

The background of the entire page is a photograph of a modern building with a glass facade and a series of vertical metal slats in the foreground. The image is overlaid with a solid purple color. In the top left corner, there is a white square containing the text 'Eden Court' in large white letters and 'HIGHLANDS' in smaller yellow letters below it. On the right side, the words 'CHIEF' and 'EXECUTIVE' are written in large, bold, yellow capital letters, stacked vertically. Below these, the words 'Recruitment Pack' are written in white, and 'AUGUST 2021' is written in yellow below that.

**Eden
Court**
HIGHLANDS

CHIEF EXECUTIVE

Recruitment Pack

AUGUST 2021

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WELCOME FÀILTE

Welcome from Our Chair

**ON BEHALF OF MY FELLOW DIRECTORS,
AND ALL STAFF AT EDEN COURT, I'M
DELIGHTED THAT YOU ARE INTERESTED
IN JOINING US AS OUR NEW CHIEF
EXECUTIVE.**

Eden Court is an extraordinary organisation, in a world-class setting. We serve one of the most geographically stunning parts of Scotland. Our audiences, participants and visitors are loyal and artists and companies tell us we are one of their favourite venues to visit.

We are at a critical moment in our history and this is a unique opportunity in a unique time.

We have been successful in stabilising the business through the pandemic and are now looking for the right person, with the right skills, experience and values to lead Eden Court into the future.

There are incredibly exciting opportunities for the successful candidate to exploit, ranging from the strong foundations of a potential capital project and supporting us in our ambition to produce and co-produce more of our own work.

This recruitment pack is aimed to give you an understanding of who we are, where we are and the role of the Chief Executive. Whilst the pack is extensive please do feel free to reach out to our recruitment consultants, AEM International. They would be delighted to hear from you and your privacy, and the essential confidentiality of this process, will be protected.

Thank you for your interest in Eden Court. I look forward to hearing from you.



Don Robertson,
Chair, Eden Court Highlands



Our History

1877

Eden Court, a 12 bedroom house with a private chapel is built for the founder of the neighbouring cathedral, Bishop Robert Eden. Designed by architect Alexander Ross, the house remained the official Episcopal residence until 1947.

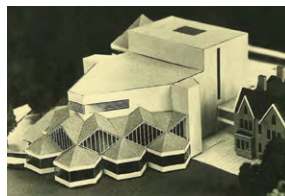


"It has always been a dream of mine that some day we would have a cultural centre worthy of the Highland capital, which would serve the whole Highland region."

PROVOST WILLIAM SMITH

1966

Inverness Town Council buy the house and its six acres of gardens as the site for a new civic centre. Planning for a theatre and conference centre was approved at the end of that year but it took another ten to complete the project.



1976

Eden Court, a modern theatre for the Highlands, opens with a gala performance. Featuring an 840 seat horseshoe shaped auditorium, an 80 foot wide stage and an orchestra pit, the Highlands finally has a performance venue to host national companies and touring shows. Bishop Eden's house becomes the Bishop's Palace, providing dressing rooms and a green room for performers.

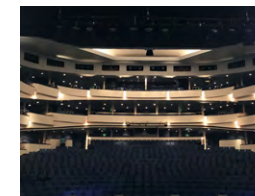


1980

The Riverside Screen is created, a dedicated 80 seat cinema built within the main reception room of the Bishop's Palace.

1995

After nearly 20 years of service, the main auditorium gets a much-needed refresh. The seats are refurbished, with bold blue covers replacing the muted pink favoured in the 1970s.



The
Next
Stage

2020

Plans are developed for a project to upgrade and improve 'the jewel in the crown'. The Empire Theatre has been largely untouched for nearly 50 years. A complete refurbishment will add approximately 300 seats to the auditorium and transform Eden Court's public spaces.

2019

Eden Court hosts a gala evening in celebration of Scottish Ballet's 50th birthday. The world premiere of Sophie Laplane's *Dextera* and a party enjoyed by the company, media and supporters from across the UK is a proud moment for the arts in the Highlands.



