



Brief: stakeholder perceptions audit

Background

Theatr Genedlaethol Cymru is the Welsh-language national theatre of Wales.

Since its establishment in 2003, the company has created and presented 60 theatrical productions, including 34 productions since the appointment of its current Artistic Director, Arwel Gruffydd, in 2011. Since 2012 the company has visited 102 venues in 67 locations. These productions have varied in terms of scale, objectives and reach – and have been presented throughout Wales and beyond. We have collaborated with a wide range of artists from Wales, the wider UK and further afield, and with a host of other organisations – nationally and internationally.

Some of the company's highlights over the last four years include:

PRODUCTIONS

- **Merched Caerdydd / Nos Sadwrn o Hyd** (2019) – A double bill of two contemporary plays based in the capital city, by two of Wales' most distinct voices.
- **Nyrsys** (2018) – a new verbatim musical, created from interviews with real nurses, which celebrated the huge contribution that nurses make to our NHS.
- **Y Tad** (2018) – a new Welsh translation by Geraint Lovgreen of the French contemporary classic, *Le Père*, by Florian Zeller, that toured Wales to significant critical acclaim;
- **Y Tŵr** (2017) – a contemporary opera in co-production with Music Theatre Wales that toured Wales and was presented at the Buxton Festival;
- **Macbeth** (2017) – a site-specific production at Caerphilly Castle, in association with Cadw (it was also screened live to cinemas across Wales – see below);
- **Chwalfa** (2016) – which included 50 community cast members working alongside professional artists on the Theatr Bryn Terfel stage at Pontio, Bangor, and which won the Best Welsh-language Production award (Wales Theatre Awards 2017);
- **Dawns Ysbrydion / Ghost Dance** (2015/2016) – which opened at the Edinburgh Fringe Festival before touring Wales and later presented at British Dance Edition 2016;
- **{150}** (2015) – a multi-media, site-specific production at the Royal Opera House Stores, Aberdare, in a co-production with National Theatre Wales and in partnership with S4C, commemorating the 150th anniversary of the establishment of the Welsh colony in Patagonia.

INNOVATION

- Creating and developing a smart device app called Sibrwd in order to widen access to our work to non-Welsh speakers and Welsh beginners and exploring the further application of the app, with a

view to increasing access to our work for those with hearing loss; and extending its use with regards simultaneous multiple language translation, e.g. in our co-production with Teatr Piba, **Merch yr Eog / Merc'h an Eog** (2016) – a multi-lingual production that toured Wales and Brittany;

- Launching of our new venture, **Theatr Gen Byw** (2017), which saw the broadcast of our site-specific production of **Macbeth** to cinema screens in 11 venues across Wales – the first ever live satellite broadcast of a theatre production in Wales.

We have also developed a number of successful relationships with key stakeholder organisations in order to further develop Welsh-language theatre, particularly in the field of new writing. Working alongside the National Eisteddfod of Wales, we have succeeded in raising the profile of theatre at the annual cultural festival and in developing their Drama Medal award by staging annually the prize-winning play from the previous year's festival.

CONTEXT

Theatr Genedlaethol Cymru is one of sixty-seven organisations that form the Arts Portfolio Wales of the Arts Council of Wales (ACW), and one of the eight National Companies (recognised as such by ACW) – the only one that operates wholly through the medium of Welsh.

In creating and presenting Welsh-language theatre experiences, we recognise that the majority of the attenders and participants will be fluent Welsh-speakers and that there is potential to grow our audiences in this group. We are also eager to attract new and more diverse audiences among Welsh-learners of varying abilities and non-Welsh-speakers who may be open to Welsh-language theatre experiences.

The Welsh Government has stated that it wishes to achieve a total of one million Welsh-speakers by 2050. This means that over the next three decades, the Welsh Government will seek to create 438,000 new Welsh-speakers, as well as maintaining the current level of Welsh-speakers. Some of the key strategies announced in order to reach those ambitious targets are centred around the provision of education but, to this end, arts and media will play a pivotal role in supporting Welsh-medium education and in giving leisure and employment opportunities in the coming years to use and engage with the language beyond mainstream education. We see this as an opportunity moving forward and will seek to place the company at the heart of this endeavour.

The 2 key goals for the next 3 years are audience growth and increasing revenue from sources other than ACW. To build a realistic and effective strategy to achieve these goals we believe it's key to have a strong understanding of the current perceptions among the following groups:

- Potential artistic collaborators
- Potential funders/supporters, including local agencies
- Venues who receive our work
- Outreach partners
- Audiences and participants

Our work is collaborative by nature, and we view past, current and future/potential collaborators as key to our success, and as senior stakeholders of our business.

