

SELECTION PROCEDURE ARTISTIC DIRECTION OF THE SÃO CARLOS NATIONAL THEATRE

REGULATION

1- DESCRIPTION AND SCOPE OF THE SELECTION PROCEDURE

CONTRACTING ENTITY: OPART - Organismo de Produção Artística, E.P.E - (hereinafter referred to as OPART) the managing body of Teatro Nacional de São Carlos (TNSC – the Sao Carlos National Theatre), Companhia Nacional de Bailado (CNB – the National Ballet Company) and Estúdios Victor Córdon, enjoys autonomy with regard to management, budget and assets.

POSITION TO BE FILLED: Artistic Direction of the Sao Carlos National Theatre

TYPE OF SELECTION PROCEDURE: International

TERM OF OFFICE: 1 July 2023 to 30 June 2027

APPLICATION PERIOD: 3 February to 4 April 2023 (11:59 p.m.)

CONTACT DETAILS FOR SUBMISSION OF APPLICATIONS: ca@opart.pt

COSTS INCURRED: All costs related to travel and accommodation shall be fully borne by the candidate, and OPART shall not be held liable in this regard.

PANEL OF THE SELECTION PROCEDURE:

The selection panel, consisting of five elements, will be appointed by order of the Minister of Culture on the basis of a proposal from OPART's Board of Directors.

Chair: **Conceição Amaral** (Chair of the Board of Directors of OPART)

Members: **Rui Morais** (Member of the Board of Directors of OPART);

Delfim Sardo (Administrator of Centro Cultural de Belem in charge of programming, curator and university lecturer);

Nuno Carinhas (scenographer, costume designer, stage director);

Rui Vieira Nery (university lecturer and musicologist).

Conflict of interest: members of the selection panel who may have a conflict of interest with any of the applications submitted must immediately inform the Chair of the panel and ask to be excused from the examination of applications concerned.

Form of appointment, type and duration of contract

The appointment will be made by joint order of the members of the Government in charge of Finance and Culture, and shall refer to persons of acknowledged cultural merit, appropriate training and experience in the fields of artistic programming and direction of the respective areas of activity.

An employment contract on a commission basis will be signed pursuant to articles 161 et seq. of the Labour Code, approved by Law No 7/2009, of 12 February, as amended.

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The term of office and corresponding commission-based employment contract will last 4 years, and may be renewed, but the selected person may not be included in OPART's staff after expiry of the term of office. In case the selected person is part of OPART's staff on the date he/she is appointed, he/she will return to his/her original legal and working situation at the end of the term of office.

Exclusive basis

The position shall be exercised on an exclusive basis. The participation in external artistic projects during the term of office must be previously validated by the Board of Directors and authorized by the Government member in charge of Culture.

Up to one year before the end of the term of office, the Board of Directors shall provide the Minister of Culture with a reasoned recommendation for the re-appointment for a new term of office or the opening of a new competition. The acceptance, by the supervising Ministry, of the recommendation for re-appointment for a new term of office exempts OPART from holding a new competition.

Remuneration

Monthly amount (x14 months) of EUR 5 000.00 gross, which may be updated in subsequent years. In addition to the monthly remuneration, there will be a reimbursement of representation expenses (x12) of EUR 300.00 and a food allowance of EUR 5.20/day.

Copyright royalties

As provided for in the Statutes, paragraph 8 of article 16, two productions per year for which copyrights are due shall be authorised provided that the artistic creation is relevant for the strengthening and artistic development of the Sao Carlos National Theatre.

The payment of royalties, by way of related rights, for interpretation work undertaken within the framework of productions of the entity to be artistically directed is not recommended.

Work place

The Sao Carlos National Theatre, Lisbon, and wherever the artistic activity takes place or in locations that may be established by OPART.

Specific features relevant to the term of office

Closure of all on-site activity at the Sao Carlos National Theatre, scheduled to take place between January 2024 and December 2025 and relocation of the administrative, technical and artistic teams, as well as all the collections and equipment of the Theatre to other facilities in the city of Lisbon.

Programmes for 2024 and 2025 shall require a strong element of national character, in partnership with other similar entities.

Preparation of the Theatre's reopening to the public: scheduled for March 2026.

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2- STAGES OF THE SELECTION PROCEDURE

STAGE 1 – APPLICATION

The application period runs for 60 days from the date of publication of the notice.

