

CHAPTER



Rosa-Johan Uddoh, Ye Olde Group Chat, 2023. Photo: Simon Ayre

CHAPTER

CHAIR / CO-CHAIR RECRUITMENT PACK

WELCOME

“

Dear applicant

Thank you for your interest in the role of Chair / Co-Chair of our Board of Trustees.

This welcome is from three of us, Kami, our outgoing Chair, and Hannah and Sharon our Co-Directors. We look forward to meeting you so that you can hear from us individually, but for now we hope that the following is a coherent merging of our voices, and a warm welcome to you.

You might have already visited Chapter, but just in case you haven't, we hope you'll find us a dynamic and critical place.

Each year we welcome about half a million visitors through our doors and offer thousands of activities, events and exhibitions. Our building is alive with people from morning to night – whether they're visiting a free exhibition, attending a workshop, catching a matinee, working in their studio or simply keeping warm over a cup of tea, we aim to offer a safe and convivial space for everyone.

Our gallery showcases extraordinary, relevant and thought-provoking art; our theatres are a platform for playful and experimental live practices, and our cinemas offer independent Welsh and world films alongside a range of unique festivals and events. Through Film Hub Wales we support communities to screen films across the nation and amplify the work of Welsh talent. We also nurture young people's creative pathways through a range of ambitious programmes. All our work is underpinned by an inclusive and multi-dimensional programme of engagement shaped by, with and for our communities.

You'll be joining an organisation that's welcomed many recent accolades and developments which we're really proud of. We're just embarking on a UK-wide programme with National Youth Theatre, to develop creative pathways for disabled young people in Wales; our Imogen Stidworthy exhibition opens in March following our shortlisting for the prestigious Freelands Artist Award; and in 2025 we celebrated our nomination for Art Fund Museum of the Year – the world's biggest museum prize.

The ambitious programme and warm welcome you receive as a visitor sits sometimes at odds with what's a really difficult time for the arts. We, like many other creative organisations, have had to absorb significant cuts to funding, rising costs and a changing economic landscape for visitors which means that attracting sustainable levels of income is increasingly difficult.

As Chair / Co-Chair you'll have the responsibility of convening people around this challenge as we reimagine our future and explore big decisions in relation to sustainability and resilience. It's a time to embrace radical ideas, brave leadership and transformational opportunities.

Over the last 55 years, people have been at the centre of our work. They're precious, vital and vibrant. Together we shape a truly unique venue and a place that nurtures and celebrates creativity, curiosity and community.

We hope the information in this pack inspires you to get involved and we look forward to hearing from you.

Kami Lamakan [Chair], Hannah Firth & Sharon Stone [Co-Directors]

”

ABOUT CHAPTER



Leanne Ross, ALL MY PALS, 2023. Photo: Polly Thomas

Chapter is an international centre for contemporary arts and culture, rooted in Cardiff, Wales.

We commission and present thought-provoking exhibitions, films, performances and multidisciplinary events by contemporary artists who expand our world view and challenge the status quo.

Our venue comprises a gallery, artists' studios, theatres, cinemas, rehearsal and hire spaces, café bar and community garden. Each year we offer thousands of activities which attract around half a million visitors and our building is alive with people from 8.30am until late. We're dedicated to being an accessible and hospitable civic space and a unique creative hub.

Embracing multiple and diverse perspectives, radical thought and experimentation, we foster dialogue between audiences, communities and artists via a public programme that encourages connection through our histories, the way we live now and how we might imagine new futures.

Founded in 1971, Chapter is both a Charity and a Limited Company. Chapter (Cardiff) Ltd represents the Charity, while Chapter (Trading) Ltd is a wholly owned subsidiary of Chapter Cardiff through which we run our café bar.

The Chapter group is not for profit and is funded through a mix of earned income from ticket and café bar sales, hires and rents alongside funding from organisations such as the Arts Council of Wales, the British Film Institute and Welsh Government.

We employ about 80 people and have a turnover of c.£3.5 million per year. We're employee focused, through our benefits, policies and practices and proud to be a Real Living Wage Employer.

