

# TRANSFORM

## TRUSTEE RECRUITMENT PACK

**ROLE TITLE:** Trustee

**REPORTS TO:** Chair of the Board

**ROLE TYPE:** Voluntary. You will be registered with Companies House as a Director of the Company and with the Charity Commission as a Trustee.



MEXA, PUMPITOPERA TRANSATLANTICA, Transform 23. Photo: JMA Photography

### ROLE PURPOSE

- Support **Transform** to hone our mission and approaches, make connections, and to secure longer-term funding and sustainability to enable the work we do to continue and thrive.
- To uphold the vision, values and aims of **Transform**.
- To be responsible, alongside the Chair and other trustees, for supporting the strategic operation of **Transform** in accordance with the organisation's constitution, legal and financial obligations.

### WELCOME

- Are you curious about becoming a Trustee?
- Do you have skills and expertise that could be of value to a small organisation at a pivotal moment in its journey?

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- Would you like to play a vital role in the success of the UK's leading festival for inclusive, international performance?

Then we'd love to hear from you.

We want to welcome Trustees from a range of different contexts, and we will actively mentor new Trustees in addition to those who might already have experience as Trustees.

We're not looking for people to manage or run the organisation on a day-to-day basis. We have an incredibly skilled, hard-working team of staff and freelancers who lead on the vision, strategy and delivery of our festivals and programmes of activity with diligence and care. We are looking for experienced candidates to join our existing Board of committed and supportive Trustees, to ensure exceptional governance and strategic capacity, and help shape the future of **Transform**.

## **ABOUT TRANSFORM & THE JOURNEY SO FAR**

**Transform** is an engine-room for urgent, of-the-moment performance. Based in **Leeds**, our biennial **Transform festivals** takeover the city with powerful performance by local, national and international artists. We focus on reimagining what theatre can look like and do, celebrating the independent and adventurous spirit of our city, reflecting the socially conscious North, and connecting creatives and audiences to the world.

Year round we activate communities through co-creation and support the development of the next generation of artists and arts professionals. We support diverse, early career Northern creatives to make evolutionary steps in their careers.

*'I often think about what our art sector would look like, if more artists received the support I have from Transform. They are willing to take risks, supporting artists that are often overlooked.'* - **Jamal Gerald**

The biennial **Transform** festivals showcase our own creations and premieres, community co-creations concocted throughout the year, and an international performance programme of contemporary theatre, performance and dance. Whilst amplifying creative voices across **Leeds** and **the North**, the festival also brings extraordinary global voices to the city. The festival takes place in iconic arts venues (from **Leeds Playhouse** to **Yorkshire Dance** and **Opera North**) alongside car parks, community centres, clubs and school halls.

In the last 8 years we have achieved what many said was impossible - building an ambitious, inclusive and international festival during times of adversity. We have delivered 6 trailblazing international festivals bringing extraordinary, socially conscious performance to **Leeds**, fuelling a new generation of artists and audiences. These festivals have received substantial critical acclaim, attracted large and diverse audiences and established a powerful reputation nationally and internationally.

In 2023, **Transform's** quality, ambition, social relevance and importance to the cultural landscape of Leeds, the North and England was recognised as the organisation joined **Arts Council England's National Portfolio**. This marked a significant step-change in the development of the organisation, enabling us to think and plan strategically, to extend our

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reach, deepen our connections with our local communities and to develop even more ambitious projects. With increased resources, our 2023 edition was our most successful yet, nearly doubling audiences and more than doubling box office income versus 2021-22.

In December 2023, **Transform** was shortlisted for **The Stage's 2024 International Award**. **The Stage Awards** recognise excellence in the theatre industry and this acknowledgement is a powerful testament to the success of **Transform 23**. **The Stage** described the 2023 edition as '**Transform's most ambitious yet**', highlighting our position as 'one of the most important international festivals in the UK'.

## THE FUTURE & TRANSFORM 25

**Transform 25** (October 2025) will be our boldest, bravest and most inclusive festival yet: a celebratory culmination of our work over the first three years as an NPO. It will build on the huge success of previous festivals, bringing world-class culture to Leeds, deepening our connections in the Leeds City Region, supporting new creative practices and helping young people build careers in the arts.

