

**CLEAN  
BREAK**

# **Co-Chairs of the Board of Trustees Recruitment Pack**





# Welcome!

Thank you very much for your interest in the voluntary roles of Co-Chairs at Clean Break.

This is a wonderful opportunity to join the Board of one of the UK's leading theatre companies. We hope that this pack will give you plenty of information to spark your interest. Our website [cleanbreak.org.uk](http://cleanbreak.org.uk) will also give you lots of background on our company and our work.

We are looking to invite two trustees to be our new Co-Chairs. As a company we are passionate about shared leadership and collaboration and our Co-Chair model embeds these principles.

Since 2021, leadership of our voluntary board of trustees has been shared by Alison Frater and Tanya Tracey in a deep and meaningful collaboration that both speak passionately about.

*“I’ve realised there are many ways to be a Chair. [Co-Chairing]...works because it’s about the skills and experience you bring, it’s not something you train for. It means that together we could set a broad base for chairing with both lived experience and learned experience. We share and discuss what we see and hear from each of our different perspectives. You get a stronger sense of co-production in the oversight and governance because the reach is wider and deeper. ”*

Tanya Tracey, former Co-Chair of Clean Break

We want everyone who believes they can contribute to Clean Break's Board of Trustees to feel welcome to apply. It is our responsibility to make our process accessible, and to give you the information you need to decide whether you might be suitable. If it would help you to have this information in a different format, or if you have any questions before you express interest, please get in touch through [recruitment@cleanbreak.org.uk](mailto:recruitment@cleanbreak.org.uk) and you'll hear back from us. If an informal phone chat about this role with a current trustee or senior staff member would support your interest, let us know by email and we'll arrange a time/call.

**The deadline for submitting expressions of interest for this role is noon, Monday 26 February 2024.**



# Introducing Clean Break

Clean Break is a women's theatre company which transforms lives in prison, on stage and in communities across the country.

Founded over 40 years ago by two pioneering women in prison, our charity's vision is of a society where women can achieve their full potential, free from criminalisation. We pursue this through theatre: building women's skills, creativity and wellbeing; producing ground-breaking productions; and advocating for wider engagement with women's experiences; critical for positive change.

Our Members – women caught up in the criminal justice system or at risk of entering it – are at the heart of all our work. We invest in and nurture their voices, experience, expertise and aspirations. We create professional pathways for them as women often marginalised in the creative industries. All our work improves the confidence, resilience and wellbeing of Members on-site, women in prisons and in the community.

A nationally significant touring theatre company, we commission and co-produce to develop bold, explosive and provocative work that connects audiences with the hidden stories of women and criminal justice, often for the first time. In theatre and the wider cultural sector there is a continuing challenge to achieve genuine diversity on our stages and behind the scenes.





Clean Break occupies a unique space and identity as a theatre company and has a vital role to play in this work, prioritising anti-racism in our structures and practices and creating theatre that inspires debate, deepens understanding and sparks compassion and action in audiences. We nurture and invest in underrepresented voices, employing and commissioning women who otherwise struggle to reach the stage.

We collaborate with artists, Members, the criminal justice sector, theatres and beyond: our partners include specialist and frontline services, creative organisations, venues, research/academic and advocacy organisations.

We aim to be a leading force in our sectors and share our practice widely. We are committed to anti-racism, justice, inclusion and care in the running of our organisation and delivery of our work.

# What do we value?

We have company values which guide and shape how we work: compassion, collaboration, courage, and equity & fairness. We seek women who share and live these values.



Our trustees and staff are passionate about social and racial justice and about improving the lives of women with lived experience of the criminal justice system. We believe strongly in the power of theatre to transform lives. Clean Break is strongly committed to inclusive and sustainable practice and to taking an intersectional approach when addressing barriers to access and progression. Staff, trustees, freelancers and Members are working on specific actions around anti-racism, climate justice, Member involvement, trans inclusion and trauma-informed accreditation to further this work.

*“Clean Break take in all things practical, emotional, straightforward, complicated, the hidden, difficult parts of all of us, our relationships, connectedness, our thoughts, feeling, the world’s unfairness, injustice and, through an extraordinarily creative process, they produce hope.”*

Alison Frater, Trustee and Co-Chair (outgoing)

We know that women’s lives and careers take many different paths for all sorts of different reasons. We support and celebrate this. Your skills, expertise and experience whether it is lived, learned or a combination of both has value and Clean Break would love to hear from you.