Mandatory documents:

1. **Application form, which must include the following information about the candidate:** full name, nationality, residence or verified address, telephone or mobile phone number and e-mail address.
2. **Descriptive and detailed CV** with all the relevant information to allow the selection panel to assess the application, namely:
 - a. Academic background;
 - b. Professional experience in artistic direction and management of technical-artistic teams;
 - c. Information on bodies to whom services were provided, with details of the type and duration of the contract.
3. **Copy of documents certifying the relevant academic qualifications and professional training.**
4. **Letter of motivation and programmatic presentation *** relating to the position being applied to, including a critical assessment of artistic activities, on the basis of the Mission Letter provided by OPART, with the following characteristics: pdf format, maximum of 5 A4 pages, size 12, line spacing 1.5.
5. Submission of up to **3 letters of recommendation.**
6. **Declaration** authorising OPART to use personal data within the scope of the selection procedure.

Applications must be submitted exclusively by e-mail to the address ca@opart.pt.

The application and supporting documents must be submitted in one of the following languages: Portuguese, French or English.

Failure to present any of the above mentioned documents will result in the rejection of the application.

* Letter of motivation and programmatic presentation

The letter of motivation must present subjects and programmatic lines that fit the mission, objectives and existing resources: whether of a human and artistic, financial, technical and spatial nature (according to the Mission Letter, in annex to this regulation).

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It should also include a critical analysis of the activity developed and the results obtained by the Sao Carlos National Theatre in recent years, on the basis of the mission letter provided, in annex to the selection procedure regulation, as well as legal and other information made available on the website www.tnsc.pt.

The letter shall also include the following:

- 1- Relevant programmatic values, subject-matters and interests, given the scenario of performing arts in Portugal and Europe and the relationship of the Theatre with the various target communities (audiences, artists, companies, other theatres and institutions) and national geographic territories.
- 2- Guidelines for the development of educational, cultural and public mediation activities;
- 3- A forward-looking approach to the artistic and cultural activity of TNSC as a National Monument and as the sole national lyric theatre;
- 4- A critical review of the activity carried out and the results of the programming of the past three years, safeguarding the exceptional nature of the atypical seasons highly impacted by the pandemic in 2020 and 2021;
- 5- The programming guidelines must take into account sustainability and social responsibility;
- 6- General proposal for national tours and types of productions and artistic and cultural activity, favouring partnerships and co-productions during the closure, planned for January 2024 to December 2025, a period during which there will be no artistic activity at TNSC.

Please bear in mind that this letter should not be regarded as the outline of an artistic season, nor should it be understood as a mission statement, but rather as a programmatic and artistic description of the latter.

STAGE 2 - PRE-SELECTION

The pre-selection stage runs for 20 days and takes place immediately after the deadline for applications.

Candidates who are excluded due to non-compliance with the deadline and failure to send required documents will be immediately notified by e-mail.

All admitted applications and associated written elements, received by the deadline, will be examined within 20 days.

The selection panel will consider the following criteria in analysing the applications submitted:

- Professional and artistic career;
- Experience in artistic direction or similar and in the management of artistic teams;
- Suitability of the letter of motivation and programmatic presentation to the activity of the Sao Carlos National Theatre, including programming activities compatible with the closure of the premises of the Theatre.

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The selection panel shall then jointly decide which applications are to be admitted to the interview stage. The decision shall be reasoned and justified in the minutes.

The selection panel will admit a maximum of 5 applications to the interview stage. Applications will not be sorted or ranked and will be classified as “Application admitted to the interview stage” or “Application not admitted to the interview stage”.

The result of the selection panel’s analysis and classification shall be communicated to candidates by e-mail.

The selection panel may take the view that no application should be admitted to the interview stage. In this case, it will draft a statement of reasons and send it to the Minister of Culture.

STAGE 3 - INTERVIEW

The interview stage lasts a maximum of 15 days, and takes place immediately after the closing of the pre-selection stage.

At the end of the pre-selection stage, the selection panel schedules the compulsory interviews with the admitted candidates.

The interview is conducted according to a script previously defined and agreed upon by all members of the selection panel.

When conducting the interview, the selection panel will consider, in particular, the following criteria:

- Communication, speaking and interpersonal relationship skills;
- Ability to solve problems and manage teams, and leadership skills;
- Experience and knowledge of the tasks to be performed and of the challenges and problems that they present.