2007

Eden Court undergoes a complete transformation with the addition of a second theatre, two modern cinemas, two education studios, purpose-built dressing rooms and a public entrance facing the riverside and city centre. The Bishop's Palace is fully restored and opened up to the public.



2003

A major appeal is launched to fund a much-needed expansion of Eden Court. Audiences have grown, with the building now busy from morning to night, and more space is needed to accommodate the huge choice of events and activities on offer. New legislation also requires better access for visitors with disabilities.



The Impact of COVID

Alongside our peer organisations in Scotland, and the wider UK, the pandemic has been an incredibly difficult time for Eden Court.

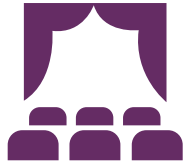
In normal times we would have around 200 staff on our payroll. Now, in August 2021, that number has reduced to around 110 with a recognition that in many parts of the business there are departments that will need to be rebuilt. As a result, there is much scope for the new Chief Executive to shape the future of the staff team at Eden Court.

As the emergency descended we knew we wanted to be at the heart of the community response. Within days of a meeting with The Highland Council about the potentially perilous situation in which business could find itself we had agreed to repurpose our building, and our staff team, in the Council's Humanitarian response. Our theatre became the region's distribution hub for food parcels for those shielding and experiencing food poverty, our Engagement team worked in Key Worker Childcare Hubs and our web-based Box Office Telephony system became the COVID-19 Emergency Helpline for the Highland region.

Our efforts led us to being selected from over 260 applicants to win one of the four inaugural Calouste Gulbenkian Civic Arts Awards.

We lost over 85% of our income in 21/22 as a result of the pandemic. In addition to funds received through the Job Retention Scheme, Eden Court raised over £2.1m from additional sources.

Eden Court is in a stable financial position. It closed the financial year 20/21 with a budget surplus and it is anticipated that 21/22 will result in a similar position in turn building the charity's unrestricted reserves.



Two theatres, two cinemas, four exhibition spaces, two purpose-built studios, multiple meeting rooms in a heritage setting and extensive outdoor space

VENUE CAPACITIES:

840

Empire Theatre

86

Playhouse Cinema

262

One Touch Theatre

138

La Scala Cinema



FACTS + FIGURES



£7m

turnover

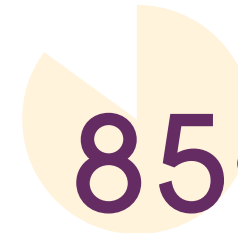
46%

of audiences first time attendees

Over

25,000

participants



85%-90%

of our income self-generated



Over

300,000

tickets sold per year



Over

3,500

bowls of soup served per year



One of a small handful of post-war Grade A Listed Buildings in Scotland in a stunning riverfront location



Free Summer Outdoor Music Festival attracting a footfall of

25,000

VISION, MISSION AND VALUES

Vision

A thriving Highlands powered by creativity and culture.

Mission

To inspire people to discover and love the arts, by bringing the world to the Highlands and taking the Highlands to the world.

Values

We are **PROUD** to be of and for the Highlands and a Highland welcome is guaranteed.

We are **AMBITIOUS** in what we do, what we expect of others and for our city and region.

We are **OPEN** about how we work, how decisions are made and where we can be better.

We are **NURTURING** of those who take part, our staff, artists and those who visit us.

Audiences, Participants and Visitors

Eden Court is unlike many other large-scale performing arts buildings. From the minute we open our doors each morning at 10am we are a bustling and thriving environment through until 11pm most evenings. The diversity of those using our building is what makes Eden Court unique. Whether it's folks visiting for a coffee, parents and toddlers coming to a Dream and Scream screening, young people having some of our famous chips before a Youth Theatre session, we are proud of the role we play in our community.

Over 300,000 people attend a ticketed event every year. The Highland region has an estimated population of 235,000 people, so our annual attendance penetrates that population deeply and demonstrates the loyalty our audiences have for our venue.



Equality, Diversity and Inclusion

Eden Court has an Equality, Diversity and Inclusion Action Plan.

