

## Project Charter

### Purpose

The overarching purpose of the project is to prepare the Jersey Opera House for a relaunch of operations, to be synchronised with the parallel project which will hand over the refurbished building to the new operator(s).

### Governance

The project sponsor is Dan Houseago (or his delegate) as Accounting Officer for the Department.

As soon as the Interim Director is appointed, timelines will be added to the deliverables below to ensure good progress within the period of the contract.

Whilst the Interim Director is not responsible for all of the deliverable below, they will be intimately involved in the development process throughout the period of their engagement.

The Interim Director will submit monthly written progress reports which will include progress against agreed milestones, project manager's timesheet, project manager's expense\$ and any other matters arising.

The Interim Director may also be asked to present to the project sponsor or delegate (or to Ministers) at other times before major decisions are taken.

The Interim Director may also meet with the project sponsor when they need clarity or approval before proceeding down an option which may incur time or expense.

### Project milestones

The key project milestones are:

- 1) **Offsite Programme** - The Opera House brand should be kept alive through the development of an exciting and engaging series of offsite events. These events will be aligned to the strategic objectives and key performance indicators of the GoJ Arts Strategy delivery plan.
- 2) **Research** -what are the possible operating models? Describe with detailed illustrations from best practice in UK and Europe. It may be essential to do a number of site visits to elicit this information.

This research is to be directed by the findings and recommendations of the consultation report and the list of 'best practice' theatres contained within. The research will be primarily conducted by the Interim Programme Director.

3) **Options Paper** - the culmination of the research should be the presentation of a small number (ideally three) detailed options for the new operation from the Department to the responsible Minister. Each model should detail:

- a. **Governance**
- b. **Financial Model**
- c. **Artistic Operations**
- d. **Hospitality Operations**
- e. **Public goods (education, inclusion etc)**
- f. **Risks and mitigations**

The Interim Director will be involved in the development and drafting of the paper, but the paper will ultimately be delivered and owned by the Department.

- 4) **Detailed work up** -following the selection of a single option, this should be turned into a viable "turn-key" business plan. The plan should be fully actionable. For example, the plan should not say "find a catering company", but rather "engage XYZ co, on the enclosed Heads of Terms which have been negotiated and commercially agreed subject to approval." This will be a significant document with many contracts and specifications as appendices.
- 5) **Handover** - following the adoption, as amended, of the above plan the Interim Director shall work with the new operator(s) to make the final preparations for relaunch. The project ends with a successful launch of artistic and commercial business operations at the refurbished site.