The interview should preferably take place on site at the Sao Carlos National Theatre, on a day and time to be confirmed, and should not exceed 45 minutes. At the request of the candidate, an online interview may be held, on an exceptional basis.

STAGE 4 - DECISION AND APPOINTMENT

The decision and appointment stage lasts a maximum of 10 days, and takes place immediately after the end of the interview stage.

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After the last interview, the selection panel will reach a decision on the most qualified candidate for the position, by relative majority of its elements, the Chair holding a casting vote in case of a tie.

The selection panel's decision must be recorded in minutes and each member of the jury must state the reasons for their choice, considering, for the effect, all the elements analysed and collected in the previous stages.

Non-selected applications will not be sorted or ranked.

Once the decision is made, the selection panel shall draft a statement of reasons with the appointment proposal that shall be sent to the Ministry of Culture by the Chair of the selection panel, so the selected person may be confirmed and subsequently appointed by joint order of the Minister of Culture and the Secretary of State for the Treasury. The statement of reasons shall attach all the elements deemed by the selection panel to be relevant.

PROTECTION OF PERSONAL DATA

1. All personal data provided by candidates shall be processed by OPART, as the entity responsible for data processing and with their express consent, exclusively for the purpose of managing this selection procedure.
2. OPART may be contacted regarding any issues related to the data processing carried out within this context, and only for these purposes, through the email: epd@opart.pt
3. Personal data shall be kept for the period of time required for the award and management of this procedure, except in cases where another period of time is required by applicable law.
4. Candidates shall be free, at any time, to withdraw consent for the processing of their personal data, in accordance with the applicable legislation, without prejudice to the processing already carried out on the basis of the consent previously given being deemed to be valid. The fact of withdrawing consent implies that OPART cannot process their personal data for the purposes consented to, and as such, it may result in the candidate being unable to remain as such within the scope of this selection procedure.
5. Since candidates' personal data are required for the management of the selection procedure, it shall not be possible to manage the application where candidates do not consent to the processing of their personal data.
6. OPART guarantees that candidates shall be entitled to exercise their rights in relation to their data, including the right to access, rectify, erase, object, limit processing and portability, in accordance with the applicable legislation.
7. OPART shall implement all the necessary and suitable security measures for the protection of candidates' personal data, both when data is processed directly by OPART, and when the data is processed by subcontracted bodies.
8. OPART shall be entitled to process personal data collected within this context directly and/or

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through bodies subcontracted for this purpose, with appropriate contracts being signed with these subcontracted bodies, pursuant to and with the content provided for in the applicable legislation.

9. Candidates shall be entitled to lodge a complaint with Comissão Nacional de Proteção de Dados (CNPD - the National Commission for Data Protection) where they consider OPART is in breach of legal provisions on data protection

EQUAL OPPORTUNITIES POLICY

In compliance with point h) of article 9 of the Constitution of the Portuguese Republic, OPART, as an employer, shall actively promote a policy of equal opportunities between men and women in the access to employment and professional progress, taking scrupulous steps to avoid any form of discrimination in selection procedures.

Lisbon, 2 February 2023

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ANNEXES TO THE REGULATION

IN PORTUGUESE

- **Mission Letter** drawn up by the Board of Directors of OPART - E.P.E. in agreement with the Minister of Culture. It shall integrate the general and sectoral political guidelines for the institution, as well as the global strategic lines of operation and activity for the time frame of the term of office of the Artistic Direction, arising from the assignments defined in the Statutes and guidelines provided in the Programme Contract for the 2022-2024 period.
- Description of the **profile** required and the functional responsibilities of the Artistic Director, as set out in the Statutes, specificities that may be relevant being highlighted;
- **Statutes** of OPART- E.P.E. (*vide* Legal Documents at <https://tnsc.pt/opart>);
- The **Programme Contract** in force, signed between the State and the Board of Directors, from which stem the sectoral guidelines for the position (*vide* Legal Documents at <https://tnsc.pt/opart>);
- **Recent programming** details can be consulted at the Teatro Nacional de São Carlos website <https://tnsc.pt/>;
- **Reports and Accounts and Activity Plans and Budget** available at <https://tnsc.pt/opart> under Legal Documents.
- **Budget** for artistic programming in 2023: 1 625 000€

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ANNEX 1

MISSION Letter

OPART - Organismo de Produção Artística, E.P.E - a body of the State Enterprise Sector, was established in 2007, and is supervised by the Ministry of Culture and the Secretary of State for the Treasury - Ministry of Finance. It is in charge of the management of the Sao Carlos National Theatre (TNSC), the National Ballet Company (CNB) and Estúdios Victor Córdon (EVC) - Creative Platform supporting the independent artistic community, providing through them a public service mission.