Current organisational priorities are focussed on improving building access for those who are not able-bodied; the LGBT community, specifically rurally isolated LGBT elders; Gaelic language speakers and young people experiencing social disadvantage, including those at risk of criminal behaviours.

We are able to evidence projects and programming that have helped us better understand these groups and have allowed us to better meet their needs.

The Black Lives Matter movement in 2020 was a moment of reflection for Eden Court. At the time we denounced racism, acknowledged our responsibility, and the power of the arts to lead the change that is urgently needed.

We are proud of the diversity of all we present on our stages and screens, all who work for us, all those who visit us and all who take part. There is though much more work to do and we accept that we have not done enough in the past.

We have committed to doing more, listening harder and working collaboratively.

Our new Chief Executive will need to lead and champion this work.



The Climate Emergency

Eden Court has made a commitment to promoting energy efficiency, reducing waste materials, programming environmentally-conscious work and perhaps most crucially, increasing staff and audience awareness of climate crisis issues.

The Highlands and Islands have a unique relationship to land, the use of it, the clearing of communities from it, a loving and loathing of wind farms, and a deeply felt relationship between land and sea.

To stimulate public engagement, we are planning an ambitious programme of work in the lead-up to and following the 26th UN Climate Change Conference (COP26), which will take place in November 2021 in Glasgow.

Our new Artist for Change for the Climate Emergency, appointed through the Jerwood Foundation's Weston Jerwood Creative Bursary programme, is already making a significant impact on our work in this area with much further opportunity for growth over the years to come as the business makes firm commitments to contributing to the reversal of climate change.



CLIMATE



Looking to the Future:

Capital Project

In 2018, with support from the Inverness Common Good Fund and Highlands and Islands Enterprise, Eden Court undertook a pre-feasibility review to scope the commercial potential of future capital investment.

This review confirmed the viability of a project and made clear the potential need for capital investment.

Our initial study was followed in 2019 by a full Feasibility Study, supported by The Highland

Council and Highlands and Islands Enterprise, which enabled the proposed works to be developed to RIBA Stage One.

As a result of extensive research and development over the past two years, we have established that there exists an urgent need to:

- 1. Increase the Empire Theatre's seating capacity and upgrade its technical infrastructure.**
- 2. Create a destination dining offer for residents and visitors at the historic heart of our building.**

3. Reorganise our public spaces to maximise our income and ensure the best possible visitor experience.

4. Revitalise our public realm to enable the best use of our unique riverside location.

Eden Court's new Chief Executive will help further shape the vision for the future of our building assets and lead our planned capital project.

FUTURE

Looking to the Future: **Producing**

In September 2021 a new Senior Producer will join Eden Court.

Eden Court has ambitious plans to continue on a journey that will see it co-producing, collaborating with more artists and creating its own work.

In early 2020 Eden Court was awarded £500,000 from the Weston Cultural Fund, the largest grant in Scotland, to help the organisation amongst other things, on a pathway to producing.

At the present time Eden Court is working and collaborating on new work with Raw Material Arts, Dundee Rep, The McOnie Company, Selladoor International, National Theatre of Scotland and other artists and makers based in the North of Scotland. Additionally, the organisation is holding the rights to potential revivals and financially supporting the commissioning process of a number of future projects.

The new Chief Executive, with the Senior Producer, will work to develop a strategy for Eden Court's future producing projects and partnerships.



FUTURE

Live Performance

Our artistic programme aims to be diverse, inclusive and world-class. It intends to help our audiences see the world in new ways, to see themselves on our stages, on our screens or represented in our galleries. We hope it entertains, surprises and moves.

In our Empire Theatre, One Touch Theatre, on our grounds and across the Highlands we present everything from intimate contemporary dance through to large-scale musical theatre. We are particularly interested in presenting work funded by Creative Scotland.

We are proud to be a home for our national companies: Scottish Ballet, Scottish Opera and National Theatre of Scotland, Scottish Chamber Orchestra, Royal Scottish National Orchestra and the BBC Scottish Symphony Orchestra.