We present our work to audiences across Wales (and occasionally beyond). We also create

opportunities for members of the public (as well as professional theatre workers) to take part in theatre experiences; we regard these non-professional stakeholders as participants.

Audit objectives

The key research questions are:

- a) how is Theatr Gen's artistic output and content perceived by audiences, participants, venues and other key stakeholders?
- b) how well understood are Theatr Gen's offers (includes core producing work, education and participation work, professional development and hires)?
- c) to what extent are these distinct and the USP clear?
- d) to what extent are they valued?

Other information that we envisage being useful to us includes:

- How Theatr Genedlaethol Cymru is perceived by audiences and participants (past, loyal, and new/potential), venues and other customers, and by senior stakeholders (current/new/potential) who have a role in shaping, building and supporting our work and our future.
- What aspects of our work are most important to these stakeholders? Do they see a role for Theatr Genedlaethol Cymru in terms of a collaborative and/or leadership role in Welsh-language theatre, theatre in general, and within the wider arts and cultural sector in Wales, and if so what would this role be?
- Are we reaching key customers (audiences, participants and key stakeholders/ collaborators) with our messages and moving them to action?
- Do our communications support our overall strategic plan for our business or organization?

We will develop the specific questions with our selected agency.

The insights we gain from this audit, and other activities, will help us:

- develop a narrative and set of key messages about Theatr Genedlaethol Cymru that we can use with these audiences and stakeholders
- inform our artistic development and programming
- design specific communications and influencing activity aimed at these audiences and stakeholders
- inform our next communications strategy – including devising objectives and evaluation measures
- inform any brand realignment or re-branding, and other design considerations if and where necessary or advised.

We have, for the purposes of this brief, set out our objectives, and the envisaged participants and method. However, we would welcome any input or suggestions from applicants on how to make this process and its outcome as useful and meaningful as possible.

Participants

We will provide a segmented list of stakeholder organisations and individuals from which to select audit participants to interview, and we will work with you to identify the best participants. We therefore need an agency with experience of securing time with senior stakeholders.

Method

Given the nature of the research objectives and participants, we envisage this being a mix of qualitative and quantitative research.

With regards to stakeholders (current and potential collaborators and customers), we envisage using interviews and possibly focus groups, followed by thematic analysis.

We would also expect a systematic and considered approach to capturing data with regards to the audiences and participants that takes into account geographic and demographic considerations and creates meaningful data and analysis. With this in mind, we envisage a variety of methods including focus groups, questionnaires and on-line surveys, making use of social media dialogue.

We envisage that current Theatr Genedlaethol Cymru staff would be included in any survey (in addition to the above).

We envisage that the agency will look at external communications and engagement. This will include everything – from our website, social media, standard identity pieces (business cards, letterhead, logo and signage), to promotional materials, to news coverage received.

We envisage the agency will conduct a SWOT analysis and analyse how we can capitalize on strengths, stop weaknesses, maximize opportunities, and defend against threats.

Deliverables

Full report with themed findings, illustrated with key quotes, and including an executive summary; to time and to budget.

Presentation to Theatr Genedlaethol Cymru Artistic Director, Executive Director and senior staff in the first instance, with a follow-up presentation to the Board of Trustees.

It is essential that the successful applicant is able to conduct the audit through the medium of Welsh, including stakeholder interviews and surveys. The presentation to the staff and Trustees should be in Welsh and the final report should be presented in Welsh or bilingually.

Budget

Up to £15,000 including expenses (net of VAT).

Commissioning process

If you wish to be considered for this project, please send a response of no more than 10 pages, minimum font size 11pt, to Angharad Jones Leefe (contact details below) setting out:

- how you will approach this work, in line with our ethos and values
- a timeline for the work
- a detailed budget including day rates
- your team for this project
- what you will bring to this project that makes you stand out from other suppliers
- details of two recent projects of a similar size, approach and/or topic. If possible, we would like to see an example of, or extract from, a findings report for a similar project. We will treat this in strictest confidence.
- if you are currently involved with delivering work for Arts Council of Wales and/or any of its Wales Arts Portfolio clients, details of this work and how you would manage any real or perceived conflicts of interest.

The contract will be awarded based on the most responsive service provider whose offer is assessed to be the most advantageous in terms of cost, methodology and design. We will also take into account how relevant the proposal is to Theatr Genedlaethol Cymru, the experience and reputation of the service provider, together with other factors as detailed in this specification.

Timescales

Deadline for responses: 6 November 2019 17:00

Interviews: 21 November 2019

Agency appointed: 25 November 2019

Delivery timescale: We envisage the audit should be completed within 3-4 months

Contact

Angharad Jones Leefe - Executive Director

Angharad.leefe@theatr.com

01267 245615

07903 842554/