

Back Cover: TRP's **40 Extraordinary Years** 2022, Steve Tanner

Insight & Revenue Management



As a charity we have to make the most of all potential revenue streams and obviously our ticket income is the most significant. We use demand management to control seat pricing, using data-based decisions to bring us the best results.

You will work closely with our Head of Insight & Revenue Management to use data insight to progress patrons along a loyalty pathway, informing marketing strategy, customer care and producer relationships.

Ticketing



We run our own Box Office which is both web-based and in-person. The team deal with customer service issues as well as sales of tickets, gift cards, refunds and group bookings.

The team work closely with the Head of Insight & Revenue Management to monitor sales against a demand profile, managing that demand on a daily basis. As we look more closely at patron loyalty there are opportunities to use the amazing customer service skills within this team in more and varied ways.

Patron Advancement



With the support of TRG (consultants) we are developing a patron loyalty pathway which will move patrons from single ticket purchasing, through multi-ticket purchasing to membership and philanthropic giving. The Patron Advancement team support this through a significant marketing function which uses data to make marketing decisions and drive growth.

Image: **Family Fun Day** 2017, Dom Moore

The marketing team is a busy and demanding area of our business balancing producer needs with patron growth. We also support the patron pathway through our Development team that supports membership and giving.

Visitor Experience



On the ground our visitor experience team ensure that patrons, participants and visiting artists feel connected to TRP and develop a long-term relationship. This team includes house managers, front of house staff, ushers and hospitality staff. As the patron loyalty pathway develops this team will also look after key individual relationships with significant patrons.

Another key revenue stream for TRP is the income from bars, catering and retail. The responsibility for providing this essential patron experience and growing the related revenue sits within this department.

Communications



TRPs interaction with the outside world is looked after by our amazing Communications team. They organise and oversee all PR and communications campaigns, ensuring effective communication with media, stakeholders, TRP staff and the public.

A significant amount of their work relates to media relations for shows and events such as press nights and launches. The team generate content (copy, photography, film, digital) for engaging stories which draw patrons and stakeholders closer to TRP and recognise the civic value of TRP within Plymouth. The team also manages the TRP bloggers scheme.

Creative Renewal Programme

Our new strategy will see us working across these eight strands of creativity.



Associate Director, Theatre

New appointment



Associate Director, Dance

New appointment



Associate Director, Children, Young People & Families

New appointment



Associate Director, Co-Curated & Outdoor Work

Existing TRP colleague



Head of Artist Development

Existing TRP colleague



Scenic Design & Construction

Existing TRP colleague



Artist-for-Change, Climate Emergency

New appointment



Artist-for-Change, Diversity & Inclusion

New appointment

In early 2022 TRP commissioned six industry professionals to lead an independent review into TRP's creative leadership. You can read more about the process we went through, and read the [Key Findings document](#).

TRP has adopted all the key recommendations of the report. In January 2023 Liz King was announced as TRP's new [Executive Director, Producing and Programming](#). Liz will manage the producing and programming of all creative projects and productions at TRP.

Liz will be supported by a highly-skilled team of four leadership team members: Head of Production; Head of Technical and Wardrobe; Head of Artistic Planning, Stages & our Head of Artistic Planning; Projects.

The final stage of our reorganisation is to appoint additional artists to our leadership team to make-up the Creative Team that will creatively lead TRP in the years ahead.

Climate Emergency



**We are in a
climate emergency.**

TRP wants to create space in our programme for more climate related work to help audiences, and those in our community, to understand and discover more about the role they can play in understanding and taking action on climate related issues. Plymouth is proud to be a 'blue' and 'green' city with the sea to our south and the moors to our north. We're curious about how work could be made by us on the water, and on the moors and how we can use our stunning natural habitats to inspire and develop creativity.

Diversity & Inclusion



**Theatre Royal Plymouth
needs to do more to matter
more to more people.**

Historically we have not done enough to impact systematic and organisational change in this area. We have also got some things wrong. As we embark on our change programme we will embed an Artist-for-Change into our leadership team at TRP. With time, resource, and our shared will, this Artist will be enabled to develop their own practice whilst also supporting our shared ambition to represent our community better.

Our Reach

Theatre Royal Plymouth is the UK's largest and best attended regional producing theatre. Our reach can be seen on facts, figures and the geographical reach of our bookers on the right.

- **£16.6m** turnover
- **91%** of our income was self-generated
- For every **£1** received from public funding, we generated **£25.88** of economic impact
- We had over **81,000** attendances to our Engagement & Learning programme
- We welcomed **342,819** people through our doors for 92 productions
- We achieved **77%** occupancy
- **33.5%** of our audience were first time attenders
- **30%** of our audience attended two or more times

You can see more detail about TRP and its financial position in this link to our latest audited accounts [here](#).



Geographical reach of TRP bookers (The Lyric, The Drum, The Lab) in Financial Year 2019-20 (Edward Borlase, *Head of Insight & Revenue Management*)



It's an exciting time in Plymouth.

There is a renewed ambition and investment strategy for the sustainable development of the city's offer, with arts and culture positioned as a core pillar of the city's identity. In 2021, Plymouth Culture (*the city's arts and cultural development agency*) launched a new Culture Plan: an ambitious vision to put culture at the heart of Plymouth's development, supporting and creating hundreds of jobs and businesses while building a world class cultural offer. Destination Plymouth also launched a new Visitor Plan which targets the growth of visitor numbers by 15% from 5.1 to 6 million by 2030.

Plymouth

Britain's Ocean City

[Visit Plymouth](#)
[One Plymouth](#)
[Plymouth Culture](#)
[Plymouth City Council](#)

Plymouth ranks 1st as the safest and overall 3rd best city to live and work in the UK.

Over 40% of the city is designated as green space and is surrounded by 3 AONBs. Plymouth has 10 Local Nature Reserves, over 40 wildflower meadows, 9 Special Sites of Scientific Interest and 28 County Wildlife Sites with Plymouth Sound and Harbour as the country's first National Marine Park.

[GB Sail Grand Prix](#)
[Flavour Festival](#)
[British Fireworks](#)
[Championships](#)

[Royal William Yard](#)
[Drake Circus & Barcode](#)
[Barbican Waterfront](#)
[The Box Museum](#)

[Arts University Plymouth](#)
[City College Plymouth](#)
[Plymouth Marjon University](#)
[University of Plymouth](#)

Images courtesy of Visit Plymouth

There are up to 24 daily rail services between Plymouth and London.

Exeter and Bristol International airports are located 1-2 hours away respectively and Brittany Ferries operates regular passenger services to Roscoff, France and Santander, Spain directly from Plymouth.



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