

WATFORD PALACE THEATRE RECRUITMENT PACK

NEW BOARD OF TRUSTEES WITH ARTS EXPERIENCE



www.watfordpalacetheatre.co.uk

WATFORD PALACE THEATRE

SEEKING NEW BOARD MEMBERS WITH EXPERIENCE IN THE ARTS INDUSTRY

INFORMATION FOR CANDIDATES

- Are you interested in joining the Board of Trustees at Watford Palace Theatre?
- Have you got the relevant experience within the Theatre and Arts sector?
- Can you contribute your skills and experience to support the future growth of Watford Palace Theatre; the only producing Theatre in Hertfordshire?



**Jefferson's Garden by
Timberlake Wertenbaker**

Watford Palace Theatre

These are exciting times at the Watford Palace Theatre.

Brigid Larmour, Watford Palace Theatre's Artistic Director and her Executive team, Jamie Arden Executive Producer and Dan Baxter Communications Director, are at the start of a progressive and ambitious Three Year business plan, which aims to:

- Strengthen the reputation for the work that takes place at the Theatre - on stage and on tour
- Establish the remit for programming 'New Theatre for Everyone'
- Nurture existing audiences and grow new audiences
- Support the work of female and BAME artists – with specific focus for supporting mid-career artists
- Be a home for a community of artists to feed and challenge each other's creativity and develop a shared creative language, through our Creative Associate programme
- Serve the diverse community of Watford and Hertfordshire

All this will contribute to the long term sustainability of the organisation and develop robust organisational resilience at the venue, through a clear strategic vision moving forward and continued

Palace Theatre Watford Limited is a company limited by guarantee
Reg no. 3218719

Registered in England at 20 Clarendon Road, Watford WD17 1JZ

Registered as a Charity no. 1056950

commitment from Arts Council England and Watford Borough Council who, through sustained funding, support the work and the artistic ambitions for the Theatre.

The Executive team are supported by Deborah Lincoln (Chair of the Board) and a passionate, experienced and dedicated Board, who are committed to attracting more arts specialists to the Board to support the artistic ambitions of Brigid and her team.

Watford Palace Theatre's Mission

Watford Palace Theatre is a 21st century producing theatre in Hertfordshire, the only producing Theatre in the region, with a core mission of **making new theatre for everyone**. Our key mission is developing diversity in audiences, artists and creatives with the aim of bringing new voices into the industry as well as sustaining opportunities for mid career artists to continue to develop their work in the long term. This is achieved through providing exciting opportunities to participate across ALL the art forms of theatre, dance, outdoor arts and film/digital arts – on our beautiful Edwardian stage and on stages further afield.

Seeking Board Members with Artistic Experience

As a result of a number of new Board members joining and some members nearing the end of their terms of office, we are currently seeking new Board members with specific arts experience to work with the rest of the Board, and the theatre's Executive team, to support the artistic vision for the venue.

We're looking for people who share our passion for theatre and our ambition for Watford Palace Theatre and its work both locally, nationally and internationally.

We are looking for people who can bring skills, knowledge and experience in the Theatre and Arts sector that will complement that of existing Board members.

Applicants who have demonstrable experienced careers within a similar arts or cultural organisation (Theatre, Museum or Gallery) and working knowledge of venue management, either within their current role or through their career, will be preferred..

We're looking for people who can think strategically, work collaboratively, have a creative energy and enthusiasm for the arts industry and want to make a significant contribution to the future of this organisation.



**The Deranged Marriage by
Pravesh Kumar (Rifco)**

The Required Commitment

In common with all charities, and most subsidised regional theatres, Board members are volunteers (these are unpaid appointments) and so require the capacity to devote the time to attend and uphold the following commitment:

1. **A minimum of 4 Board meetings per year**
2. **1 Strategy retreat or Board/executive away day**
3. **At least 3 productions through the year**
4. **At least 1 community event or participation project per annum is an essential requirement of Board membership.**
5. **Members must also make time to read papers in advance of Board meetings, and may, from time to time, be required to contribute to fundraising activities or the work of specific sub-committees and/or task groups.**

The majority of Board meetings are held either at the Theatre or within walking distance from it.

Wherever possible, diary dates are distributed at least three months in advance. We value a diverse team and welcome applications from all sectors of the community, including both those who are new to non-executive/trustee board work, and individuals who have a proven track record in senior governance roles.

