

## INFORMATION FOR PROSPECTIVE BOARD MEMBERS

April 2021

Thank you for your interest in the role of Trustee at Sherman Theatre. Please find attached a pack with further information.

We are seeking new trustees to replace a number of outgoing trustees, including the former chair of the Finance Committee, to take up position as soon as possible. We are committed to ensuring that our Board reflects and represents the diversity of our vibrant communities and would therefore particularly welcome applications from prospective trustees from diverse back grounds.

Sherman Theatre is one of the UK's leading producing theatre and one of Wales' most important cultural institutions.

Based in the heart of Cardiff, Sherman Theatre creates and curates exceptional theatre for the people of Cardiff, Wales and beyond. Its focus on the development and production of new writing and on nurturing of Welsh and Wales-based artists makes the Sherman the engine room of Welsh theatre. Sherman Theatre tells local stories with global resonance through its productions rehearsed and built under its roof in the capital. The Sherman is a place for everyone. It generates opportunities for the citizens of Cardiff to connect with theatre through inspiring and visionary engagement.

Over recent years we have gone from strength to strength with national awards recognition, critical acclaim for our work and increasing audiences. Since the first lockdown began, Sherman Theatre has worked online and found innovative new ways to continue to provide its audiences with compelling theatre, support Welsh and Wales based theatre makers, connect with communities and develop young people. These projects include *MUM & DAD* by Gary Owen, starring Lynn Hunter and Michael Sheen and the Heart of Cardiff audio theatre series.

Our engagement with our communities through our ground-breaking Sherman 5 programme, and our sector-leading Creative Engagement work is at the core of the work undertaken at the Sherman with significant support for this work coming from the Paul Hamlyn Foundation and Esmee Fairbairn Foundation. In 2019, the Sherman became the first theatre in Wales to be awarded Theatre of Sanctuary status.

Whilst the theatre is currently closed due to the Covid-19 pandemic, there significant activities going on in the back ground and we have exciting plans for the time when we are able to welcome audiences once more. In these strange times a firm grip on financial management is even more important in order to ensure the theatre can continue to thrive once we are able to open our doors again.

The role of trustee is vital to support us to deliver on our ambition, to get us through this crisis, allow us to continue to engage with our audiences and our community work and enable us create and present theatre which excites audiences in Cardiff and beyond, and simply put, ensures our activities are great, not good.

To apply for the role please send your CV and a Covering Letter for the attention of Chair of the Board of Trustees by email to: [recruitment@shermantheatre.co.uk](mailto:recruitment@shermantheatre.co.uk)

Please note that, in line with our environmental policy, we are only handling applications electronically.

The closing date is **noon on Friday 7 May 2021**. We'll confirm receipt of your application by email.

We hope to hold interviews by virtual means as soon as possible. If you require further information before you apply, please contact us by emailing [recruitment@shermantheatre.co.uk](mailto:recruitment@shermantheatre.co.uk)

Thank you for your time in respect of this application – and we really do look forward to hearing from you, and exploring how your skills, experiences and passion will make a real difference to our work.

Yours faithfully

**Julia Barry**  
Executive Director  
Sherman Theatre

## OVERVIEW: ROLE OF THE TRUSTEE

Sherman Theatre, a prominent producing house in the UK, is looking to appoint new Trustees.

Sherman Theatre's mission is to make and curate exciting theatre for Cardiff audiences. To develop and nurture the work of Welsh and Wales based artists. To generate opportunities for the citizens of Cardiff to connect with theatre through relevant, inspiring and visionary engagement.

A number of trustees, including our former Chair of Finance Committee have recently retired, we are therefore seeking new trustees who can bring a broad range of skills and experience to the role.

In particular, we are seeking at least one new trustee with a professional background in accounts and/or financial management, who is prepared to join our Finance Committee and provide guidance, scrutiny and practical advice to our Finance team.

We are looking to add to the diversity of our Trustees and would therefore particularly welcome applications from prospective trustees from diverse back grounds. Our building is accessible both FOH and backstage. The ability to speak Welsh would also be desirable, although not essential.

