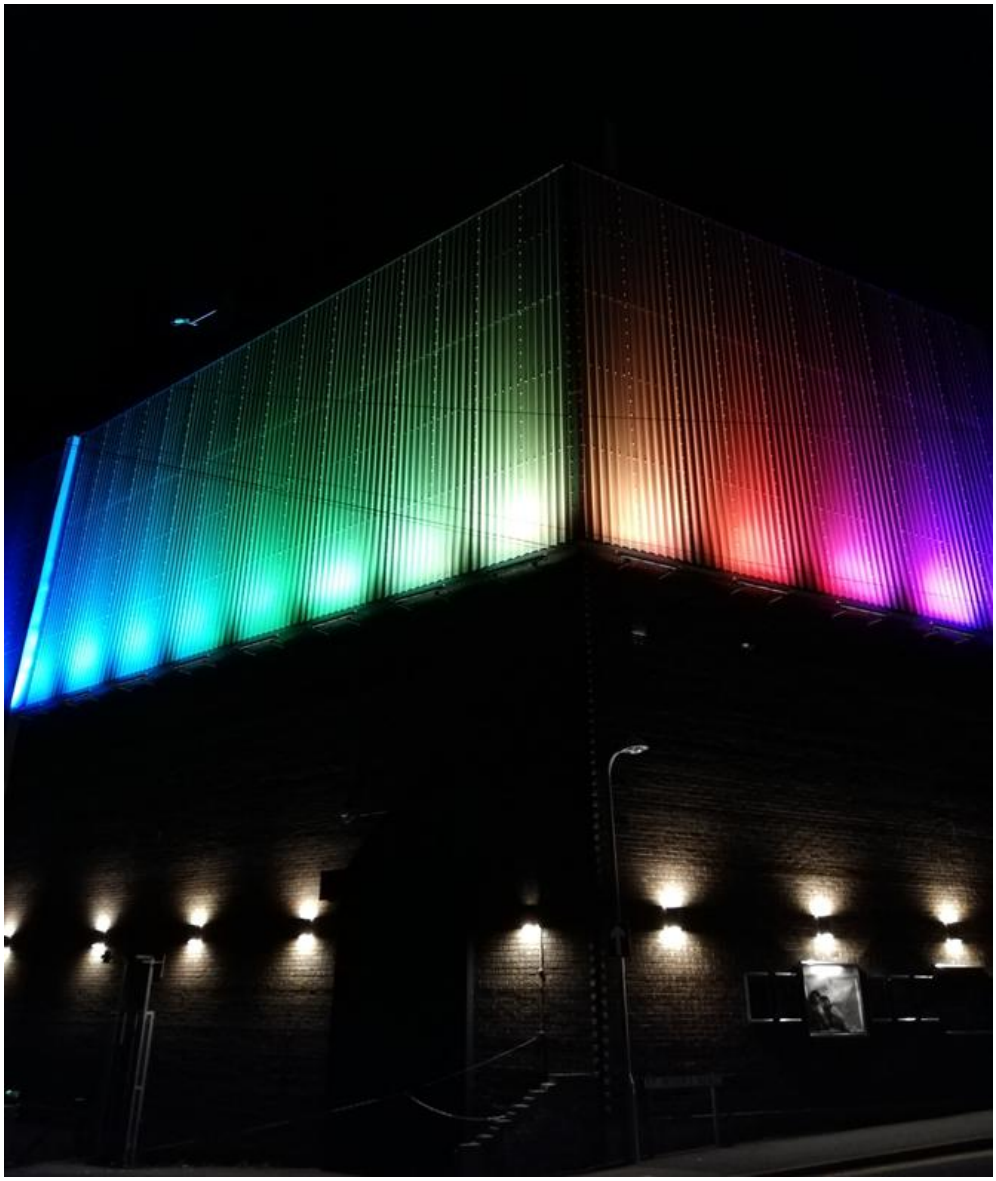
# Torch Theatre Company Ltd
# Board Member Recruitment Pack
# October 2026



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# INTRODUCTION FROM KATRINA MARSH

Dear Prospective Applicant,

Thank you very much for your interest in the role of Board Member with the Torch Theatre Company Ltd (the Torch). We are genuinely delighted that you are taking the time to learn more about our work and to consider joining us at such an important and exciting moment in our journey as we move towards marking in 2027 our 50th Anniversary.