Theatre, music, comedy, circus, dance, musicals, performance poetry, classical, contemporary, avant-garde, commercial, popular, new, experimental – these are some of the words that describe the breadth of our programme.

The breadth of Eden Court's programme is incredibly important to the venue. We are proud of the diversity of work we present on our stages.



Film

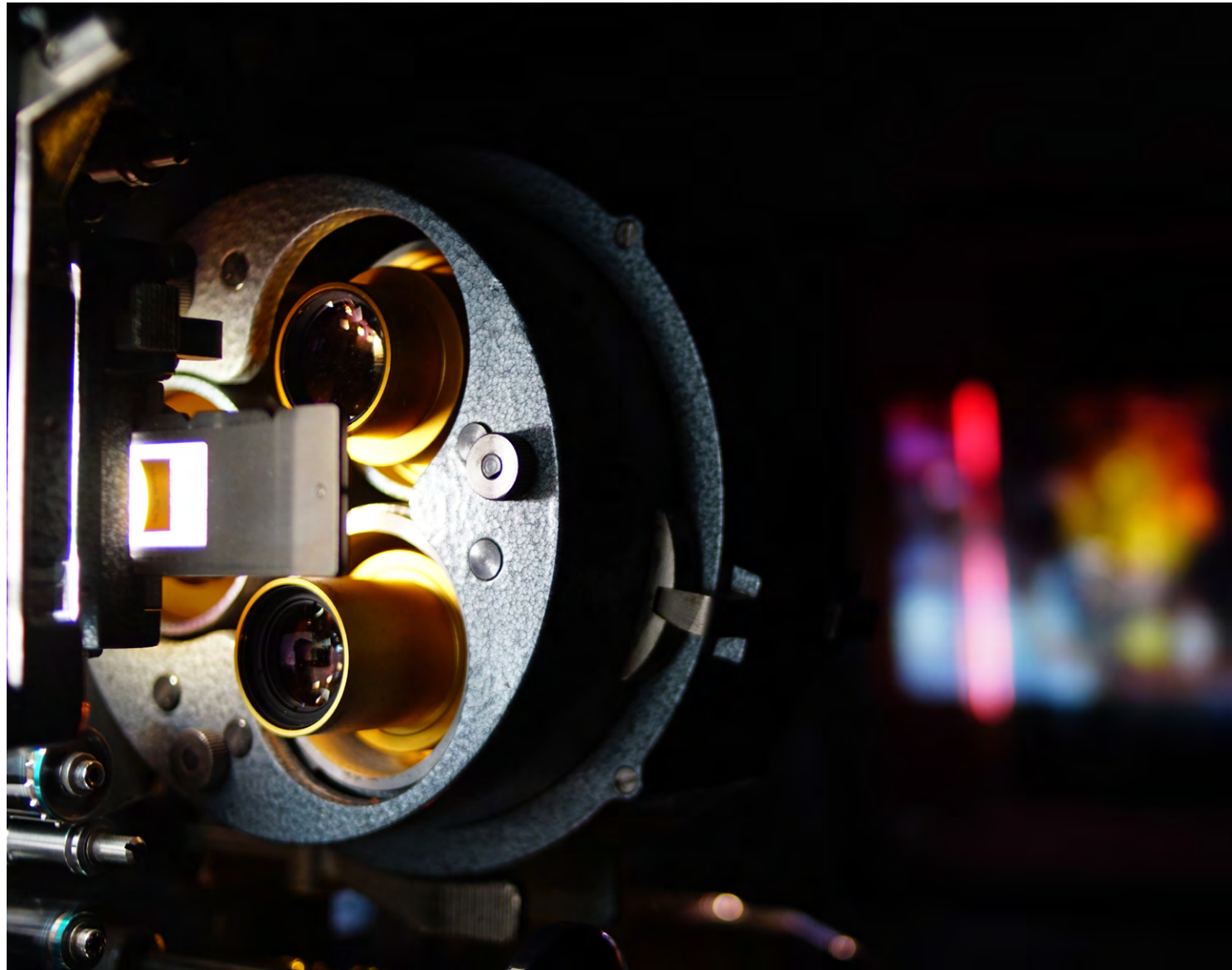
We have two beautiful, modern cinemas.

