



**INFORMATION  
PACK FOR  
NON-EXECUTIVE DIRECTORS  
2026**

# CONTENTS

## LETTER TO CANDIDATES

## WHO WE ARE

## ABOUT NATIONAL THEATRE OF SCOTLAND

## SUMMARY OF GOVERNANCE STRUCTURE

## BOARD MEETINGS SCHEDULE

## THE ROLE

## PERSON SPECIFICATION

## TERMS OF REFERENCE SUMMARY

*(please note that the full Terms of Reference are available to download as an appendix)*

## HOW TO APPLY

# DEAR CANDIDATE

**Thank you for your interest in joining the Board of the National Theatre of Scotland (NTS).**

We are a Theatre Without Walls, have imagination without limits and exist to make extraordinary, relevant theatre by, with and for contemporary Scotland.

As we continue our journey, we are seeking to recruit at least two Non-Executive Directors who share our passion for theatre and the arts to support our collective responsibility to develop our vision and our people.

In line with our strategic framework, one of our priorities in the coming years is the development of our artistic programme at home and internationally.

We know that to achieve this, we will need to find new ways of working and continue to diversify our revenue, optimising the commercial and financial guidance the Board can offer.


We are also looking to maximise our strategic communications in this current fast-changing landscape, and considering how evolving technology can best extend our programming and reach, engaging learners, supporters and wider audiences. We are excited by the prospect of Board members who can support the governance requirements of this journey.

We also welcome a diversity of voices around the table, reflecting the audiences and communities we serve. Applications from divergent and collaborative thinkers from all walks of life are welcome and we strongly encourage applications from candidates of colour, gender diverse and disabled people.

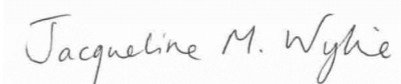
If this is of interest, please read the full Information Pack, which contains further information and details of how to apply.

We look forward to hearing from you.

With best wishes,



**Jane Spiers**  
Chair



**Jackie Wylie**  
Artistic Director and Co-CEO



**Liam Sinclair**  
Executive Director and Co-CEO

## WHO WE ARE

### OUR MISSION

To make extraordinary, relevant theatre by, with and for contemporary Scotland.

### OUR VALUES

#### INVENTIVE

We want to innovate around how theatre is made, by whom, and who gets to experience it.

#### COLLABORATIVE

We recognise our roles as both collaborators and leaders in the culture sector, the richness of collaborative working, and our responsibilities to individuals and companies working across Scotland and around the world.

#### AMBITIOUS

We want to make a positive difference with everything we do, setting high standards for the work we create. We will make bold choices and seek constantly to evolve and adapt our working practices to meet the needs of artists, audiences and communities.

### OUR VISION

To be a 21<sup>st</sup> Century theatre without walls for everyone, that puts Scotland on the world stage and places culture at the heart of society.

### WHY WE DO IT?

We have a renewed and urgent understanding that the live and communal nature of theatre has a particular power to spark joy, make our hearts race and connect us directly with those around us. We believe in the power of stories to bring people together in uncertain times.

### WE WANT :

- To create a greater sense of connectedness throughout Scotland.
- To catalyse connections between people from across the country and around the world.
- To make an impact for more people - as communities, audiences and artists – through relevant and representative theatre making.
- To expand those who feel National Theatre Scotland is for them, through the opening-up of safe and welcoming spaces for dialogue.

## HOW WE DO IT

- We will take a leadership role in changing the way theatre is made – who makes it, who it is for and how it is defined.
- We will make extraordinary theatre, governed by bold artistic choices, to expand beyond our current audience.
- We aim to become an exemplary cultural institution for current times, growing our international reputation for excellent work and working practices.
- We will represent Scotland on the world stage, forging new international partnerships and ways of working.