With care, inclusivity and access at its core, **Transform 25** will place young people, local communities and artists from the city at the heart of the festival's development and curation, acting as a catalyst for a new generation of artists, cultural leaders and change-makers.

The programme will be presented in partnership with major flagship arts institutions in the city including **Leeds Playhouse, Northern Ballet, Howard Assembly Rooms** and **Yorkshire Dance**.

You can read more about our vision and values [here](#).

You can read our 23-24 Annual & Festival Report [here](#).

You can find out more about our past work [here](#).

## THE COMPANY

**Transform** is a registered charity and a company limited by guarantee, established in 2015. A diverse-led, female-led company, **Transform** was founded by Creative Director **Amy Letman**, recently named by **The Stage** as one of 25 people expected to change the future of theatre. The organisation employs a core team of four: Founder and Creative Director **Amy Letman** and Executive Director **Ali Ford**, with fundamental support from General Manager **Siana-Mae Heppell-Secker** and Producer **Ema Boswood**; complemented by a robust team of experienced freelancers with specialisms in technical, producing, marketing and engagement, that expands and contracts around delivery activity.

**Transform** is governed by a dedicated and experienced Board of Trustees that currently includes:

Chair - **Jane Bhoyroo** (Principal Keeper, Leeds Art Gallery)

Trustee - **Nadine Patel** (Creative Consultant)

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Trustee - **Nick Dyson** (Partner at Blacks Solicitors)

Trustee - **Toni-Dee Paul** (Freelance Artist and Associate Director at Selina Thompson Ltd) -  
*Due to step down in January 2025*

We have recently said farewell to **Rach Drew** (Vice Chair and Co-Director of ARCADE) and **Dr. Ben Walmsley** (Dean of Cultural Engagement at the University of Leeds), both who have come to the end of two exceptional terms of service to the organisation, having played a vital role in **Transform's** journey to date and been true champions since the beginning.

## REPRESENTATION

The representation across our current core team and board is 80% female, 30% LGBTQI+, 30% are people who are ethnically and culturally diverse and experience racism in our society, 20% identify as neuro-divergent and 10% identify as disabled.

## NEW TRUSTEES

Under the guidance of our Chair **Jane Bhojroo** and Founder and Creative Director **Amy Letman**, **Transform** is working towards the realisation of our most ambitious and inclusive festival yet in autumn 2025 and will be reapplying in 2026 to maintain its status as a **National Portfolio Organisation** of **Arts Council England** from April 2027.

We are now looking for Trustees who can bring diverse thinking, varied expertise and fresh perspectives as we continue to drive the company's development. As a Trustee, you can make a real difference to a small organisation, supporting **Transform** to hone its mission and approaches, make connections and to secure longer-term funding and sustainability to enable the work we do to continue and thrive.

We work with artists, young people, communities and audiences from a wide range of backgrounds and our board must reflect the diversity of those we support and represent. We want to welcome Trustees from a range of different contexts, and we will actively mentor new Trustees in addition to those who might already have experience as Trustees.

We are looking for those with shared values and purpose and a belief in what we do. In return you will have access to exciting, bold festivals and projects, meet a range of new people and be part of our wider mission to be the UK's leading festival for inclusive, international performance.

## MAIN RESPONSIBILITIES

- To support the creative and strategic development of the organisation, led by the Creative Director and shaped by the artists, communities and partners we work with.
- To uphold and advocate for the company's vision, mission and values.
- To attend Board meetings and annual Away Day and participate fully. This may include joining a working group relevant to skills and abilities.
- To take ultimate responsibility for the Company's financial management and business model including overseeing aspects of transparency, accountability and assessing risk and viability.