WHO WE'RE LOOKING FOR



Deaf Gathering Cymru, 2024. Photo: Grace Springer

This is an exciting moment to join our organisation. Over the last three years, guided by our new Co-Directors and a collective of dedicated trustees and staff, we've shifted our perspective and priorities to centre our community across all the work we do. As a result, they're our starting point for understanding culture, programming, the venue and everything else. We're committed to working in long-term, transformative ways to ensure we're an organisation that's informed by the needs of now and makes space for a future for everyone.

As Kami steps away at the end of March, we're looking for an experienced leader who can enthuse a team of trustees and provide clear guidance, mentoring and challenge to the Co-Directors and executive team, confidently advocating for the work we do. Well-connected, you'll work hard to raise our profile as an international arts centre at the heart of our community, introducing Chapter to people and organisations who'll support us to achieve our vision for a sustainable future.

You'll be passionate about art and artists, building community cohesion, and believe that care and equity should sit at the heart of everything we do. You'll need to balance this commitment with strong financial acumen and leadership experience within the creative, charity or public sectors.

These are challenging times for the arts and we're looking for someone who can enable us to extend our reach, influence and impact.

We're open to recruiting a Chair or Co-Chairs to this role. You can apply as either, but please indicate in your application which option you are interested in.

KEY RESPONSIBILITIES



BFI Future Film Festival, 2024. Photo: Grace Springer

Our board of trustees is critical in developing our mission and working with the Co-Directors to shape the vision for the organisation. They're a vital sounding board, and act as ambassadors for the organisation locally, nationally and internationally.

The Chair / Co-Chairs will ensure that we embed our core values across all aspects of our organisation, and that the board have a clear role to play in the delivery of our vision.

LEADERSHIP

Convene and lead quarterly board meetings, setting the agenda, ensuring that all information is distributed to trustees in a timely manner, that an equitable space is created for trustees to contribute and that all voices are heard during meetings.

Act as a public advocate for Chapter and advise the executive team, as appropriate, ensuring our reputation, influence and networks are representative of the scope of the work we produce and the communities we engage with.

Alongside all trustees, hold overall responsibility for Chapter's financial performance, including representing the organisation in high level communications with funders and statutory bodies.

Build and maintain positive relationships across the board, executive team and with key external stakeholders, including existing and potential funders.

Support and nurture trustees with less board experience, ensuring they're able to contribute to strategic discussions and their potential as trustees is realised.

Champion our Equity, Equality, Diversity and Inclusion, Anti-Racism and Environmental Responsibility commitments and actions.

Ensure safeguarding compliance and that all trustees understand their safeguarding responsibilities.

Support the executive team in fundraising and encourage all trustees to do the same, as per their legal duties.

GOVERNANCE

Line manage and build an effective working relationship with the Co-Directors, ensuring a strong interface with the board and reviewing annual objectives.

Make sure the trustees fulfil their duties and responsibilities for the effective governance of the organisation. This includes sustaining a diverse and high-quality group of trustees and ensuring timely and effective succession planning of board members, executive team and other key roles.

Where necessary, ensure that sub-committees and task and finish groups are led by appropriate members of the board and responsibility is delegated accordingly.

TERMS OF APPOINTMENT

The term of office is three years. The Chair can stand for re-election to the board for an additional one term.

We ask you to Chair five board meetings a year and any additional extraordinary meetings, including our AGM.

Board away days are held annually to discuss and review strategic aims and objectives.

Meetings of the Finance and Risk Sub Committee take place five times a year, and the Chair is expected to attend these as well as other working groups involving team and trustees focusing on specific projects, as needed.

Arrange monthly meetings with the Co-Directors and lead their annual appraisal meetings.

The Chair is an unpaid, non-executive director of the Limited Company. Though this position is voluntary, travel expenses will be reimbursed.

Attend any identified training as required.

The Chair is also asked to attend events, opening nights and other engagements, to gain a full experience of the breadth of our work.