We're proudly independent from any of the well-known cinema chains. Our independence allows us to programme a diverse programme of new releases and new works from emerging filmmakers. We try hard to present film that talks to diverse communities of people.

We're supportive of Scottish filmmakers as well as showing world-cinema, independent film, documentaries and retrospective screenings.

Our annual Inverness Film Festival has a loyal and growing audience that packs in over 50 titles in a seven-day period. Taking place every November it's a highlight in our annual calendar.

We have a special relationship with the stunningly located, brand-new, Cromarty Cinema who help us deliver our Highland-wide reach.



Visual Art & Public Art

We have four gallery spaces. We work with artists to present a varied programme of exhibitions showcasing the work of both established artists and those who are emerging.

Our OneTouch Gallery is currently hosting exhibitions from the FLOW Photography Festival.

Our Stalls Gallery is where established artists from across Scotland and the world can exhibit and sell their work.

The Second Floor Gallery is a creative space where Highland artists, young and older, established and emerging, can exhibit and sell their work.

Eden Court is home to five commissioned pieces of public art. These important aspects of our estate range from our stunning reflective chimneys to our stained-glass windows of the Bishops' Palace that were restored in 2008.



Engagement

Eden Court has one of the largest Engagement teams in the UK. 12 staff deliver projects and programmes for children, young people and the community at our base in Inverness and across the region.

Our community classes programme ranges from Gracenotes, dance for older adults, to a thriving programme of Youth Theatre and Youth Dance, all taking place weekly, in our purpose-built studios.

Eden Court, on behalf of the Highland Council, delivers SQA qualifications in Drama and Dance, as well as an A Level in Moving Image Arts. Young people travel weekly from across the Highland region to undertake these qualifications.

Our Cashback Highlands programme is a progression and outcome focussed creative arts project for young people aged 12 – 24. We work with a network of project partners who support young people and their families. The three-year programme is designed to empower young people to feel more confident, learn new skills and aspire to look positively to their futures. Cashback Highlands is part of Cashback for Communities a unique Scottish Government



programme which takes money recovered from criminals under proceeds of crime legislation and invests those funds in Scotland's future.

In addition to our classes, qualifications and Cashback work, our Engagement team work on a number of other ambitious creative projects throughout the year that meet the needs of local people, and artists, across the region.

The new Chief Executive will be able to shape an Engagement strategy with the Head of Engagement to ensure the organisation meets the needs of local people in a post-pandemic world.



Gaelic & The Traditional Arts

Inverness is the capital of the Highlands and by default the capital city of the Gaelic language. We have a loyal Gaelic speaking audience and an even bigger audience for Gaelic and traditional arts.

Throughout 2021 we will be expanding our Gaelic Engagement programme thanks to the appointment of our new Gaelic Participatory Artist.

Our summer outdoor music festival, co-curated with Feis Rois, attracts annual footfall of over 25,000 and

provides employment opportunities to hundreds of Gaelic, traditional and folk musicians. The festival was nominated for Event of the Year at the 2019 Scottish Trad' Awards.

Over the coming years we aim to further invest in our Gaelic programme, and our Gaelic welcome, to ensure we are as accessible as possible for those who are Gaelic, are Gaelic learners and those inquisitive about the language, its heritage and its culture.

GAELIC

Visitor Experience

We have an exceptional Visitor Experience team who deliver first-class service to audiences and visitors 363 days per year.

In 2022 Eden Court needs to restart its conferencing and events business, previously generating approximately £175,000 per year.

We have three bars, a Café and Bistro and ambitious plans to improve our customer offer and make the best use of all our public space.

Eden Court Trading, our subsidiary company, gifts between £250,000 and £400,000 back to the charity every year.



Inverness and the Highlands

Inverness; from the Scottish Gaelic: Inbhir Nis, meaning “Mouth of the River Ness” is regarded as the capital of the Highlands.