Artistic Principles

Watford Palace Theatre produces theatre that is **open hearted and socially aware and entertaining**, and these principles feature and sit within the artistic output at the venue, the programming decisions we make and the artistic philosophy we share.

Over the last two decades, Brigid Larmour and her collaborators have evolved the artistic form of the building into a movement based approach to theatre making – an approach that reflects the organisation's commitment to the power of collaboration and the shared imagination of performers, creatives and audiences.

Creative Pillars and Principles:

- Movement, rigorous text understanding and fluid ensemble acting are entwined and integrated – all being central to the way we produce plays at the Palace.
- Movement expresses the heart and the want of the character through action. It carries a story with power and immediacy, without the distraction of high concept and high tech production styles.
- The actor is the heart of the work.



Brigid Larmour (Artistic Director)

*'No attempt is made to put the stage
(and audience) in a trance'*

Bertolt Brecht

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Diversity

Watford Palace Theatre is a local theatre with an international view of the world and is proud of the outstanding new work it creates. It tours nationally and internationally, as well as meeting its responsibilities as a Theatre that reflects and serves its immediate local community; as Hertfordshire's only producing Theatre.

WPT's relationship with its community is central to its motivation and this is prominent in a series of large scale cultural events for the community of Watford both within the building and outdoors. An example being the large international outdoor arts festival *Imagine Watford* that brings the colour and creativity of world class outdoor and site specific arts to the streets of Watford.

Watford Palace Theatre has made extraordinary progress in the promotion of cultural diversity within the venue in the last year and is incredibly proud of its achievements – highlights have included:

- The enhancement of its programme of facilitated community cultural celebrations (Black History Month, Vaisakhi, Diwali, Eid, Chinese New Year Celebrations)
- The continued strong relationship with its culturally diverse led resident companies Rifco and Tiata Fahodzi
- Its collaborations with Creative Associates, which enhance and strengthen gender equality within the arts sector.
- The developing relationship with other diverse led companies who feature within the artistic programming of drama, comedy, dance and film.
- 2015 has also seen the significant increase in non-white users of the Theatre, through its development of new initiatives such as the British Asian Festival and Tiata Delights or through the increased production of new plays by culturally diverse writers.



**Boi Boi is Dead by
Zodwa Nyoni (Tiata Fahodzi)**

Diversity and inclusion are central to Watford Palace Theatre's identity and practice, and a core key performance indicator within the 2015-2018 Business Plan. Within the industry WPT is seen as a national exemplar in terms of its commitment to cultural diversity and gender diversity.



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Equality and inclusion is something that comes naturally to the venue and has been embedded at the heart of its practice since Artistic Director and Chief Executive Brigid Larmour joined the company in 2006.

Our Resident Companies

Watford Palace Theatre is also home to its Resident Theatre companies Rifco Arts and Tiata Fahodzi – who share the Palace’s vision for a more inclusive, diverse and representative Theatre industry.

RIFCO ARTS is one of the UK’s leading British Asian Theatre touring companies producing award winning productions that celebrate and reflect the contemporary British Asian Experience. Rifco are dedicated to promoting diversity by ensuring audiences of all backgrounds engage with, and celebrate the rich, cultural fusions of our society.

Part of Rifco’s roster of work is their Artist Development Scheme which provides a structured commitment to successfully develop young British Asian talent and diverse theatre practitioners by providing project based learning and upskilling these artists under the close mentorship of Artistic Director, Pravesh Kumar. In this way, Rifco work to empower new British Asian talent and practitioners to build future careers in theatre and thus contribute to the diversity of the theatre workforce - to influence the work of ALL the individuals involved and contribute to significant change within the sector.

TIATA FAHODZI translates to Theatre of the Emancipated and is Britain’s leading African Theatre Company, producing world-class theatre that reflects the changing African diaspora in contemporary Britain.

Their work, both in Watford and on tour, seeks to reflect the changing and developing diaspora with a particular interest in the ‘dual’ and the ‘in-between’; in those who straddle worlds, cultures, languages, classes, heritages, races and struggles. It’s in this – the messy, the complex and the complicated identity politics – that Tiata Fahodzi sits, acknowledging that our audiences are more complex and contrasting than ever.