PERSON SPECIFICATION

Key attributes

- Strong connection and commitment to Chapter's vision, purpose and values.
- Brave advocate for social justice.
- Relational and able to promote and enable psychological safety.
- Able to hold fellow trustees and executive team to account.
- Solution focused and able to balance the macro and micro to ensure robust decisions are made in the best interests of the charity.
- Strong focus on outcomes and impact.
- Strong sense of personal integrity.
- Strong network of contacts that could be used for the benefit of the charity.

Essential

- Demonstrable strategic leadership experience ideally as a CEO, senior leader or Chair of a charity, arts or public sector organisation.
- Strong financial and commercial acumen.
- A demonstrably collegiate and collaborative approach to leadership.
- Knowledge of charity and public sector funding.
- Exemplary communication, facilitation and interpersonal skills.
- Ability to act with impartiality, authority, credibility and influence.
- Advocacy and ambassadorial experience.
- Strong understanding of charity governance, legal duties and financial oversight.

Desirable

- Leadership or governance experience of a multi-disciplinary arts venue.
- Experience in managing risk, liability and compliance.
- Ability to communicate in Welsh.

ACCESS, EQUITY AND INCLUSION

We want our board of trustees to be more representative, and we're on a journey of transformation to make this happen.

We're actively working on strategies to create a more diverse and inclusive workforce. We're keen to encourage applications from people who are D/deaf, disabled or neurodiverse; people who identify as LGBTQIA+; and people who experience racism.

We recognise that some people face additional barriers so if you're interested in applying but feel that there are things that may prevent you from getting involved, please get in touch with us and we'll be happy to discuss this in more detail so we can support you in making an application.

We encourage applications from people living in Wales but we're also very open to those from further afield and we hope that location isn't considered a barrier to applying. We're happy to support reasonable expenses such as travel, accommodation and childcare. We'll also provide access to work support where required and will discuss needs with you should you take up the role.

BOARD STRUCTURE

Chapter (Cardiff) Ltd is legally constituted as both a company limited by guarantee (Company No. 1005570) and a registered charity (Charity Reg. No. 500813). Trustees are therefore Directors of the Company and Trustees of the Charity. The board is the non-executive leadership body for the charity that ensures that strategic and operational decisions are in line with the mission, vision and values of the organisation and are operated within the laws and regulations that govern.

Artistic programme, operational decisions and staff management are delegated to the executive team. The executive team, alongside those delegated by the executive, are responsible for the business management and day-to-day operations of the organisation.

The Board of Trustees has up to 15 members, plus 3 observers.

Our Board of Trustees is currently Kami Lamakan (outgoing Chair), Ewan Hilton, Alia Lyas, Jane Scarth, Howl Hubbard, Dela Anderson, Laura Williams, Stephen Meade, Naomi Stocks and Alun Jones (Chair, Finance and Risk Sub-committee).

HOW TO APPLY



Ntienese Eno-Amooquaye: Crashing the Glass Slippers, 2024. Photo: Grace Springer

If you're not sure whether to apply because of, for example, your working hours, employment status, caring responsibilities or access needs, please still get in touch. We'll discuss your concerns with you and try to make any reasonable adjustments to support your involvement should you be invited to join.

We're holding an informal, online session so you can find out more, ask questions and chat with some of our existing trustees. This will be held on Zoom on Tuesday 27 January, 5.30pm. This meeting will include BSL interpretation, live captioning and a notetaker but if you have any additional access requirements, for example you would prefer to meet in person, please let us know. If you'd like to join the online meeting, or arrange an in-person conversation, please email Rory.Duckhouse@chapter.org, and you'll be sent a link to join.

There are three ways you can apply:

1. Download and complete the [application form](#)
2. Send us a video of no more than 5 minutes
3. Send us an audio file of no more than 5 minutes

Please send your application to apply@chapter.org using WeTransfer or other file sharing platform.

However, you choose to submit, please tell us why you're applying for the role and what skills and experience you can bring to Chapter. Please note we're happy to receive applications in BSL, English or Welsh.

We'd also appreciate if you could complete an [Equal Opportunities Monitoring Form](#). The information on the monitoring form is anonymous and is collated by staff unconnected with the recruitment selection.