# The Future

Like most charities and arts organisations, Clean Break is emerging from a challenging period that has tested us but also demonstrated how resilient and agile we can be.

Our trustees and team of 29 full/part-time staff are energised to meet future challenges knowing we can weather storms ahead as we have in the past.

Clean Break has identified four strategic aims to shape our ambitions for the next three-year period:

**Create bold and outstanding theatre that sparks compassion and action in our audiences and alters the theatre and criminal justice ecologies.**

**Invest in and nurture the voice, experience, expertise and aspirations of our Members (women at risk and with criminal justice experience).**

**Be a leading force in the sectors we work in and with through sharing our practice, cultivating partnerships and strengthening our sustainability.**

**Drive forward equality, diversity and inclusion in and beyond our organisation.**

Our annual £1.2million turnover is primarily resourced through voluntary fundraised income, and we are delighted that we have been offered continuation funding as part of the Arts Council's National Portfolio during this period.

Due to the disruption caused by the pandemic to our business and the landscape in which we operate, we are committed to reactivating our earned income generation to increase our financial sustainability long term through partnerships with corporates and developing new sources.

Over the strategic plan period (2023-2026), we'll also be making some changes to our building thanks to a grant from the Arts Council's Capital Investment Programme: making it more accessible, embedding trauma-informed design, upgrading our on-site tech and improving the environmental sustainability of our building.





# What are we looking for in our Co-Chairs?

Our Board is made up of inspiring women from many different walks of life, working collaboratively to ensure we hold our vision and mission at our heart and make a significant difference in the lives of women affected by the criminal justice system. Our current Trustees are listed on our website ([www.cleanbreak.org.uk/about](http://www.cleanbreak.org.uk/about) - you will need to scroll down past the staff listings).

We are looking to match two women who can share leadership and between them have some experience as a trustee, with familiarity around charity governance. Ideally they will also be comfortable representing the charity publicly and engaging with our diverse range of stakeholders. Both will feel alignment with our passion for social justice and the power of theatre to change lives.

We have considered the specific skills and experience across our whole board of trustees, and identified two key elements that we would like to see for our new Co-Chair partnership.

- We are looking for a woman who embodies the stories we tell on a personal level - to us, this means we are seeking someone who has lived experience of the criminal justice system and can bring this valued experience and perspective to the work of the company and the change we seek for women;
- We are looking for a woman who has a strong leadership voice from our theatre sector – someone who has been/is in a senior role in a cultural organisation and who understands the industry and the opportunities and challenges we face.

You don't need to have an arts qualification, or a university degree or college education, or have achieved a particular level of work experience to volunteer as a trustee.

# The Role of Co-Chair

The Co-Chairs together offer shared leadership with the Board of Trustees.

## **In addition to trustee responsibilities, the Co-Chairs:**

- Provide inclusive, collaborative leadership to the Board of Trustees, ensuring that each trustee fulfils their duties and responsibilities for the effective governance of the charity.
- Ensure that the Board functions as a unit, managing business in meetings and steering conversations so that everyone's voice is heard and the business can be completed effectively.
- Work closely with the joint CEOs to achieve agreed objectives set to achieve the strategy, including working together to plan meetings and agendas, be a sounding board and being a critical friend for the team.
- Act as an ambassador and as the public face of the charity in partnership with the Senior Management Team, including meetings with key stakeholders, making speeches, and representing Clean Break at networking events and conferences





## **At Clean Break, Trustees' responsibilities include to:**

- ensure that Clean Break keeps on track in fulfilling its purposes, as defined in its Articles of Association, by developing and agreeing a long-term strategy
- ensure that Clean Break complies with its governing document (memorandum and articles of association), charity law, company law and any other relevant legislation or regulations
- ensure that Clean Break applies resources (being income, the building and other staff) exclusively in pursuance of achieving the purposes listed above for the benefit of the public
- ensure that Clean Break defines its goals and evaluates performance against agreed targets
- safeguard the good name and values of Clean Break
- ensure the effective and efficient administration of Clean Break, including having appropriate policies and procedures in place
- ensure the financial stability of Clean Break
- protect and manage the property of the charity (2 Patshull Road, NW5 2LB) and ensure the proper investment of the charity's funds
- support the succession planning, appointment, supervision, and remuneration of the joint CEOs

The Board delegates responsibility for the relationship with the two joint CEOs to the Co-Chairs, which includes performance and wellbeing management with regular monthly check ins. The relationship between the Co-Chairs and the CEOs is vital for the success of the charity, and regular communication is at the heart of this

Being Co-Chairs requires a greater time commitment than being a trustee. There is more contact with staff, planning and attendance at events. The rhythm of this will be agreed collaboratively with the team and the incoming Co-Chairs.

