

# 2023 Chair Recruitment Pack

*"Since its inception, National Theatre Wales have never been afraid to ask what theatre is and what it might be."*

**The Guardian**



# Croeso / Welcome

Thank you for your interest in the role of Chair of National Theatre Wales (NTW).

NTW believes theatre can be a spark for positive social change. We want to embed inclusivity, diversity and respect across all our practice. We are looking for a chair with leadership skills who embodies these values. We welcome candidates from all the communities of Wales who can bring their unique perspective to the role. Could you be our new chair?

NTW **collaborates with people and places** to make extraordinary theatre, that inspires change.

We're on a journey at the moment. We're finding confidence in our newly focused identity as **change-makers** through our work - sharing stories, making connections and sparking conversations that act as both a mirror and a microscope for the collective imagination of Wales. We would love you to join us and help to steer the path we take.

The role of the Board and each of its members, is critical in bringing **effective leadership, support and inspiration** to the Company as we enter a new period in our history. Building a new identity as change makers through our work and continuing to navigate these challenging times for the arts sector as a whole.

This information pack outlines what is involved in being NTWs' new Chair and offers some details on us as a Company.

## How to Apply

To apply, you can either write a cover letter of no more than 2 pages OR film a video of yourself lasting no more than 5 minutes. We have no preference, and will be happy to accept either format, so feel free to choose whichever suits you best. In your cover letter or video, tell us about you and your experiences relevant to being our Chair. Also tell us a bit about what you aspire to in life. What matters to you? What do you believe in? Where would you like to be in 3 years-time? What changes would you like to make to our society? What do you enjoy doing?

Send us your cover letter or video with a completed application form and your CV (no more than 3 pages please, plus references) to: [work@nationaltheatrewales.org](mailto:work@nationaltheatrewales.org) by **5pm (17.00.GMT) on Monday 19 December 2022.**

# National Theatre Wales

We're curious.

We're curious about the heart, the land, the human condition.

We're curious about theatre, in its broadest sense, a journey that connects us: to one another, to questions and sometimes, to answers.

We're curious about the road least-travelled; the stories untold.

We bring people together, to imagine.

Sometimes we shake things up.

Sometimes we push hard.

But every time, we include anyone who'd like to be included, because we're a theatre for all of the diverse peoples and communities of Wales: their challenges and their champions, their loves and their languages. These are our stories.

We're here for it all: a mirror and a microscope for the collective imagination of our nation.

## Why

The unexpected is the lifeblood of the stories we tell.

We make theatre in its broadest sense: a journey that connects and questions us, makes demands of us, provokes and pokes us, surprises and delights us.

We're here to change things.

## How

We do this by drawing people and places into experiences that enrich and inspire creators and audiences, alike.

The unexplored corners of Wales' rich cultures and communities are where we play.

## What

We're a free-range theatre company for all of Wales.

Because we aren't tied to a physical space, we seek out locations that add an exciting dimension to our work, expanding its reach.

You'll find us in unanticipated spaces: on the shore; up a mountain; on a train; in the woods. And sometimes, when you least expect it, in a theatre, too.

It's all about the giant ripple effect that connects people and changes lives. We love that.

# What makes a Chair of NTW- Who we think you might be

We imagine our new Chair will have the following lived experiences and characteristics:

**You're change-focused.** You can guide and lead in the delivery of our Mission. You might have specific experience or familiarity with the theatre sector but what's most important is that you have a sense of how you can bring about systemic change, within our organisation and across the sector.

**You're a role model; aligned to our values of authenticity, courage and connection.** That doesn't necessarily mean you've been a figurehead before, but we are looking for someone who has experience in decision-making, and working to the core values within a community.

**You inspire others and enjoy being a figurehead.** You're comfortable being a spokesperson for an organisation and can talk passionately about things you believe in. You can inspire collaboration and you're comfortable engaging with staff and theatre-makers. You are an energising and invigorating presence and you share in our ambition and want to model it for others.

**You love and believe in the power of culture.** You know that it changes lives and that it is lived. You see it everywhere - in creativity of language, behaviours, materiality and world-views - and understand that it should be truly democratic.

**You hold strong opinions on equality, diversity and inclusion.** You understand the urgent structural change needed to make this a reality within Wales' arts offer.