In the first instance, prospective applicants are offered the opportunity to speak informally by telephone or electronic means to our current Chair with expressions of interest and queries.

Please email your CV and statement of interest to [recruitment@shermantheatre.co.uk](mailto:recruitment@shermantheatre.co.uk)

## ROLES AND RESPONSIBILITIES: TRUSTEES

### Legal and Financial Duties

- To ensure that the Company operates in accordance with Company and Charity Law. This includes the filing of statutory returns at Companies House, returns to the Charity Commission and the keeping of Company Registers.
- To ensure the prudent financial management of the Company; to exercise financial control; to scrutinise quarterly statements of the financial position; to discuss and decide on annual budgets and to review and, if required, revise those budgets; to decide on and, if necessary, assist with applications to funding bodies.
- To ensure the Company keeps proper accounts and that audited accounts are produced annually and submitted to Companies House and funding bodies.
- To ensure the payment of all taxes due to HMRC.
- To appoint bankers and cheque signatories and to make clear decisions about staff spending powers.
- To ensure that the Company's assets are safeguarded and are well managed and maintained.
- To ensure that the Company is properly insured.

Initial responsibility for all the above is through the Finance Committee reporting to the Board of Trustees on a regular basis.

Trustees should note that if the Company is not run within the limits of its financial resources, it is possible that they could be held personally liable for the Company's debts and disqualified from being a company Director if they are not seen to have acted prudently. As in every charity, it is therefore essential that Trustees are kept informed on the Company's financial position so that they can monitor the Company's ongoing financial situation. At Sherman Theatre this is achieved through a dedicated Board Finance Committee.

### Employment and Personnel Duties

*Trustees should note that the Board of Trustees is the ultimate employer of the staff.*

- To define the Company's employment policies, including equal opportunities, recruitment, pay, grievance and disciplinary, appraisal, sickness, expenses, holidays and training. (*note that many of these policies follow Union agreements e.g. UK Theatre/BECTU and are negotiated and agreed nationally*).
- To make any decisions relating to the hiring of senior staff and to take part in the recruitment procedure; to make decisions relating to the renewal of staff contracts; to make any decisions relating to the dismissal of staff or non-renewal of contracts of employment.
- To agree the job descriptions, person specifications and terms of employment of all employees and to review levels of pay annually.

- The Chair of the Board, or an appointed deputy, should act as the Executive Director's and the Artistic Director's line manager in terms of support and appraisal and grievance and disciplinary procedures.
- To ensure the safe and efficient use of premises for both staff and the public.

Initial responsibility for all the above is through the HR and Governance Committee reporting to the Board of Trustees on a regular basis.

### **Policy and Planning**

- The Board defines Company policies, sets policy priorities and determines strategies for the implementation of the policies. In particular, the Board should discuss and decide on the Company's 3 year business plan. All Trustees should be familiar with and have a good understanding of all Company policy documents.
- The Board should monitor all aspects of service delivery and policy implementation on a regular basis.
- The Board should review all areas of policy and policy implementation documents annually and make appropriate revisions. (This includes a review of this document).

Initial responsibility for all the above is through the Artistic and Executive Directors reporting to the Board of Trustees on a regular basis.

### **Advocacy**

- To promote Sherman Theatre, its activities and its needs to the private, public and voluntary sectors so as to enhance the company's profile and assist with fundraising for the company.
- To act as a listening post in order to provide any information which may be of assistance to the Company.
- To act as an enthusiastic ambassador for the company at all times.
- To attend Sherman Theatre and Sherman Youth Theatre productions (to include Press Night invitations).

Initial responsibility for all the above is through the Artistic and Executive Directors reporting to the Board of Trustees on a regular basis.

### **Attendance and Availability**

- To attend at least three Board meetings and the AGM annually.

[Any member who fails to attend on more than 50% of the available opportunities in a year may be asked by the Chair to resign.]