Over recent years, the Torch has become more ambitious and increased our reach and impact. What began with a belief in the power of live theatre to connect, inspire and transform lives has developed into a regional Arts Centre, one of only three venue based producing houses in Wales, working with professional and amateur theatre companies, hundreds of children, teachers, young people and adult learners and engaging with diverse communities across Pembrokeshire and beyond.

Alongside a strengthened Senior Management Team (SMT) and an increasingly ambitious programme of work, we are now looking to develop the Board of Management (the Board) to focus on deepening our impact, strengthening our long-term sustainability (especially financial, fundraising and overseeing capital projects) and continuing to demonstrate the essential role live theatre has in today's society.

At the heart of everything we do is a belief that access to high-quality theatre should never be determined by background, circumstance or geography.

The Arts has the power to build confidence, connection, creativity and joy, and we have seen first-hand at the Torch the extraordinary difference it can make, especially in young people's lives.

We are therefore looking to appoint Board Members with either finance, fundraising and/or capital project expertise who share that belief and who will help us lead the Torch with warmth, integrity, clarity and ambition.

The Board has a hugely important role within the Torch working closely with the SMT to support and constructively challenge the organisation as it builds on its successful legacy and continues to evolve.

We are looking for individuals who bring thoughtful and inclusive leadership, strong strategic judgement and a genuine commitment to collaboration and openness.

Board Members help ensure strong governance and clear purpose, while also acting as ambassadors for the Torch and helping us build relationships and support across the sector and beyond.

A focus for the Board now, is strengthening the financial foundation for the Torch. Grant funding from Arts Council Wales (ACW) has been vital with local government

funding reducing and the challenges in increasing earned ticket income while wanting to keep access to the arts affordable and available to all.

Our focus over the coming years will be to continue to deliver high-quality impactful theatre, build our Reserves, widen earned income, maximise the use of the venue and the diversity of what we offer, as well as realising additional funding, where possible, through trusts, foundations and sponsorship.

As we continue to work on establishing an even more sustainable and robust footing for the future, I very much hope that you will agree that this is a very exciting time for anyone who loves the arts, especially theatre, to apply to be a Torch Board Member: a vital, vibrant hub that supports the local community and the wider theatre ecology of Wales, and has national recognition as an artistic force.

Further information about us can be found at https://www.torchtheatre.co.uk

Thank you again for your interest in our work. I very much hope you will consider applying.

Warm wishes,

**Katrina Marsh**
**Chair**
**Torch Theatre Board of Management**
**October 2026**



Torch Theatre Company Ltd: Jack & the Beanstalk 2024

# BOARD MEMBER GENERAL ROLE DESCRIPTION

**Role:** Torch Theatre Company Ltd Board Member
**Reporting to**: Chair of the Board
**Location:** Milford Haven, Pembrokeshire, SA73 2BU
**Salary:** Voluntary

The Torch Theatre Company Ltd was established in 1977 and is a non-profit-distributing limited company with charitable status:

Registered Company Number: 1327289
Registered Charity Number: 508985

Torch Theatre Board Members fulfil two roles: first, as a Director of the Limited Company and secondly, as a Trustee of the registered charity. Each role has a slightly different purpose and is governed by a different statute. For consistency, the Torch Theatre Board of Management is known as 'the Board' and a Director/Trustee as a 'Board Member'.

The duties and legal responsibilities of a Board Member include:

- At all times, to act in the best interests of the Torch;
- Not to benefit from the office of Torch Board Member - other than to the extent permitted by the Articles of Association; and
- Not to put themselves in a position where their interests conflict with those of the Torch

Irrespective of the way in which a Board Member comes to be appointed, while acting in this capacity their first duty is to the Torch. All other loyalties must be put to one side.

At its simplest, the role of a Torch Board Member is to:

- Receive assets from donors;
- Safeguard those assets; and
- Apply them for a charitable purpose according to the wishes of the donor

In practice, this is a serious responsibility requiring you to take an active role in the governance of the organisation.