It is the northernmost city in the United Kingdom and lies within the Great Glen (Gleann Mòr) at its north-eastern extremity where the River Ness enters the Moray Firth. In October 2018 the Highlands and Islands were voted fifth in the world on Lonely Planet’s ‘Best in Travel’ destinations describing the region as “one of the wildest and most scenic parts of Europe”.

Inverness has a population of 70,000 and is one of Europe’s fastest growing cities, with a quarter of the Highland population living in or around it. Approximately 250,000 people live in the Highlands. Eden Court is proud to serve this entire population. Inverness is ranked fifth out of 189 British cities for its quality of life, the highest of any Scottish city.

In the recent past, Inverness has experienced rapid economic growth: Inverness and the rest of the central Highlands showed the largest growth of average economic productivity per person in Scotland and the second greatest growth in the United Kingdom as a whole, with an increase of 86%. Inverness is twinned with one German city, Augsburg, and two French towns, La Baule and Saint-Valery-en-Caux.



Inverness College is the main campus for the University of the Highlands and Islands. With around 8,500 students, Inverness College hosts around a quarter of all the University of the Highlands and Islands’ students.

Eden Court is situated on the banks of the River Ness in the centre of Inverness. We’re just eight miles north of the famous Loch Ness and five miles from the Culloden Battlefield.

The capital of the Highlands is steeped in history and has a rich and diverse cultural heart. The area hosts

a number of festivals and events throughout the year including the Loch Ness Marathon, Belladrum Tartan Heart Music and Performing Arts Festival, Food and Drink Festivals, the Inverness Film Festival and the Etape Loch Ness cycling event.

The surrounding countryside offers everything for an outdoors enthusiast whilst vibrant restaurants and buzzing pubs, many with live music, make the city a great place for a night out.

The Role & Key Responsibilities

THE ROLE

The Chief Executive of Eden Court Highlands will provide inspirational leadership to the charity, ensuring strategic vision, financial resilience, artistic excellence, equality of opportunity, inclusion and long-term stability.

Our Chief Executive will be a cultural leader who is willing to play an important role in the civic life of our city and region and the cultural life of the Highlands and more broadly, across the entire nation of Scotland and beyond.

The Chief Executive has overall managerial responsibility for the Group of companies, comprising Eden Court Highlands and its charitable trading subsidiary (Eden Court Trading Ltd) including:

- 1 Lead officer for the Board of Directors, providing leadership and direction for the company.
- 2 Responsible for the delivery of an excellent and varied Artistic Programme.
- 3 Leading, in conjunction with the Board of Directors, in developing the strategy and business planning for the company and ensuring the delivery of its strategic objectives.
- 4 Responsible for ensuring the financial health and viability of the company.
- 5 Ensure all visitors enjoy high levels of service.
- 6 Ensure the Company has appropriate policies and procedures in place and that these are kept under review and revised when necessary.
- 7 Ensure the Company operates in an open, fair and transparent manner at all times, in keeping with its vision, mission and values.
- 8 Act as a member of the Companies' Boards of Directors.

SPECIFIC AREAS OF RESPONSIBILITY

LEADERSHIP & MANAGEMENT

- Develop and oversee delivery of strategic plans that support the Vision, Mission and Values of Eden Court, ensuring buy-in from team members, Trustees and stakeholders.
- Provide inspirational leadership and a clear sense of direction and purpose to the management team, and wider organisation, ensuring best practice and equality of opportunity, and creating a working environment where staff feel valued and can develop and flourish.
- Develop a high-quality, relevant and ambitious artistic programme across The Empire Theatre, the One Touch Theatre, the Studios, Cinemas and outdoor space.
- Champion the integration and expansion of the organisation's Engagement activities, ensuring they sit at the heart of Eden Court's work.
- Provide visible leadership and support to key city and regional strategic forums.
- Ensure an imaginative and effective approach to Eden Court's marketing, brand management, sales, and audience development strategies.
- Champion the delivery of Eden Court's high-quality experience for audiences, artists and other visitors, extending a world-class welcome and promoting best practice in customer service with all staff.
- Implement and oversee the organisation's capital programmes of both minor and major works, ensuring the use, ongoing maintenance and future development of the main building is commensurate with grade-A listing of Eden Court's heritage estate.
- Encourage the exploration and incorporation of new and emerging technologies for the benefit of the organisation.
- Ensure a commitment to diversity, inclusion, accessibility and environmental sustainability across all of the organisation's activities.
- Ensure compliance with all legal obligations and statutory requirements, including the preparation of Annual Report and Financial Statements.
- Work closely with the Chair and Board of Trustees to ensure good governance, maintain compliance with all relevant legislation, and develop and monitor effective risk management systems.