Brief history of the Sao Carlos National Theatre (TNSC)

The brief summary of the TNSC history and mission that follows will allow us to better understand the scope of the artistic and cultural activity involved in the fulfilment of the public service which OPART is required to perform.

Having opened on 30 June 1793, the TNSC is currently the only national theatre dedicated to the production and performance of opera, along with the symphonic, choral and choral-symphonic seasons and the chamber season.

The main body of TNSC is a building of neoclassical characteristics and Italian 18th century inspiration, classified as real estate of public interest in 1928 (September 8) and as National Monument in 1996 (March 6). Two Pombaline style buildings called Anexo Serpa Pinto and Anexo Duques de Bragança complement the architectural ensemble, where part of the administrative, technical-artistic and production support services, the rehearsal rooms and the collection and musical archive spaces are installed.

The building, with its extraordinary value and architectural beauty, as well as its exceptionally high-quality interiors, has also been the stage of major cultural, political and social events throughout its (almost) 230 years of life, making the Sao Carlos National Theatre an unavoidable reference in the Portuguese artistic and cultural scene.

But far more than a mere heir to that historical dimension, TNSC should always be a venue for the performance of extraordinary lyrical, symphonic and choral productions, as well as a space for artistic creation, always open to all creators and music lovers and able to attract new audiences.

Resident Artistic Groups

- 1) Chorus of the Sao Carlos National Theatre, with 66 full-time members, established in 1943, which performs the great opera, choral and choral-symphonic repertoire. It is the only professional choral structure in Portugal;

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- 2) The Portuguese Symphony Orchestra, which dates back to 1993 and currently has 96 full-time members.

Regular programming spaces until the end of 2023 and from 2026 onwards

1. Main Hall - the stage for major lyrical productions and symphonic and choral-symphonic concerts, but also ballets.
2. Salão Nobre – a room for recitals and concerts featuring a variety of instrumental ensembles, opera readings and more intimate performances.
3. Foyer – the entrance to the Theatre - a privileged space for chamber concerts and free short recitals
4. Largo de São Carlos – a central space in Lisbon and the stage for a free admission festival.

TNSC also promotes and hosts meetings, conferences, master classes, courses, concerts by/for schools and families and a wide range of other cultural activities.

At the end of each season, OPART holds the Festival ao Largo, precisely in Largo de São Carlos, where the three artistic groups (Orchestra, Chorus and the National Ballet Company) perform, as well as some special guests. During 3 weeks, opera, theatre, symphonic and choral-symphonic music and ballet performances take place, among others, inviting the public to a joyful celebration of music and performing arts.

All performances are free and are commented, thereby promoting interaction with the different audiences. Both TNSC's and CNB's artistic directors are in charge of the artistic programming of this festival, as well as the director of Estúdios Victor Córdon.

Technical and artistic teams

The TNSC is organisationally made up of the Artistic Direction, Production Direction, Technical Direction, Stage Direction, Musical Studies Direction, Chorus and Orchestra Direction, Research and Artists Hiring Office, Communication and Marketing Office and Educational Service and Mediation Office. In addition to orchestra members, chorus members and soloists, the TNSC teams include technical staff to carry out the artistic programme: lighting designers, costume designers, dressmakers, make-up artists, machinists, electricians, sound and video technicians, stagehands, etc.

The memory of operas brought to the São Carlos stage is preserved and made known by the Theatre History Centre, through exhibitions of movable heritage, costumes, scenography, musical, photographic and documentary archives.

The vocation of publicising the history of opera, the great composers and the collections of the Sao Carlos National Theatre is also pursued by the Theatre's Education Service, which promotes guided tours of the building, but also a set of other recreational and educational activities for children and

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young people, families and teachers, as well as the general public, with the aim of bringing the lyrical theatre and the community closer together.

Challenge for 2024-2025

By decision of the Portuguese Government and within the scope of the PRR - Recovery and Resilience Plan, the Sao Carlos National Theatre will undergo major preservation and restoration, rehabilitation and modernisation works, and will be closed to the public between **January 2024 and December 2025**.