**A Torch Board Member:**

- Takes the big decisions about the future of the Torch Theatre;
- Ensures everything is legal and safe;
- Supports the Senior Management Team (SMT), currently led by the Artistic Director who is also currently the Interim Chief Executive;
- Is an active advocate of the Torch;
- Ensure the work of the Torch Theatre is carried out;
- Ensure the Torch Board is up-to-date and skilled; and
- Respects the line between operational activity and the role of being a Torch Board Member

**A Board Member is obliged to:**

- Act in the best interests of the Torch Theatre's beneficiaries;
- Act together as a group rather than as individuals;
- Set aside their personal interests;
- Take legal responsibility for the organisation;
- Manage the company's affairs in accordance with its Articles of Association and the law (The 1985 Companies Act, as amended in 1989 and later); and
- Exercise the duty of care that a prudent person of business would in looking after the affairs of someone for whom they had responsibility

**Keeping up-to-date**

You will also need to keep up-to-date with regulation, charity law and, where appropriate, company law, and best practice recommendations.

The Statement of Recommended Practice (SORP) for accounting by charities is a requirement.

Board Members are not expected to be experts on everything. If it's unsure about what to do, appropriate professional advice will be sought.

**Membership**

In addition to the elected Board Members, Pembrokeshire County Council is entitled to nominate three Board Members functioning as full members of the Board. Milford Haven Town Council are entitled to nominate one Board Member. The maximum number of elected Board Members is twelve.

**Attendance at meetings**

Board Members are expected to make every effort to attend Board meetings. Board meetings are currently held approximately every third Thursday of each month (except May and December when there is no meeting) with small Board appointed working groups which are time limited and formed as and when necessary to take forward discreet areas of work on behalf of the Board.

**Time commitment**

- Approximately two hours of reading in preparation for each meeting
- Approximately 2-hour Board meeting every month
- Additional meetings as required (including possible working groups)
- Additional time commitment will be expected for the Chair and Vice Chair of the Board

**The current working groups are:**

- Staff Structure Working Group
- Board Member Recruitment Working Group



Torch Theatre Company: Private Lives 2023

# PREFERRED SKILLS AND EXPERIENCE FOR THIS RECRUITMENT ROUND

For this recruitment round, the Board is particularly seeking to appoint new Board Members who can bring finance, fundraising and/or capital projects expertise. These areas have been identified as important to strengthening the Torch's long-term sustainability, resilience and impact as the organisation continues to develop its artistic, charitable and community ambitions.

Candidates are not expected to meet every point listed below. The Board welcomes people with direct professional experience, transferable skills, strategic judgement and a commitment to values-led governance. The successful candidates will be able to offer constructive challenge and support to the Chair, fellow Board Members and the Senior Management Team (SMT), while respecting the distinction between Board-level governance and operational delivery.

**Finance expertise**

- Strategic financial oversight, including the ability to review budgets, management accounts, forecasts, cashflow information and financial reports;
- Understanding of charity finance, restricted and unrestricted funds, reserves, public funding, grant conditions and trustee financial responsibilities;
- Experience of financial governance, audit, internal controls, risk management and proportionate financial procedures;
- Ability to support business planning, scenario modelling, income diversification and long-term financial sustainability; and
- Confidence to explain financial information clearly so that the whole Board can make informed decisions

**Fundraising expertise**

- Strategic fundraising leadership, including experience of developing or advising on fundraising strategies that support organisational growth and resilience;

- Knowledge of trusts and foundations, grant applications, funder reporting and effective stewardship;
- Experience of corporate sponsorship, partnerships, individual giving, major donors, fundraising campaigns or community fundraising;
- Ability to help shape a compelling case for support, drawing on the Torch's artistic ambition, charitable purpose, community impact and financial need; and
- Awareness of ethical fundraising, charity regulation, donor restrictions, due diligence and reputational risk

**Capital projects expertise**

- Experience of capital project governance, including oversight of building, refurbishment, facilities, infrastructure or major improvement projects;
- Understanding of project planning, procurement, contractor appointment, contract management, monitoring and evaluation;
- Ability to scrutinise project budgets, cost plans, contingencies, cashflow, value for money and financial risk;
- Awareness of health and safety, accessibility, inclusive design, sustainability, environmental responsibility and public building compliance; and
- Ability to support strong business cases, feasibility thinking, stakeholder engagement and long-term stewardship of the Torch's building and assets

Applicants may bring expertise in one or more of these areas. Welsh speakers and people with diverse lived experience are strongly encouraged to apply, particularly where their skills, networks and experience can help the Torch strengthen its future resilience and deepen its connection with communities across Pembrokeshire and beyond.