# ABOUT NATIONAL THEATRE OF SCOTLAND

## GROUND-BREAKING, AWARD-WINNING THEATRE FOR ALL OF SCOTLAND

We were established in 2006 and since then we have pioneered the Theatre Without Walls model, demonstrating our commitment to having a presence in every part of Scotland, to perform at all scales and reach all its people.

We create much of our work in partnership.

To find out more about who we are and what we do click [here](#).

To see our current shows and events click [here](#).

## WHY DO PEOPLE JOIN OUR BOARD?



*I'm originally from the US and I've worked in the nonprofit/charity sector for more than 30 years, so I understand the importance of having good trustees and I wanted to use my expertise and knowledge to support other organisations. I also love theatre and understand its transformative power for those from under-resourced communities, and I like that NTS works to bring theatre to all and isn't bound by walls.*

*As a new Board member, I was worried about getting to know everyone, but all the other Board members have been incredibly friendly and supportive.*

**Gerald Richards** (Board Member)



*I lived locally in Possilpark and had a background in theatre but hadn't done much since leaving Uni. I had seen a lot of NTS productions growing up - Wolves in the Wall and Black Watch spring to mind and I was really excited to see what being on the board of a theatre company would be like.*

*I love seeing the impact that the work NTS does has on telling stories, building empathy and understanding, not to mention the confidence we build with the communities and people we work with - especially our work in schools and with young people. You can't put a price on the change we make.*

*When I applied, I didn't expect it to go anywhere so I suppose I was just taking a punt. I had major impostor syndrome. There are a lot of very impressive people on the Board with letters after their names etc. But I could not have found a group of more down-to-earth, decent, and thoughtful people to work with these last eight years. Less of the great and more of the good!*

**Keiran O'Neill** (Board Member)

# SUMMARY OF GOVERNANCE STRUCTURE

We are a company limited by guarantee and a registered Scottish charity. We are governed by a Board of Directors, who also serve as the Trustees of the Charity.

Our Executive leadership is headed by the Artistic Director and Co-Chief Executive and the Executive Director and Co-Chief Executive. They are supported by the Senior Management Team, who have responsibility for all operational matters and decisions. Our Board of Directors ratify all major policy decisions and they have overall responsibility for the organisation's good governance including overseeing its strategic direction, policy setting, resources, safeguarding its reputation and values, and ensuring its financial wellbeing.

Our Board also has responsibility for appointing new directors who serve for a period of four years. After that, there is the possibility of re-appointment for a further period of up to four years. All new appointments are ratified by Board members at Annual General Meeting. The Board elects the Chair and the Deputy Chair.

# BOARD MEETING SCHEDULE

Our Board meets four times a year: in March, June, September and December. We have two sub-committees to support the Board.

**The Finance, Risk and Audit Committee** meets four times per year and exists to:

- Oversee the external audit process and the internal audit function.
- Review the internal financial and non-financial control environment.
- Review company procedures and systems for risk management.
- Review the ongoing financial performance of the organisation, through consideration of all budgets, forecasts, management accounts and the annual financial statements.
- Ensure the regular review of all financial policies, procedures, protocols and systems.

**The People and Performance Committee** meets twice a year and exists to:

- Establish the remuneration principles of the company.
- Consider Board membership and composition and establish a proper framework for recruitment.
- Maintain an overview of the Company's human resource and staff development policies and procedures.

In addition to the above stated meetings, the Finance, Risk and Audit Committee also meets with the external auditors once a year to review the year-end financial accounts.

Both Committees review and approve their respective terms of reference every two years, which is then formally approved at Board meetings.

We follow best practice in terms of corporate governance, embracing the virtues of diversity and equal opportunities in all our business dealings. We acknowledge the need and right of everyone connected with the organisation to be treated with respect and dignity in an environment in which a diversity of backgrounds and experience is valued.



*The Fifth Step. Photography by Mihaela Bodlovic.*

# THE ROLE:

## NON-EXECUTIVE DIRECTOR BOARD MEMBER

**Remuneration:** The role is voluntary, so there is no salary or payment for being on the Board but expenses for travel may be claimed.