[non-attendance with no apology at more than three consecutive meetings will result in disqualification as a Trustee.]

- To participate in Sherman Theatre Committees when required (and Chair where appropriate)
- To attend Sherman Theatre and Sherman Youth Theatre productions (to include Press Night invitations).
- To attend other key events run by Sherman Theatre, notably promotional events.
- To attend working party meetings if a member.
- To provide advice and support to the Artistic and Executive Directors, either by telephone or in person, if required.

Board meetings are conducted in English Language, with minutes and agendas of board meetings provided in both Welsh and English. All other meetings, committee meetings etc. are both conducted and minuted in English only.

## **BACKGROUND INFORMATION: WHO WE ARE**

### **A PLACE WHERE YOU BELONG**

Based in the heart of Cardiff, Sherman Theatre is Wales' only Theatre of Sanctuary. Everyone is welcome here. We want as many people as possible to enjoy and take part in theatre, and we work hard to break down any barriers stopping that from happening. Our impact starts on our stages but continues way beyond, throughout Cardiff, Wales and the world. By empowering our communities to tell their stories we become a force for empathy, compassion and unity: change the story, change the world.

### **YOUR CITY. YOUR STORIES. YOUR BUILDING.**

We exist to offer the people of Cardiff enriching emotional experiences that deeply resonate. We work with a diverse range of Welsh and Wales based artists to tell stories that reach and represent a broad audience. Local stories with global resonance.

### **THE ENGINE ROOM OF WELSH THEATRE**

We are a centre for artistic excellence, creating bold, bilingual and exceptional contemporary theatre. Through our industry leading outreach work, productions and artist development we are helping to build a dynamic and resilient Welsh theatre sector.

### **PUTTING CARDIFF CENTRE STAGE**

Our work is full of heart, it's all about feeling and meaning for the people of Cardiff. We sit at the centre of this city, not just geographically but emotionally, artistically and as a community. We are our city, through and through. We are the heart of Cardiff.

From Autumn 2014, Sherman Theatre has experienced rapid growth and has cemented itself as one of the UK's leading producing houses. We are ambitious for our audiences and for Cardiff as a whole. In the last few years we have continued to run an extraordinary programme of successful productions, working in both English and Welsh, with a focus on the development and presentation of new writing. Our work has toured throughout Wales, the UK and, for the first time under former Artistic Director Rachel O'Riordan's leadership, internationally. Our programmes have seen an increase in participation, which has promoted an array of new projects to be launched with a deeper focus on creative engagement and strengthening our connectivity to communities in Cardiff and beyond. In 2020 we were awarded the status of Theatre of Sanctuary as recognition of our work with the Refugee and Asylum Seeker communities of Cardiff.

These are exciting times for the company. Following a transformation of the Sherman under the Artistic leadership of Rachel O'Riordan we now embark upon a new chapter in the organisation's development with Joe Murphy as Artistic Director.

The planned 2020-21 season offered Cardiff audiences a year of compelling theatre made at the heart of the city and cementing the Sherman's position at the forefront of Welsh new writing. At the heart of the season would have been Sherman Theatre productions of seven plays by Welsh and Wales based writers: Brad Birch, Katherine Chandler, Tracy Harris, Daf James, Gary Owen and Lisa Parry. Planned productions included co-productions with Theatr Genedlaethol Cymru, the National Theatre and Theatre Uncut. The significant disruption caused by Covid-19 has resulted in the postponement of a number of these productions, but the theatre remains committed to presenting them at a future date.

In addition to the work on our stages, we have launched a range of initiatives to enable Sherman Theatre to build a dynamic and resilient Welsh theatre sector with a focus on writers including a scheme to develop unheard voices.

Our engagement with our communities through our ground-breaking Sherman 5 programme, and our sector-leading Creative Engagement work is at the core of the work undertaken at the Sherman with significant support for this work coming from the Paul Hamlyn Foundation and Esmée Fairbairn Foundation.