# BOARD MEMBER GENERAL RESPONSIBILITIES

Notwithstanding the general provisions of the Articles of Association and Governance Manual (copies available upon request), the Board has specific responsibilities as follows:

**Effective functioning of the Board**

- Establishing the governance structure and agreeing terms of reference for and appointments to working groups and nominees to other bodies as necessary and appropriate.
- Determining the procedure for the appointment of Chair and Vice-Chair and agreeing term of appointment and period of review as outlined in the Board approved Governance Manual.
- Ensuring transparent and open appointment procedures for Board Members.
- Approving the appointment of new Board Members.
- Raising and agreeing items for discussion at meetings, including policies to be reviewed.

**Strategic planning**

- Agree and adopt a mission statement.
- Agree and adopt business planning process and a planning cycle.
- Ensure and adopt artistic aims.
- Agree the Artistic Policy.
- Agree Strategic Plans and Operational policies.
- Approve the Annual Business plan.
- Review scope and compliance of any funding agreements and/or Service Level Agreements with funders and service purchasers.
- Approve the annual programme framework and budget.

**Policy**

- Determine policies subject to Board approval and establish policy review programme.
- Ensure compliance with prevailing legislation.
- Agree the annual risk assessment and required actions.

**Monitoring and evaluation**

- Receive and approve Minutes of all Board Meetings.
- Receive regular reports and monitor progress.
- Receive reports and Minutes of all working groups.
- Receive reports on audience and participation data as requested by the Board and other matters relevant to decision making.

**External relationships**

- Agree Board position and representation as required.
- Develop fundraising and sponsorship relationships.
- Undertake an active advocacy role for the Torch.

**Financial**

- Approve annual budgets.
- Approve any change in agreed expenditure/activity that would materially affect financial forecast.
- Approve major capital projects.
- Approve applications for leases and loans.
- Receive regular finance reports.
- Approve appointment of bankers.
- Recommend to the AGM the appointment of auditors.

**HR**

- Recruitment and appointment of the Chief Executive Officer (CEO) and other senior roles as agreed.
- Agreement of annual pay awards for all officers and staff.
- Where appropriate and/or necessary, the Board should obtain outside legal or independent professional advice, and such advisors may attend meetings as necessary.



Torch Theatre Company Ltd: Beauty and the Beast 2023

# HOW TO APPLY

Applicants are requested to provide an up-to-date CV and a supporting statement (preferably typed and no longer that two side of A4) along with a completed Equal Opportunities monitoring form.

Application details are available on the Torch Theatre website including the requested Equal Opportunities monitoring form - https://www.torchtheatre.co.uk/about-us/vacancies

The CV, covering letter (no more than 2 sides of A4) and completed Equal Opportunities monitoring form should be sent to the Senior Manager – Business, via email to: guy@torchtheatre.co.uk

Please mark your email: Confidential – Board Member Application

The closing date for applications is **12 noon on Monday, 9 November 2026**

We will confirm receipt of your application by email.

For those applicants shortlisted, it is planned to hold interviews in November 2026. Please confirm your availability for interview during November and whether you prefer an afternoon or evening interview.

