

Hiya!

My name is Toni-Dee, I'm a live artist and trustee of **Transform**.

My hope is that if you're reading this letter, it's because you are considering applying for our call-out for a new **Chair** of the **Transform** board. I'm writing this to create a little more context about my experience as a trustee, and most importantly what we are looking for in a Chair. Firstly, I'd like to acknowledge a couple of things:

- You may not have done this kind of role before, but that does not mean you are not equipped to do it. Having most of the required skill, and a passion for this position is enough.
- If there is a way to make this application process more accessible to you, please let us know. We acknowledge that inaccessible processes are a barrier to exceptional people applying for key roles in the sector and are happy to discuss how we can do better and make reasonable adjustments.

As an independent artist, theatre maker and facilitator, a lot of my time is spent dreaming, reflecting, and evaluating. I call a lot of this time being a 'thinker-in-the-room' a term I think summarises my role as a trustee for **Transform**. Since joining the board in 2018, I've had the opportunity to be an essential sounding board for the company, scrutinising and advising on better practices and procedures. In those 3 years, I've travelled to Toronto to represent the company at international performance Festival SummerWorks, explored long-term resilience as part of the Change Creation programme, and advised on a pilot programme exploring how to engage younger people in an international festival model, Future Radicals. Each of the trustees brings a distinctive approach to strategic support, providing guidance in developing long-term plans for the company, recruiting staff, financial planning, and fundraising. In turn we are able to nurture new skill sets and broaden our networks - the exchange of knowledge is a key part of being on the board.

In the wake of the covid-19 pandemic, a time of ongoing changes and uncertainty in the cultural sector, **Transform** has proven its resilience and flexibility in abundance. The Chair of the board is a super exciting role to take up with us right now - five years on from its inception the charity is at a pivotal moment, undertaking new thinking around adaptability of its next festival model, whilst looking ahead to our most ambitious festival yet planned for 2023. There is innovative work on the horizon for **Transform**, collaborating with partners to deliver the new England Performing Arts Showcase and embracing new approaches to programming with artists and younger people. **Transform** has always been an organisation that is focused on re-imagining what theatre and performance can look like and the new Chair's values should align with this vision. Their role is to inform the organisation's mission, vision, and strategic direction whilst ensuring the charity is accountable to its values.

With a focus on new approaches to governance, programming, and access, now more than ever **Transform** is looking for someone who will spend time introducing and strengthening policies to address divisions, nurturing collective decision-making, and identifying and reinforcing shared values that strengthen community ties. This is a role that combines

strategic support and governance - working with founder and Creative Director Amy Letman to guide and scrutinise structures of the charity, we need someone who can foster new relationships and embolden the small but incredible team of arts workers that make **Transform's** festivals and programme happen. We hope this role is exciting to someone who is passionate about the Leeds City Region in all its fullness, and wants to support and champion the vision of an organisation that's committed to changing what the landscape of culture can look like.

If you think this could be you, but are uncertain or doubtful, the chances are this role is for you. We heartily encourage all folks who are underrepresented in our sector to reach out and apply - for more detailed information, please see our recruitment pack. We welcome advance conversations with either Amy or one of the trustees to tell you more about the company and role.

Warmest Wishes,

Toni-Dee Paul

Trustee of Transform