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- To participate in training and development as required, including acting as a mentor or being mentored by other Trustees if appropriate and required.
- To participate in rotation and skills scrutiny and development, ensuring the board is fresh, multi-skilled and able to properly support the company strategically.
- To be an advocate for **Transform**, representing the organisation to artists, communities, audiences and funders at public performances and events and more widely.
- To support the Company to develop a Business Plan and strategic objectives, and to monitor activity and progress against this.
- To actively seek out new relationships, allies and partnerships - with a particular focus on seeking out fundraising opportunities.
- To comply with the Company's Memorandum & Articles of Association and governance procedures
- To comply with, and proactively scrutinise and advance, company policies.
- To ensure everyone participates and has agency and to proactively learn about and implement best practice in regards to access, equality and inclusion.

## LEGAL ROLE

You will be registered with Companies House as a Director of the Company and with the Charity Commission as a Trustee.

## TIME COMMITMENT

Trustees are required to attend four 2-to-3-hour meetings a year and one away day per year. In addition, we ask that Trustees join certain working groups, support specific, relevant activities strategically, and participate in training. **In total we ask for a commitment of circa 8-10 days a year to the charity.**

Being a Trustee is a voluntary role. Most of the Board meetings take place online, but where needed, travel expenses are provided, and any access requirements will be fully supported.

**Trustees serve a maximum of a three-year term**, and then can be eligible for re-election only once. We encourage all Trustees to take an active approach to scrutinising theirs and others' skills and ensuring the board is representative of the experience and different perspectives required.

## PERSON SPECIFICATION

The role of a Trustee is to support and guide the organisation in delivering its vision, mission and objectives and to actively engage with and analyse the work of the charity. We are looking for those with:

- Passion and interest in live performance and its possibilities
- Willingness to evaluate and scrutinise information related to the charity
- Experience making connections with a variety of people, whether in the arts, community, fundraising, business or other relevant sectors
- Perceptive communication skills, ensuring everyone participates and has agency

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- Understanding of, or willingness to learn about, governance policies and procedures
- Understanding of the communities **Transform** serves and of the social, political and economic challenges facing Leeds, the UK and the world today
- Fundamental commitment to equal opportunity and desire to learn about and implement best practice with regards to access, equality and inclusion
- Willingness to participate in rotation and skills development, ensuring the board is fresh, multi-skilled and able to properly support the company strategically

We are especially keen to hear from those who are involved in or have experience of the following:

- Finance & Business Development
- Human Relations
- Marketing, Communications & PR
- Digital Technology
- International Development
- Senior Cultural Leadership
- Artists and specialists in community engagement

As a Leeds based organisation, we do particularly welcome applicants from across the North of England but would also be keen to hear from those based across the UK or internationally.

## TO APPLY

### Access & Inclusion

We are committed to inclusion and to supporting the needs of creatives, staff and Trustees. If you require this call out in a different format, would like any support completing the application, or would require support to undertake the role - don't hesitate to let us know by contacting [siana-mae@transformfestival.org](mailto:siana-mae@transformfestival.org)

### Pre-Conversation

We would welcome the opportunity to arrange a conversation with the Creative Director, Executive Director or a current Trustee to discuss the role further and answer any questions. Please contact [siana-mae@transformfestival.org](mailto:siana-mae@transformfestival.org) to arrange.

### Making an Application

Please send an expression of interest (email or cover letter) which is no longer than a page long, or alternatively a video/audio file of no more than 5 minutes in length, outlining why you are interested and what you would bring to the role. **Please also complete our online Equal Opportunities monitoring form [here](#).**

Please send your application to [siana-mae@transformfestival.org](mailto:siana-mae@transformfestival.org) with the subject marked - Trustee Application.

**Deadline for applications - Monday 2 December 2024 at 9am.**

## NEXT STEPS

Following shortlisting you may be invited to have an informal conversation with the Creative Director and/or Chair of Trustees, at a suitable time for you over December/January.

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Following this, if both parties would like to proceed, you will be invited to observe the next board meeting on **Tuesday 4 February 2024 (5pm till 7pm, online)**.

We anticipate recruiting between 2-3 new Trustees as part of this recruitment. Thank you for your interest in becoming a Trustee of **Transform**. We look forward to hearing from you!