STAKEHOLDER RELATIONS

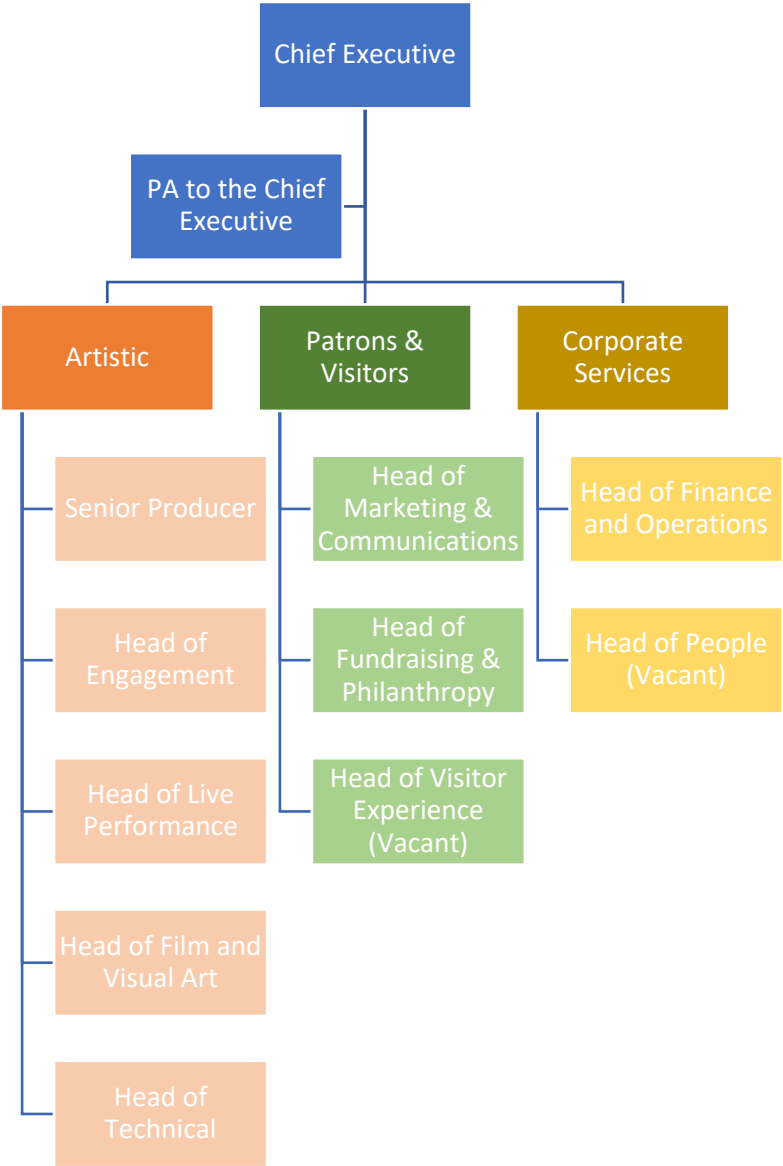
- Build excellent and effective working relationships and maintain regular dialogue with key stakeholders and strategic partners, including Highland Council, Creative Scotland, Highlands and Islands Enterprise and the Scottish Government.
- Continue the development of the civic function of Eden Court, extending the reach and influence of the organisation as a significant public institution in the region.
- Continue to develop Eden Court's influence as a key strategic partner and cultural leader locally, regionally and nationally.
- Develop and maintain productive relationships with the UK theatre industry, including leading commercial producers, co-producing partners, theatre and dance consortia and visiting companies, maximising these networks and partnerships for the financial and artistic success of Eden Court.
- Lead the development and implementation of an effective communications plan for all aspects of the venue's work internally and with external partners.
- Represent the organisation publicly and attend relevant conferences, seminars and other industry forums as appropriate.
- Promote, advocate and lobby for the work of Eden Court raising the profile with key decision-makers and the public and continually seeking opportunities to further the aims and interests of the organisation.
- Carry out any other tasks that will, from time to time be allocated by the Board of Trustees on an ad hoc or continuing basis.