**You're never shy about asking challenging questions.** You're skilled at scrutinising ideas from different angles and perspectives. You're brave and kind in confrontation when it's needed and you are rigorous in your challenges because you value the need for accuracy and shared understanding.

**You're connected.** Or, you have the potential to be immersed in networks specific to Wales and the Welsh experience. You enjoy advocating and being strategic within these relationships.





## Time commitment

Our Chair needs to commit to giving approximately 3 hours per week. Concentrated around quarterly Board meetings, quarterly Finance, biannual People & Policies and Our Work Subcommittee meetings. There will also be some ad hoc conversations, planning and strategic working sessions, as well as reviewing meeting papers and attending a variety of NTF events. We are very flexible for the right individual and would consider Co-Chairs if you're not sure of your exact fit for the role or availability.

Board and Subcommittee meetings are usually held by Zoom in March, May/June, September and November/December and move around mornings, afternoons and evenings throughout the year. Our Chair will serve one 3-year term, with the possibility of a second 3-year reappointment.

# Eligibility

The law places certain restrictions on becoming a charity Trustee. For example, you can't be under the age of 18, previously been removed from trusteeship of a charity by a Court or the Charity Commission, disqualified under the Company Directors Disqualification Act 1986, or been convicted of an offence involving deception or dishonesty (unless the conviction is spent). If you are in any doubt about your eligibility, visit the Charity Commission website at [charitycommission.gov.uk](https://charitycommission.gov.uk)

# Remuneration

This is a voluntary position, although reasonable travel and subsistence expenses will be reimbursed.

# What governance of NTW looks like

NTWs' Board of Trustees (Non-Executive Directors and Members of NTW) are collectively responsible for the success of the Company. As Chair, you share your duties with the other Trustees. These duties include:

- Ensuring that NTW complies with its governing documents, charity law and any other relevant legislation or regulations
- Holding legal responsibility for ensuring that the assets held are applied to the charitable objectives
- Being collectively responsible for the success of NTW, for setting our strategic aims, ensuring that necessary resources are in place to meet our objectives, and monitoring performance
- Defining the Values and standards of NTW, our Vision and Mission, and our artistic policy. Once the Board has agreed on strategy and policies, it defers responsibility for execution to the Executive Team and assumes a monitoring and supporting role
- Scrutinising the performance of management in meeting agreed goals and objectives and ensuring that our controls and systems of reporting are robust
- Ensuring transparency and accountability in NTWs' activities, remaining mindful of the support from public funds
- Safeguarding the reputation and Values of NTW
- Reviewing and approving the artistic programme proposed by the Artistic Director
- Attending our activity and performances and acting as an advocate for NTW in your professional and other capacities





As the Chair your duties also include:

- Helping to plan and run Board meetings
- Ensuring meetings are properly run and recorded
- Ensuring that Trustees comply with their duties and NTW is well governed
- Acting as a spokesperson for NTW
- Acting as a link between Trustees and staff
- Line manager to the Artistic Director / Chief Executive on behalf of Trustees
- Overseeing the delivery of the 2022-23 Governance Development Plan including commissioning new Articles of Association and a Governance Manifesto
- Ensuring the successful delivery of diversity and inclusion across the Company
- Monitoring the impact of the new Staff Well-being Policy, designed to engender culture change across the Company
- Regular dialogue with our audiences, participants and theatre makers to gather feedback on the Company inform ideas for future strategic development

## What makes a Trustee of NTW?

NTWs' Trustees have a **collective passion for theatre and access to the arts, and have a diverse range of skills and experiences** which are drawn from a variety of occupations and backgrounds. We've been lucky enough to work with Trustees from the private, third and public sectors, the arts and academia, further education, broadcasting, journalism and life sciences, with specialisms including inclusion & diversity, finance, acting, producing, accountancy, human resources, disaster management, marketing and leadership. We don't expect Trustees to take on sole responsibility for their area of expertise as the Board is collectively responsible for its decisions and actions.

As well as engaging in Board meetings, Trustees also belong to sub-committees and engage in other matters according to their particular interests and skills. The Chair is a member of at least two of the three sub-committees.