Besides the preservation and restoration work and overall requalification, the intervention has as major objectives the safeguarding of the building, the necessary modernisation of the equipment - most of which is outdated and no longer in use -, the improvement of the energy performance of the building, the safety of people/employees and goods, the improvement in working conditions that will result from the new features of spaces, but also more comfort and well-being for the public.

The closure of Teatro Nacional de São Carlos to the public is a challenge on several levels given that, even with the doors closed for two years, the mission of spreading the history of opera and the great composers will not be interrupted.

The programming of lyrical, symphonic, choral and choral-symphonic activity will have a national vocation of public interest and for this we will rely on the close collaboration of many national institutions, public and private, to fulfil OPART's public service, allowing the activity to be presented on other stages both in Lisbon and in the national territory.

Thus, in order to complement the public service mission, the artistic programming for this period will have to take into account the importance of national partnerships, the creation of synergies and co-productions with the many cultural communities, so that this undertaking is also an opportunity to make the TNSC's heritage known, out of doors, and to take to the national territory a cultural programme unprecedented in the history of Sao Carlos.

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ANNEX II

PROFILE OF THE CANDIDATE

Professional profile and skills assessed:

- experience in the artistic direction of a lyric theatre, preferably;
- extensive experience in the fields of lyrical, symphonic and choral artistic programming;
- experience in managing artistic, technical and production support teams;
- appropriate training in musical areas and in cultural and artistic management of cultural resources;
- up-to-date knowledge of the development of the state of the art in the performing and transversal arts;
- knowledge of the national and European artistic environment;
- having contacts with artists and institutions that demonstrate the ability to engage in co-productions and partnerships;
- having developed innovative artistic projects with contemporary approaches committed to the historical and artistic legacy of public service mission theatres;
- programming experience for different cultural and geographic contexts and reaching out to local communities;
- being fluent in Portuguese and English, preferably;
- participation in projects and programmes arising from network partnerships;
- working experience regarding the sharing and tuning with the strategic vision, objectives and opportunities outlined by the management body, namely:
 - as regards compliance with and control of the planned and committed budget;
 - equal opportunities and gender equality;
 - regarding compliance with the existing strategic plans on occupational safety and health, risk control, code of ethics and conduct;
 - participation in external fora or meetings and institutional representation;
 - inclusion and social responsibility policy.

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ANNEX III

STATUTES OF OPART - E.P.E.

Public service assignments of the São Carlos National Theatre

The public service provided by OPART through the São Carlos National Theatre comprises namely:

1. Promoting a high artistic and technical level of the Portuguese Symphony Orchestra, the Chorus of the São Carlos National Theatre and the remaining staff assigned to the musical and theatrical production;
2. Programming performances and other cultural activities, namely in the fields of opera, symphonic music and choral-symphonic music, which contribute to widening and deepening the relationship with the community, raising the public's critical standards;
3. Promoting international expansion, both through co-productions as well as by enhancing the value of the Theatre's own productions, aiming at strengthening a project or an artistic identity with potential international visibility and appeal;
4. Establishing and maintaining an opera studio to provide professional training opportunities for young artists and technicians as well as a focus of innovation in repertoire, staging and performance practice, including musical and theatrical production in Portuguese;
5. Developing new audiences, namely through touring productions and an educational programme, especially for children and young people;
6. Preserving the cultural heritage, by recovering and disclosing the musical and theatrical heritage of national origin or preserved in Portugal;
7. Commissioning new musical or musical-theatrical works from Portuguese authors and their production or programming;
8. Concluding cooperation protocols, within the scope of production and programming, with other artistic production bodies;
9. Disseminating activities through radio and television broadcastings as well as printed publications and sound and video recordings;
10. Stimulating research, diffusion and animation of documentary information, specialised in the musical and music-theatrical areas, within the framework of new information and communication technologies;
11. Preserving and fostering memory by exhibiting or storing in museums historical records of the activity developed since the theatre's foundation.

Artistic Director of the São Carlos National Theatre - Article 16 of the Statutes

1. The São Carlos National Theatre shall have an Artistic Director.

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2. The artistic director shall be entrusted with the drawing up of the programme of the São Carlos National Theatre as well as its implementation, after approval by the Board of Directors.
3. Artistic directors shall work on an exclusive basis.
4. Exceptionally, and with the authorisation of the Government member in charge of Culture, the artistic director may, on a temporary and occasional basis, accumulate other artistic projects outside OPART, E.P.E.
5. The remuneration of the artistic director shall be laid down in the order referred to in paragraph 3.
6. No more than two productions may be programmed each year for which the artistic director is owed copyright royalties, the same limit applying to members of the Board of Directors.