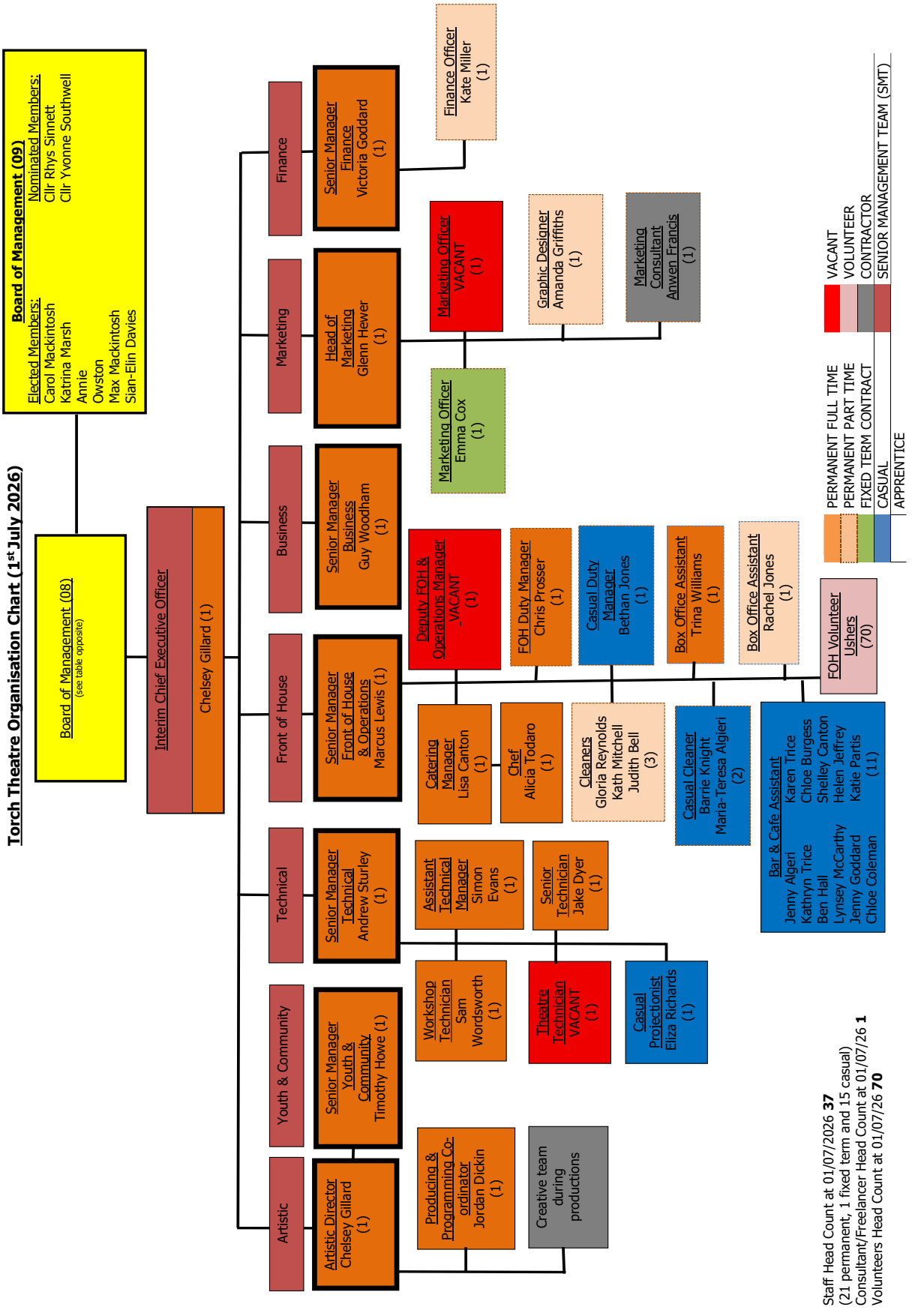
For this recruitment round, the Board is particularly seeking applicants who can bring finance, fundraising and/or capital projects expertise. Further detail on these preferred skills is set out earlier in this pack.

We wish to achieve as diverse an application pool as possible with any Welsh speaker(s) and those with diverse lived experiences, who have these skill sets, strongly encouraged to apply.

The Board would like to appoint a number of different Board Members possessing the requisite skill sets.

New Board members will undergo and induction programme led by the Chair of the Board. Access to appropriate Board development opportunities is open to the Board as a whole and to individual members as appropriate.

# ORGANISATIONAL STRUCTURE



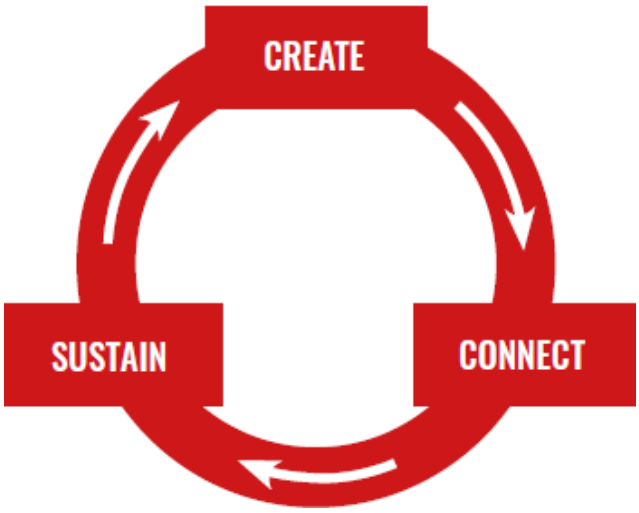
# VISION, MISSION & VALUES OF THE TORCH THEATRE

## VISION

To be a beacon of creativity for the performing arts in West Wales, inspiring artists, entertaining audiences and connecting communities.