In general, Trustees are expected to have:

- A commitment to NTW, its work and people
- A willingness to devote the necessary time and effort
- Strategic vision
- Good, independent judgement
- An ability to think creatively, analytically and strategically
- A willingness to speak their mind and proactively scrutinise in line with our strategic framework
- An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- An ability to work effectively as a member of a team
- A commitment to [Nolan's Seven Principles of Public Life](#): selflessness, integrity, objectivity, accountability, openness, honesty and leadership

# Decision-making process



Whilst the Chair is appointed by the Board, this is a whole team decision, so members of TEAM and staff will be involved as advisors throughout.

## Stage 1 Interview

If you are shortlisted, we'll invite you to interview by zoom, likely taking place in the **week starting 9 January 2023**. These are friendly, largely informal 45-minute conversations with approximately 5-6 people including NTW Trustees, TEAM members, the Artistic Director / CEO and the Executive Director / Deputy CEO. We'll send you a rough outline of the questions we'll ask you, and short biographies of the panel in advance.

## Stage 2 Interview

If we think there is real potential for you to be our Chair, we'll ask you to join us one more time for a second interview with a different group of around 5-6 people including NTW Trustees, TEAM members, the Artistic Director / CEO and the Executive Director / Deputy CEO. Likely taking place in the **week starting 16 January 2023**, this interview will be in-person, and even less formal than the last one. We won't have specific questions for you - we're more interested in exploring the scope of the role with you and where we're heading as a Company.

Whilst you're with us, we'll also ask you to have a quick coffee (or tea) with 3-4 staff members. We'd love them to meet you and share ideas on how theatre can change the world.





## Background

In the twelve years we've been making theatre, our work has impacted and redefined the Welsh theatre landscape in a myriad of ways. Our founding commitment to place-making; bringing communities and theatre makers together to reshape ideas of what theatre is, where it happens and how it's made; has **pioneered a new model of creative community collaboration** (TEAM). We've delivered **new creative voices and experiences** to Wales through a succession of internationally acclaimed productions that have connected with 324,000 live and 2.7 million digital audience members, and almost 70,000 community participants since 2010.

But there is so much more to be done. **Nobody should feel that theatre isn't for them.** NTW is on its own journey, and we've responded to the massive global shifts over the past few years by listening to the experiences shared by the marginalised voices across our society and within our sector and by asking difficult questions of ourselves. This has shaped our understanding of the direction we need to take on this next stage of the journey and we need rigour, challenge and drive from our Board of Trustees to steer us on our way.



# Why National Theatre Wales matters now

Bringing people together; to create, to feel, to imagine and be inspired by the stories of Wales is the fundamental role we can play as its national theatre. Shifting from a founding vision of place-making to change-making, the heart of NTW remains. Our core belief in the **power and creativity that exists in our nation's individuals and communities**, waiting to be channelled through theatre. We believe that accessing this tool as an expression of experience, story, identity, empathy and shared belonging is a fundamental human right for every person in Wales.

For theatre to make a difference, our work needs to represent the **broadest experience of contemporary Wales**. We have to break down the barriers and ensure all individuals and communities can see themselves and their lived experiences reflected in the work we make. Invoking a sense of collective identity and belonging through stories that speak to the cultures, languages and experiences of Wales will propel us towards that better nation we dream of for our future generations.

We do this by **creating performances, spaces, experiences and opportunities that empower people in Wales to tell their stories in different ways**. We find ways to bring theatre makers, communities and audiences together, and ask big questions about the world and the Wales we all want to be a part of. We listen and reflect together. Connectivity and empathy are radical acts in a world that is increasingly divisive and apathetic. We can channel the same creative radicalism and cultural activism that dreamt of and gave us Chartism, the Rebecca Rioters, the NHS and Open University, into a nation-held belief in theatre as something that matters; something that can be used to make things happen.