Watford Palace Theatre, Rifco Arts and Tiata Fahodzi share a philosophy (through practical experience and example) that if you fully recognise and embrace that we live within a diverse society and open the Theatre’s doors to engage with everyone around you - it is that diversity and openness that encourages talent to develop, excellence to flourish, creativity to flow and innovation to thrive.

The Board members of Watford Palace Theatre have a deep rooted understanding of the importance of diversity in all aspects of a theatre company including:

- 1. Governance and Board diversity**
- 2. Staff representation and recruitment; training and/or awareness-raising (especially at Management level)**



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3. **Programming and Artistic development**
4. **Audience insight and development to grow and nurture new audiences at the Theatre**
5. **Development of partnerships and collaborations that help strengthen the commitment to diversity.**

Our Creative Associates

Watford Palace Theatre believes passionately that a theatre is defined by the kind of relationships it has with artists and we are proud of the long term commitment we make to support our Creative Associates and their work. We are thrilled to have recently welcomed internationally respected writer Timberlake Wertenbaker as a Creative Associate, not only because of the exciting new projects we will be working on together, but also in having her experience and support as we take the company forward.

Watford Palace Theatre Creative Associates are:

- Playwrights Timberlake Wertenbaker, Charlotte Keatley, Gary Owen, Stacey Gregg and Alice Birch
- Resident Companies, Rifco Arts and Tiata Fahodzi
- Movement Directors/Choreographers Kate Flatt and Shona Morris
- Theatre Companies Scamp Theatre and Mahogany Opera Group.



Creative Associate Kate Flatt

Our Funding Model

WPT is funded by a mix of public subsidy from Arts Council England, as one of their outstanding exemplar National Portfolio Organisations, and through a strong and fruitful relationship with Watford Borough Council who support the work through core and project based funding. Hertfordshire County Council, as well as various Trust's and Foundations support our Participation remit within the local community.

We also generate income through Box Office sales (including our annual Pantomime), through commercial hires of various spaces within the Theatre and through building sets within our Production Scenic Workshop facilities



Pantomime at Watford Palace Theatre since 1908

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THE WATFORD PALACE THEATRE BOARD

Deborah Lincoln (Chair)
Beverly Jullien (Vice Chair)
Martin Baker (Chair of Governance Committee)
Gary Townsend Vila (Chair of Development Board)
Snéha Khilay
Alex Bottom
Patricia Munn
Cllr George Derbyshire
John Hunt
Alok Mitra
Tola Dabri
Patrick Stoddart
Brett Spencer
Emma O Connor (Young Board Member)



Watford Palace Theatre Audience

The Development Board

Watford Place Theatre also has established a Development Board to assist Watford Palace Theatre's fundraising efforts and contribute to sustaining its future as a leading producing theatre..

The Development Board holds meetings at least 6 times a year, in addition to supporting the executive team in building and maintaining connections with individuals, businesses and trusts that may be interested in supporting Watford Palace Theatre's activities.

Expectations

Board members are expected to:

- ✓ Use their specific skills, knowledge or experience to help the Executive team reach sound decisions. This may involve scrutinising Board and Ccommittee papers or documents prepared by advisers; leading discussions; focusing on key issues; providing advice or guidance on new initiatives; and supporting other initiatives in which the Board member has specific expertise or knowledge.

Key Attributes:

- ✓ We are looking for people with knowledge and professional experience of one or more of:
Arts/Creative/Cultural sector senior management

- ✓ Understanding of the importance of Diversity within the arts framework would be a key advantage
- ✓ Experience of fundraising for major capital development projects would be useful
- ✓ Experience and a working understanding of the use of digital technology within an arts context would be an advantage.
- ✓ The creation of arts opportunities for children & young people and understanding the role of creative/cultural education would be of benefit

We also need potential Board members to demonstrate:

- ✓ Good, independent judgment
- ✓ An ability to think both strategically and creatively
- ✓ Excellent communication skills and a willingness to speak their mind
- ✓ Ability to work effectively as a member of a team
- ✓ An ability to treat sensitive information confidentially
- ✓ An understanding of the legal duties, responsibilities and liabilities of trusteeship
- ✓ An awareness of and adherence to Nolan's seven principles of public life – selflessness, integrity, objectivity, accountability, openness, honesty & leadership
- ✓ Good contacts/networks and the ability to act as a champion for Watford Palace Theatre
- ✓ A preparedness to offer their specialist, personal and business support.