**Location:** Board meetings take place in Rockvilla, our creation space located in Glasgow, and we strongly encourage attending these in person whenever possible. However, we absolutely welcome candidates from all over Scotland and beyond and can facilitate online attendance if required.

**Time commitment:** We have four Board meetings per year and up to four Committee meetings – depending on the membership of the Committee. Committee membership is not a requirement of Board membership, but on this occasion, we are seeking to appoint at least one new trustee to the Finance, Risk and Audit Committee.

Board members are also expected to see as much of the company's work as possible including performances (tickets are provided) and events and to occasionally represent the company at these.

**Reporting to:** Chair of the Board.

# ROLE DESCRIPTION

The role of a Non-Executive Director Board member is to ensure that: The National Theatre of Scotland, as a registered Charity fulfils its duty to its beneficiaries and delivers on its Vision, Mission and Values.

The statutory duties of a Non-Executive Director Board member are:

- To ensure that the company complies with its governing documents - Memorandum and Articles of Association.
- To ensure that the company pursues its objectives as defined in its governing document.
- To ensure that the company applies its resources exclusively in pursuance of its objectives - the company must not spend money on activities which are not included in its own objectives, no matter how 'charitable' and 'worthwhile' those activities are.
- To contribute actively to the Board's role in giving firm strategic direction to the company, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets.
- To safeguard the reputation and values of the company.
- To ensure the effective and efficient operation and administration of the company.
- To ensure the financial stability of the company.

- To protect and manage the property of the company and to ensure the proper investment of the company's funds.
- To appoint the Co-Chief Executive Officers and monitor their performance.

Together with other Board members to hold the National Theatre of Scotland, as a registered Charity, "in trust" for current and future beneficiaries by:

- Ensuring that the Charity has a clear vision, mission and strategic direction and is focused on achieving these.
- Being responsible for the performance of the Charity and for its "corporate" behaviour; ensuring that the Charity complies with all legal and regulatory requirements.
- Acting as guardians of the Charity's assets, both tangible and intangible, taking all due care over their security, deployment and proper application.
- Ensuring that the Charity's governance is of the highest possible standard.

As well as the various statutory duties, any Non-Executive Director Board member should make full use of any specific skills, knowledge or experience to help the Board make good decisions.



Thank U, Next at Grangemouth High School.  
Photography by Tim Morozzo.

# PERSON SPECIFICATION

Individuals are sought who have strong empathy with the National Theatre of Scotland, and an understanding of our work and ambitions combined with a portfolio of skills, experience and expertise to complement the talents of the existing Board members, which are detailed in the sections below.

Furthermore, in line with our strategic framework, a key priority for the National Theatre of Scotland in the coming years is the development of our artistic programme both at home and internationally.

We know that to achieve this, we will need to find new ways of working and continue to diversify our sources of revenue and strongly welcome applications from individuals who are able to contribute positively to these ambitions and needs, optimising the commercial and financial guidance the Board can offer.

In this current fast-changing landscape, and considering how evolving technology can best extend our programming and reach, engaging learners, supporters and wider audiences. Again, should this feel like an area where you have the skills, experience and expertise to assist, then we would very much like to hear from you.

Finally, it our hope to also be able to be able to further increase the diversity of the Board and to find individuals from across Scotland and beyond to join us.

Please note that we are seeking to appoint at least two new Board members, so not all attributes are necessary for potential candidates and in all these areas, we are interested in people from the private, public, third or cultural sectors.

National Theatre of Scotland believes that to make the best possible theatre, it is vital to work with the broadest and most representative range of artists and arts workers and to play to a diverse cross-section of Scottish society, whether that be live or via digital platforms. We are also committed to ensuring that our staff and Board reflect the diversity of Scottish society. We therefore particularly welcome applications from candidates of colour, gender diverse and disabled people with an interest in the arts, particularly theatre.