Powers and duties of the Artistic Director

1. Drawing up and proposing to the Board of Directors, within the deadlines set by the latter, the global strategy that incorporates the mission and objectives of OPART, E.P.E. in an integrated and coordinated way in terms of artistic programming and production;
2. Drafting the annual artistic programme and submitting it to the Board of Directors for approval;
3. Designing and implementing the annual and multi-annual activity plans in the respective fields of competence;
4. Overseeing the operation of the Portuguese Symphony Orchestra and the Chorus of the São Carlos National Theatre, as well as the respective artistic and technical-artistic units;
5. Drawing up the plan of educational activities and operation of the respective artistic and technical-artistic units;
6. Defining and proposing to the Board of Directors the criteria and methods for optimising artistic resources as well as the technical-artistic units;
7. Supervising promotion and communication strategies for programming;
8. Coordinating the production, setting up and staging of performances;
9. Articulating the programming with the Artistic Director of the National Ballet Company and the Director of the Victor Córdon Studios as well as strengthening synergies between the artistic bodies and technical-artistic teams;
10. Designing the development strategy for the artistic bodies (Chorus and Orchestra) in close articulation with the Principal Conductor and Chorusmaster of these bodies;
11. Articulating with the Board of Directors the strategy for artistic programming and development in accordance with the institution's obligations to the State, patrons and sponsors, in compliance with the budget approved each year for artistic activity;
12. Articulating with the Board of Directors the strategy of internationalisation, decentralisation and training and education within the scope of artistic programming, drawing up an annual plan in accordance with the approved budget;

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13. Contributing to the search for partnerships, patronage and sponsorship for artistic activity.

The artistic projects must outline the annual and multi-annual programming, covering both the music-theatre and ballet production activities respectively, and the initiatives and activities that complement them, in compliance with the terms and limits of the budget allocated by the Board of Directors for that purpose.

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ANNEX IV

PROGRAMME CONTRACT 2022-2024

GENERAL AND SECTORAL POLICY GUIDELINES

Assignments laid down and provided for in OPART's Statutes and in the Programme Contract signed between OPART and the Portuguese State concerning the Sao Carlos National Theatre.

Whereas:

OPART is a public corporate body that pursues aims of public interest and focuses on the provision of public services in the area of music and theatre culture, in accordance with its Statutes, approved in annex to Decree-Law No 160/2007, of 27 April;

OPART is governed by legal provisions that apply specifically to it, by its Statutes and implementing regulations, on a subsidiary basis by the Legal Framework of the State Corporate Sector and other legal regulations applicable to public companies and, in their absence, by private law regulations;

OPART is subject to the oversight and supervision powers of the members of the Government responsible for the areas of Finance and Culture, to be exercised jointly and individually, in accordance with its Statutes.

The sectoral and specific policy guidelines for public corporate bodies in the area of culture having been defined for the 2022-2024 period, it is important to establish the public service obligations to be pursued by OPART as well as the rules concerning the corresponding financial compensation, pursuant to Decree-Law No 133/2013, of 13 October, as amended by Law No 75-A/2014, of 30 September, and Law No 42/2016, of 28 December, which establishes the principles and rules applicable to the public corporate sector, and Decree-Law No 167/2008, of 26 August, as amended by Law No 64/2013, of 27 August, which establishes the legal regime applicable to the concession of public grants.

Public service mission

OPART provides a public service in the area of music and theatre culture, including music, opera and ballet, in accordance with its Statutes, approved in annex to Decree-Law No 160/2007, of 27 April.

For the purpose of the Programme Contract, the following definitions are adopted, to be included in the artistic programmes:

- a) **Hosting initiatives** - activities presented in OPART's own venues in which it does not hold artistic and production responsibilities;