Role Profile

Watford Palace Theatre has developed a national and international reputation for exceptional and diverse theatre whilst engaging with all of the communities in and around Watford.

The Theatre is also fortunate in having an exceptionally strong management team, who have been driving the successful development of the Theatre, underpinned by robust systems and processes.

However the current board of Watford Palace Theatre is requiring some further artistic expertise to join the board in order to support the artistic vision set out from the Artistic Director and her Executive colleagues.

The Board wishes to see the artistic reputation of the Theatre to continue to progress and therefore are looking for some artistic members who can provide strong leadership for the next phase of development for the Theatre, and who have a particular interest and expertise in growing the artistic lifeblood and reputation of the Theatre locally, nationally and internationally.

Specific Duties

1. To take a leadership role with Board in support of the implementation by the Executive of the artistic strategy for the Theatre.
2. To act as a sounding board and guide to the Artistic Director and Executive Producer in the conduct of their work within the artistic programme at the Theatre.
3. To act as the Board's leader and spokesperson on artistic activities.

4. To support the Theatre's artistic work through attendance at events, and to act as an Ambassador for the Theatre at occasional functions with stakeholders.
5. To lead the Board in developing and executing strategies to deliver sustainable income streams, particularly through fundraising for the artistic programme.
6. To support key negotiations with organisations within the public and private sectors, whose support is central to the sustainability of the Theatre's continued success.

Person Specification

- ✓ Passion for theatre in general
- ✓ Commitment to the mission of Watford Palace Theatre, the range of its offering, and especially its aim to further develop its appeal to diverse audiences
- ✓ Willing and able to access personal networks to the benefit of the Theatre
- ✓ Relevant experience in supporting arts organisations or voluntary sector organisations to raise funds through philanthropic giving
- ✓ Proven understanding of the Arts Sector with Senior Management experience within cultural venues or arts organisations
- ✓ Comfortable to network and represent the Theatre at the most senior level with current and prospective stakeholders
- ✓ Experienced in being a member of committees or Boards



Application Process

To arrange a confidential informal discussion before making an application please contact Sam Ford the Administrator and PA to the Executive at samantha@watfordpalacetheatre.co.uk

We will then arrange a telephone conversation with a member of the Executive team and/or the Chair of the Board.

To apply please send a copy of your CV together with a letter stating clearly whether you are interested in becoming a new Board member, and setting out how you meet the role and candidate criteria set.

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Applications to be sent via email to samantha@watfordpalacetheatre.co.uk with BOARD MEMBER ARTS in the subject line.

Applications may also be sent by post to:

**Samantha Ford
Administrator
Watford Place Theatre
20 Clarendon Road
Watford
WD17 1JZ
T: 01923 810300**

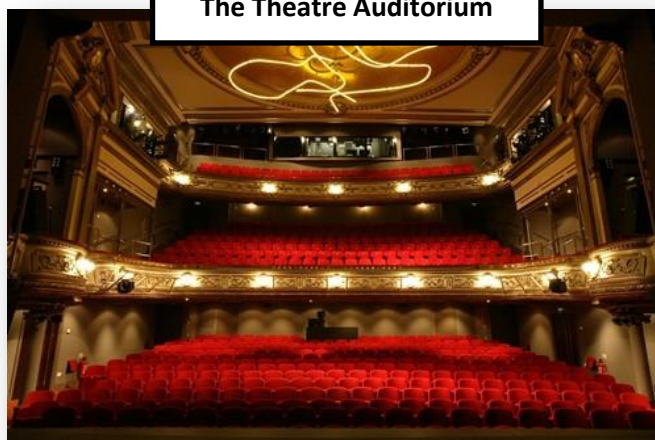
All applications will be acknowledged by email.

Applicants are encouraged to see productions at the Theatre prior to recruitment to understand the Artistic programming of the venue (and the practicalities of this can be arranged by contacting Sam).

Shortlisted candidates will be invited to meet with the recruitment committee **w/c 9th November 2016**
Successful candidates invited to join their first board meeting **at 7pm on 26th November 2015**.



The Theatre Auditorium



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