FINANCIAL MANAGEMENT & INCOME GENERATION

- Ensure the efficient, effective and professional management of all resources throughout the organisation, driving the business planning and budgetary processes.
- Play a key leadership role in the delivery of the organisation's fundraising strategy, developing sustainable partnerships with both public and private funders.
- Oversee the sound financial management of the organisation as a viable business.
- Develop and grow the organisation's commercial capability, ensuring all opportunities for generating income are maximised.
- Set and deliver agreed financial income targets to ensure there is a strong cash-flow position at all times.

Leadership Team

Eden Court is led by a talented teams of senior leaders working across three divisions of the business.



Person Specification

OUR IDEAL CANDIDATE WILL HAVE EXPERIENCE IN THE MAJORITY OF ALL THE AREAS LISTED BELOW.

EXPERIENCE AND KNOWLEDGE

- A successful track record at senior management level within a large cultural organisation.
- Experience of managing large numbers of staff.
- An understanding, and commitment to, the importance of Creative Learning in school, community and venue settings.
- In-depth knowledge of the arts in the UK.
- A successful track record in leading equality, diversity and inclusion projects and initiatives.
- Management of a heritage building.
- Experience of programming a multi-art form venue.
- Senior level experience of working with arts funding bodies and other public bodies and of managing the relationship with a number of stakeholders.
- Knowledge of strategy and business planning within a cultural context.
- Demonstrable record of setting and achieving budgets for both income and expenditure.
- Record of achieving commercial income growth.
- Experience of being the public face of a high-profile company.

SKILLS / ABILITIES

- Excellent leadership skills.
- Excellent networking and strong communication skills to maintain and build key contacts.
- Committed to excellence in all aspects of the business.
- Flexible, diplomatic and able to manage risk.
- Ability to represent Eden Court professionally, competently and to a consistent standard.
- Ability to think creatively, independently and problem solve.
- Excellent Project Management skills from inception to evaluation.
- Able to work calmly under pressure and meet tight deadlines consistently.
- Highly developed Commercial acumen.
- Ability to work successfully with a Chair and a Board.

Terms and Conditions

SALARY

£85,000 - £95,000, dependent on skills and experience.

RELOCATION

A relocation package will be negotiable.

CONTRACT

Open-ended.

PROBATIONARY PERIOD

Six Months.

NOTICE PERIOD

Six months in writing on either side.

WORKING HOURS

The working week is 37.5 hours however it may be necessary to work beyond the contracted hours to fulfil the requirements of the role.

PENSION

A defined contribution scheme that includes an employer contribution up to 6% paid via salary exchange.

HOLIDAYS

28 plus bank holidays.

How to Apply

**DEADLINE FOR APPLICATIONS:
MONDAY 27 SEPTEMBER, 12:00.**

The recruitment process is being led by Eden Court's Board of Directors who are working with Heather Newill, Director of AEM International, to lead the search.

To apply for this role please send a CV and a letter of application, addressing how your experience matches the role and personal specification, to Heather Newill, either by:

EMAIL

hnewill@aeminternational.co.uk

OR BY POST

AEM International

22 Well Close Square

Framlingham, Suffolk

IP13 9DS

The letter of application should be no longer than three sides of A4.

All applications will be acknowledged.

For an informal conversation about the role, please call Heather Newill on +44(0)1728 660026.



EDEN-COURT.CO.UK