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- b) **Production rentals** - initiatives partially produced by OPART resulting from total or partial renting of stage scenery, costumes and props, with shared rights;
- c) **Activities** - initiatives carried out by OPART with the purpose of reaching out to the public, which include performances, exhibitions, artistic residencies, support programmes for young performers and young creators, conferences, round tables, workshops, visits to buildings, publications, editions and other similar initiatives;
- d) **Activities for children, youth, school and higher education audiences** - activities exclusively for children and youth up to 18 years old, school and higher education audiences;
- e) **Beneficiary(s)/public** - included in “audience members”, the public invited to performances promoted by OPART and other participants in activities and initiatives (e.g. conferences, round tables, readings, exhibitions, guided tours, staged tours), as well as users of services provided within the scope of its activity (e.g. library, archive, documentation centre), as long as they do not consist of mere visits without any interaction;
- f) **Co-productions** - activities in which two or more bodies share resources and production responsibilities;
- g) **Democratisation of access** - carrying out initiatives aimed at improving conditions of physical, intellectual and socio-economic accessibility to OPART’s activities and own venues for all publics;
- h) **Tour** - a performance taking place in a municipality other than that of the head address of the respective body;
- i) **OPART’s own venues** – OPART halls and other spaces, public and other spaces in the municipality of Lisbon where, under partnership agreements or other established legal mechanisms, its initiatives are presented;
- j) **Performances** – OPART’s artistic-performative activities, comprising its own productions, co-productions or hosting initiatives;
- k) **Touring performances** - activities produced or co-produced by OPART and presented on a national or international tour;
- l) **Audience** - the public attending paid or free admission performances held in OPART’s own venues, as well as on a national or international tour; if the sale or granting of tickets for the performance is under the responsibility of this body, the public with an invitation is not included;
- m) **Degree of public satisfaction** - indicator measured through a survey carried out jointly with the public corporate bodies in the cultural area, which assesses the global satisfaction of the public towards the concerned body;
- n) **OPART’s own productions** – creations - new productions or revivals - produced exclusively by OPART, which holds the exclusive rights to them;
- o) **Sessions/Presentations** - performances in OPART’s own venues as well as on national or international tours.

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GUIDELINES FOR THE 2022-2024 PERIOD

a) **SECTORAL POLICY (Ministry of Culture)**

In light of a well-established concern for objectivity and pragmatism, which should underlie the definition of sectoral policies, under paragraph a) of paragraph 4 of article 39 of RJSPE (legal framework for the public corporate sector), the political guiding principles of the cultural corporate sector for the 2022-2024 period are hereby defined, as follows:

National creation - maintaining own production and Portuguese repertoire as a source of enhancement of Portuguese authors, artists and creators.

Public service - increasing customer loyalty and developing the ability to reach out to new audiences.

National territory - develop the touring capacity of own productions and of resident artistic bodies, preferably through medium and long term partnerships, with a view to creating bonds of loyalty with audiences, with municipal theatres and other cultural facilities, and with cultural agents in the territory, namely those who maintain a publicly funded activity.

Educating with culture - developing with the school community initiatives that are directly connected with teaching programmes, at all levels, in a perspective of active participation of beneficiaries (learning by watching).

Living culture - developing and incorporating the democratisation of access and physical and cognitive accessibility and participant inclusion as crucial lines of approach to the community.

Excellence - strengthening standards of artistic and technical excellence, both in own productions and co-productions, hosting initiatives or tours.

Efficiency - making efficient and balanced use of public resources available at any given time.

These guidelines do not take precedence over the mission and assignments of each company, but rather aim to focus and align the sector's strategies and objectives according to priorities and political guidelines.

b) **SPECIFIC GUIDELINES for OPART**

In addition to sectoral policies, specific guidelines for OPART have been defined under point b) of paragraph 4 of article 39 of RJSPE:

TNSC – Teatro Nacional de São Carlos

SELECTION PROCEDURE

ARTISTIC DIRECTION OF THE SÃO CARLOS NATIONAL THEATRE

1. Strengthening its relationship with the national territory, establishing its identity and mission as a national cultural body;
2. Enhancing the Education Service, created in 2020, and extending its artistic competencies, through collaborations with in-house artists and those in career transition;
3. Implementing the OPERA LABORATORY project to promote opera among young people who have just graduated in performing arts for a better vocal, musical and stage preparation;
4. Developing strategies leading to greater democratisation of access and full enjoyment and active participation of the community (accessibility) using online broadcasting and digital platforms;
5. Giving continuity to the general plan of intervention for the rehabilitation and preservation of the building, a national monument, and to endow the annexed buildings with better and safer conditions of use;
6. Launching and developing the strategic project of inventorying, cataloguing and researching the movable cultural and artistic assets (documents, photographs, scenery, props, sound, costumes and accessories) with the title MEMORY AND ASSETS OF THE NATIONAL THEATRE OF SAO CARLOS.