We have continued to forge exciting partnerships with theatres across the UK, focussing on enhancing our audience reach, sharing resources and ensuring a future life for the work we produce. Current co-producing partners include the National Theatre with whom we are due to produce Gary Owen's *Romeo & Julie*; Theatre Uncut, our co-producing partner on *The Merthyr Stigmatist*; and Theatr Genedlaethol Cymru. As part of our spring 2017 season we became the first Welsh producing theatre to co-produce with The Royal Court Theatre, presenting Gary Owen's play *Killology*, which went on to win the Oliver Award for Affiliate Theatre in 2018. We have also co-produced work with the Royal Exchange Theatre, Manchester, Tron Theatre in Glasgow, Tobacco Factory Theatres in Bristol, and Theatr Clwyd.

The massive success of Gary Owen's multi-award winning *Iphigenia in Splott* endured from its debut in 2015 well into 2017, performing at one of the world's most innovative theatres, Berlin's Schaubühne, in April 2017 and then moving on to be showcased at New York's 59E59 Theatre as part of its established Brits Off Broadway festival in May. This international profile is something that we would like to explore further in a variety of ways.

In addition to our home produced work, we curate a programme of work by touring companies that showcases the very best of the work currently being made in Wales, including National Theatre Wales, Music Theatre Wales, National Dance Company Wales, and Theatr Genedlaethol Cymru, in addition to a broad and varied programme of theatre, music and comedy from across the UK.

A small but confident team of individuals form the Sherman Theatre, and are supported by an enthusiastic team of volunteers, who work hard to welcome our audiences and ensure their visit is as enjoyable as possible. We've built up a team that want to be part of the Sherman family, and

to say thank you to our volunteers for giving their time they can benefit from a range of exclusive offers as well as receiving comprehensive training and opportunities to develop and practise Welsh Language and BSL skills.

We believe that diversifying the arts should start at a grassroots level. Through our engagement with schools, initiatives to support theatre attendance and participation for those from less advantaged areas, alongside our wider outreach work, we aim to enhance opportunities in the arts and provide wider artistic provision for young people across the board.

We are fully committed to nurturing young talent and providing development opportunities for new and emerging artists. We offer a paid trainee Assistant Director position on each of our in-house productions every year; our autumn production of a classic text, both Christmas shows and, where possible, our spring production which focusses on new writing. Offering this unique experience to deepen knowledge and confidence in directing, whilst integrating new and emerging directors into the professional world aims to both address the issue of a lack of training opportunities for directors and form an example for national change in improving access to the arts.

Alongside our artistic work, we run a significant and sector-leading Creative Engagement programme, which provides many exciting ways to connect with Sherman Theatre. Regular activities within the programme include Sherman Players, a drama group open to ages 18 and over, a Youth Theatre membership and an extensive programme of work with local schools and community groups. We want the widest possible cross-section of people to enjoy and take part in the arts and our work specifically seeks to connect with non-traditional theatre attenders.

Both our Sherman 5 programme, supported by the Paul Hamlyn Foundation, and our ongoing creative engagement work, focus on connecting with people across Cardiff and South Wales who may face barriers or disadvantage.

The Sherman 5 programme offers free membership and is designed to give people who have never attended a performance at Sherman Theatre the chance to do so by addressing and reducing barriers to attendance.

The Sherman 5 membership includes members from the local deaf community, blind and partially sighted audience members, refugees and asylum seekers, family groups and older audience members. This growth and diversification has been supported and encouraged by special initiatives such as Deaf Theatre Club, relaxed and dementia friendly performances, alongside dedicated events and activities, all focused on increasing accessibility and breaking down traditional barriers to attendance and participation.

Our Sherman 5 Reps are an extension of the Sherman 5 project, contributing to support members in their attendance, and as such, are rewarded for their contributions with Time Credits, training in Health & Safety awareness and Front of House duties and procedures under the full support and supervision of the Sherman 5 Coordinator, Claire Bottomley. Many members regularly partake in training and workshops as personal development and to support them in their volunteer roles.