# Recent leadership & governance at NTW

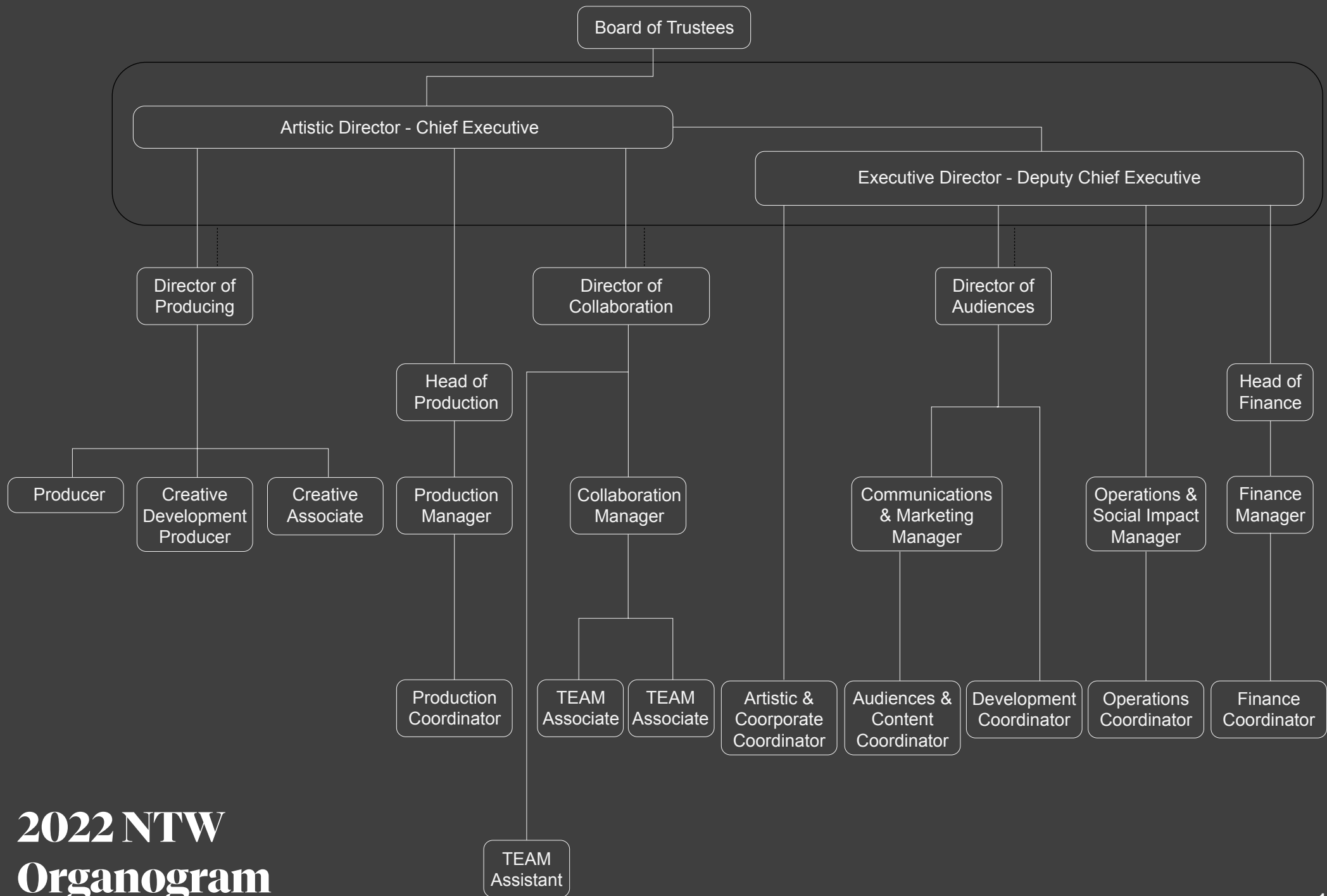
The Board supports and develops the artistic vision of **Lorne Campbell**, our CEO/Artistic Director, who joined the Company in March 2020 as the COVID-19 pandemic took hold.

Since Lorne's appointment, we have developed a new strategic direction, outlined in our 2022-25 Strategic Plan and our [2022 Strategic Equalities Plan](#). Lorne has launched a number of new creative development initiatives including [Springboard](#) and [Play On](#), and the easing of lockdown restrictions saw a number of new productions turned online / film - including [Go Tell The Bees](#), [Dat's Love](#) and [Frank](#) – and then live touring shows including [Possible](#) and [Petula](#), and most recently [Circle of Fifths](#) which is centred in Butetown, Cardiff and [A Proper Ordinary Miracle](#) which is founded in Wrexham.

