Participatory decision making

'Team' is many things,

but what I was trying to define it as,

it's a network of people who represent

National Theatre Wales in their community

but also have a say in how

National Theatre Wales is run.

They feed into the organisation

and make decisions with us

on how the organisation is run.

Obviously through the projects that people run,

we like them to make the decisions for those projects,

be it recruitment, publicity, financial.

We like to give them that opportunity as well.

I think that you've always got to be honest

about what people's input is going to be used for.

So, for example, when I'm doing

the artistic programme for the year,

everybody knows that ultimately

I will have to sit down myself

and make all the bits work together

and at those points some decisions

will have to be made;

choices between one thing and another,

one place and another, one artist and another.

But I think if people can see that their input

had a genuine impact on those decisions

they will feel that their input was worthwhile.

So, for example, one of the shows

that's in the programme this year

is one that I'm really excited that we're doing,

but was not in my programme at all

until I brought the programme

to a team panel and looked

at what was missing in it

and they made some suggestions.

So I think that if people see real impact

to the suggestions and ideas that they are having

then they will continue to want to make input.

Sometimes you're asking people

to share actual decision-making with you.

If, for example, a team panel

member is part of an interview process,

then they should have an equal say

with anybody else who's in that interview

about who gets the job or who gets the bursary

or who gets the artist residency.

So I think you need to set it up

in an honest way that fully informs people

what they're getting involved in.

However, I think it is always really important

that people know that their presence

has a real impact on decision-making.

Purely being there in some sort of advisory input

that may or may not impact on decision-making

is, frankly, wasting people's time.