## MISSION

To create high quality productions and connect across communities in a sustainable manner




*Create* - We create and curate high quality theatre productions, participation experiences and events to inspire, entertain, delight and challenge.

*Connect* - We connect arts organisations, communities, educational establishments and businesses for the benefit of all.

*Sustain* - Everything we do will be underpinned by our pursuit of financial and environmental sustainability, safeguarding for the future of Pembrokeshire, Wales and the wider world.

## VALUES

*West is Best* – Our home in Milford Haven is the start of the line, we are proud of where we are based, and we honour the languages, culture and people of Pembrokeshire.

*Croeso / Welcome* - we strive to make our activities and building accessible and welcoming to all who wish to participate. We celebrate the unique perspectives and skills each person brings with them.

*Chwarae Teg / Fair play* – We aim to be fair in all we do including anti-racist, anti-ableist and
inclusive practices alongside fair pay and working conditions, with transparent decision making.

# ABOUT THE TORCH THEATRE

The Torch Theatre Company Ltd (the Torch) was established in 1977 and is one of only three venue-based producing theatres in Wales alongside Cardiff's Sherman Theatre and Theatr Clwyd. It consists of a 300 seat Main House, a 102 seat Studio Theatre, a bespoke art gallery – Oriel Joanna Field, and Café Torch. The Torch offers over 1,300 shows, films, art exhibitions and live broadcasts annually to audiences in excess of 80,000. The programme offers a lot of variety across drama, comedy, live music, ballet, dance, family shows, opera and new work, as well as producing an annual festive pantomime.

The Torch is led by Artistic Director and Interim CEO Chelsey Gillard. The Torch has a rich history of delivering acclaimed productions with past productions including *Private Lives, Of Mice &* Men, *Grav*, *One Man, Two Guvnors, The Wood, One Flew Over the Cuckoo's Nest, The Turn of the Screw, The Hired Man, Neville's Island, Oh Hello!, The Little Shop of Horrors* and *An Inspector Calls*.

The Torch is an integral part of Pembrokeshire's artistic and creative community and we'd like to think that the above is very much what you would expect a theatre to do. However, our activities go much further and include projects that support Welsh Government's Health and Wellbeing agenda and increased community engagement including a Youth Theatre for Junior & Senior Levels, youth engagement opportunities, Disability Movement Groups and is also the Pembrokeshire home to the Welsh National Opera's critically acclaimed Cradle Choir. The Torch also produces Sunset Cinema, an outdoor summer cinema programme which visits some of Pembrokeshire's and Carmarthenshire's most iconic locations.



Torch Theatre Company: Wind in the Willows Youth Theatre production 2024

# ABOUT MILFORD HAVEN



Set in the former fishing town of Milford Haven, Pembrokeshire, the Torch is an iconic building in the local skyline. Having originally got its name from the links with the oil and gas industry, the flame in the Torch's logo celebrates the strong industrial history of Milford Haven and the surrounding region.

The Torch today employs 21 full time/part time permanent members of staff, a number of casual staff and has an incredible group of over 70 volunteers who assist around the venue.

Milford Haven itself has a population of 13,000 and is one of the largest towns in South West Wales. Developed as a whaling town in the late 17th century and due to its position sitting on the shores of the largest estuary in Wales and one of the deepest natural harbours in the world, its history is firmly connected to the sea.

Today, the town boasts a vibrant marina, including the corporate partner 100 bedroom Ty hotel, a lively High Street and a range of attractions including a museum, bowling alley and a leisure centre.



The Torch Theatre is a limited company with charitable status and is a publicly funded theatre supported by Arts Council of Wales, The National Lottery and the Welsh Government, Pembrokeshire County Council and Milford Haven Town Council.