Lorne is joined on the Senior Leadership Team by **Bronwen Price**, Executive Director and Deputy CEO; **Devinda De Silva**, Director of Collaboration; and **Ruth Holdsworth**, Director of Producing. Our new Director of Audiences will be appointed next year.

The NTW Board is made up of 12 Trustees, 9 of whom have joined us since 2020.

Our Chair, **Clive Jones** has held the post since December 2016. His second term comes to an end in March 2023 and we're looking to appoint Clive's successor in January 2023 so they have 3-months to shadow him. Click [here](#) for more information about our Trustees.





# 2022-25

## Our Vision

Making theatre matter as a force for change. Harnessing the power of Wales' stories, people and places to collectively imagine and shape a more equal, sustainable and environmentally just world.

## Our Mission

We do this by connecting and collaborating with audiences, communities and theatre makers to:

- Tell the stories and amplify the lived experiences of Wales, exploring the challenges of our times to inspire change
- Place equality, social and environmental justice and well-being at the core of what we do
- Create essential and extraordinary experiences together that connect us locally, nationally and globally

## Our Values

**Connection** | We pursue connection through everything we do. We believe in it as a route to shared belonging and collective identity. We convene, gather and listen. We share ideas, stories and imagine futures together.

**Courage** | We are bold in our ambition, brave in embracing risk and vulnerability to fail as a means to move forward. We stay focused, we recognise that the spaces that feel hard and uncomfortable are often the moments where change happens.

**Authenticity** | We are open and self-reflective; we challenge our own assumptions and default behaviours and encourage individuals to speak their truth. We make space for individuals to bring their true and whole selves to work with us.

## The next 5 years at NTW

Since autumn 2021, we've been working on a 5-year Programme for NTW to realise the ambitions outlined in the 2022-25 Strategic Plan. Our 5-year Programme takes a **new approach** which combines a **new touring model** with **career-changing investments** in emerging Welsh talent from the breadth of our society and full, meaningful, long-term **audience and community input** throughout the creative process.

The 5-year programme embeds space for flex, additions and shifts, not just in content but also in practice as we learn and grow with the fast-changing world and theatre ecology. It takes us on a journey towards a Company - and ultimately a **sector-changing new way of working** which will propel Wales onto global stages, again not just in the theatre we collectively create but in the way in which it's made. Our strategic priorities of equality, social and environmental justice and well-being will be driving this approach, **inspiring change** through theatre over the next five years.





The following areas of focus, slated for completion this year will be key to embedding this new approach:

- **Lengthened planning cycles:** Allowing greater opportunities for us to centre audiences and community participants into the heart of our creative processes; influencing ideas, shaping their development and exploring new ways of making work.
- **Venue agreements:** Allowing us to co-commission and co-produce new shows which have Wales and beyond touring cycles built into them, with longer-term commercial viability to reinvest in Welsh theatre. Audience building and shared audience data will be central to the agreements.
- **'Our Work' strategy:** Placing audiences as a superstructure for the other three core areas of our work: Collaboration, Creative Development and Production, with digital and international as key strands throughout.
- **Young People's strategy:** Articulating how we work with and for young people in relation to our peers across the sector, ensuring we deliver for those young people who will benefit most – e.g. because they've been most adversely hit by the COVID-19 pandemic, face significant barriers to opportunities in both theatre and wider society and/or will benefit from - as well as drive - the power of theatre to catalyse change.
- **New NTW brand and website:** Articulating and projecting our new Vision, Mission and Values and supporting our drive to integrate audiences into our work.
- **Staff well-being policy:** Empowering our staff to flourish and reach their full potential in the time they spend with us.
- **Monitoring, evaluation & reporting system:** Improving the consistency of when and how we source, analyse and share information on our progress, risks and stakeholder feedback.
- **Appointment of new roles and supporting expertise:** Completing the organisational restructure process, this includes the recent appointments of a Director of Producing, Creative Development Producer and Operations & Social Impact Manager.
- **Governance development:** Ongoing work to increase our Trustees' integration and engagement within the Company. We want to build the visibility and impact of the Board across the sector, with decision-makers and with audiences; as well as its effectiveness. This includes the appointment of at least 5 new Trustees and our new Chair during 2022/2023.

If you have any questions about the role or the process, please get in touch at [work@nationaltheatrewales.org](mailto:work@nationaltheatrewales.org)