All Board members are jointly and severally responsible for the overall governance and strategic direction of the company, its financial health, the probity of its activities and developing the company's aims, objectives and goals in accordance with the governing document, legal and regulatory guidelines. All Board members should also be aware of, and understand, their individual and collective responsibilities, and should not be overly reliant on one or more individual Board member in any particular aspect of the governance of the company.

## Skills and Experience:

- Sound analytical and problem-solving skills.
- Ability to command respect from, and communicate effectively with, a diverse range of colleagues and stakeholders.
- A detailed understanding of access, inclusion, diversity and equal opportunities issues.
- Experience of working effectively as part of a team, project group or committee.
- Good, independent judgement.
- An ability to think creatively.
- Awareness of risk and the need to balance ambition with sustainability.

## Knowledge:

- Knowledge of fundraising, or involvement in other networks of benefit to National Theatre of Scotland would be highly valued.

## Expectations and Requirement

Whilst also being hugely rewarding, becoming a Board member does carry with it a high level of responsibility with members being required to ensure that the Company observes and carries out its legal obligations as a registered Scottish charity. These include:

- That you act in the best interest of NTS at all times.
- That you ensure that NTS' core operations are in line with its purpose as a charitable business including how we fundraise in support of this.
- You act with care and diligence in fulfilling all your roles and responsibilities as a Board member.
- You must be aware of and work to manage any conflict of interests, bearing in mind that conflicts of interest can and do arise, but it is how these are managed that is important.
- Being aware of the legal duties and responsibilities that all charity trustees have under the Charities and Trustee Investment (Scotland) Act 2005 2005 Act. You can find out more about this [here](#).
- Ensuring the organisation keeps proper accounting records which are audited at the end of each financial year and sent to the Scottish Charity Regulator and that any relevant information is provided to the public as required.

**Further information can be found [here](#).**

# TERMS OF REFERENCE SUMMARY

The full Terms of Reference are available [here](#) and will be provided to all Board members on appointment.

The National Theatre of Scotland is a Company Limited by Guarantee (SC234270) and is a registered charity in Scotland (SC033377).

The legal framework for Directors is described in the Memorandum and Articles of Association. The Directors of National Theatre of Scotland need to ensure that the Company complies with a raft of legislation relating to corporate law and to charitable operations.

The members of the Board of National Theatre of Scotland are non-executive Directors, whose responsibility it is to appoint an Artistic Director (Co-Chief Executive) and Executive Director (Co-Chief Executive) to manage the National Theatre of Scotland and deliver the Board's policies.

The Board is the ultimate decision-making body and is responsible for the general control and governance of National Theatre of Scotland as a whole.

We expect all Board members to exercise a duty of skill and care, to act in good faith, to exercise the powers and duties of office honestly and for proper purposes in the best interests of the National Theatre of Scotland, avoiding any action that would conflict with the National Theatre of Scotland's interests or might bring National Theatre of Scotland into disrepute.

Board members are appointed for a first term of four years from the date of the AGM following their appointment followed by a final term (if re-elected) of four years from the date of the re-appointment.

## HOW TO APPLY

Please apply with CV and covering letter to Kathy Khorrami, PA to the Board  
[Kathy.Khorrami@nationaltheatrescotland.com](mailto:Kathy.Khorrami@nationaltheatrescotland.com) by **9 am on Monday 11 May**.

### Timeline

**The recruitment process is expected to be finalised in time for a recommendation being made to the Board in June with formal appointment at the September 2026 Board meeting and AGM.**



[nationaltheatrescotland.com](http://nationaltheatrescotland.com)



© 2026 National Theatre of Scotland, a company limited by guarantee and registered in Scotland (SC234270) is a registered Scottish charity (SC033377).



*She's Behind You* by Johnny McKnight.  
Photography by Tommy Ga-Ken Wan.