Some of the skills, experience, knowledge, and qualities we look for in trustees include:

- Understanding: an understanding of the work of the charity, in particular how we work with women at risk of or with lived experience of the criminal justice system; this can be from any perspective: theatre, women's sector, criminal justice, academic or other
- Commitment: an understanding of the importance of meetings; being committed to prepare for them adequately and attending them regularly
- Participation: actively contribute to discussions; being willing to speak your mind and being constructive about other trustees' opinions and staff members' contributions at meetings
- Collaboration: being able to make collective decisions with the other trustees and stand by them
- Values: to have a personal connection to the values of the charity, be able to support them, and live them
- Confidentiality: be able to maintain confidentiality around sensitive information about the charity, its staff and/or beneficiaries
- Advocacy: willingness to represent the charity externally at events or online
- Anti-Racism: be committed to engaging in the work the company undertakes in unlearning and learning to create change and practice anti-racism

# Terms

<b>Contract Type</b>	Voluntary, initially for a 4-year term with the option to renew for a further 4 years
<b>Time Commitment</b>	<p>Estimated at 12-14 days per year to include:</p> <ul style="list-style-type: none"><li>- monthly check ins with joint CEOs and Deputy CEO (usually an hour, online)</li><li>- CEO support and annual performance review</li><li>- 4 Board meetings usually quarterly, 2 hours long (plus time to plan/prepare/read papers)</li><li>- Annual strategy day (1 or 2 full days plus planning)</li><li>- Participation in company life (attending training, sharings or performances)</li><li>- Meeting the staff team, volunteers and Members</li><li>- Additional committee meetings, training and peer networking are offered</li><li>- Attend public events and plays produced by the company at least 2-3 times per year</li></ul>
<b>Expenses</b>	Unpaid role, out of pocket expenses for travel and childcare are offered if required
<b>Support</b>	All new trustees are offered an induction with staff and will have a “buddy” who is a trustee to offer insight into how things work. The company will pay for formal training or mentoring if needed and provide access to industry leading resources (from ACEVO, NCVO, Getting on Board and other organisations). Membership to governance networks or events will be provided if helpful.

<b>Location</b>	Usually, meetings occur at our building in Kentish Town, North London; hybrid/online attendance can be arranged
<b>Physical Access</b>	The cobbled street to our building is uneven with parked cars; care is therefore needed when accessing the building by wheelchair or with other physical aids. The building itself is wheelchair accessible throughout and all spaces can be accessed step-free.
<b>Eligibility Checks</b>	<p>Enhanced Level DBS check – As a charity working with adults receiving health or social care services, and sometimes with children (women aged 17), we will require an enhanced Disclosure and Barring Service check without barred lists as part of the process.</p> <p>We actively encourage applications from women with experience of the criminal justice system and will support seeking a waiver if required to becoming a trustee. Full support on this process is offered by staff and trustees who have themselves been through this process.</p>





# Equal Opportunities

Because our work is about highlighting women's experiences and providing gender-specific services to women, all of our positions are open to women only (exempt under Equality Act 2010 Schedule 9, part 1).

We strongly believe that your lived experience enhances what you bring to a professional setting. We want women from a broad range of diverse backgrounds with a cross section of skills, experiences, and narratives to extend and develop how we work.

At Clean Break, our objects or purpose is defined in our Articles of Association (governing document) as:

- To advance education for the public benefit through the promotion of the arts with particular but not exclusive reference to imprisonment of women.
- To help rehabilitate and re-integrate women ex-prisoners and offenders by promoting and developing the creative, artistic and practical abilities of such persons

The UK's cultural workforce does not represent the diversity of our society – far from it. We know that many women face multiple barriers when looking to begin or progress a career in the arts, for all sorts of reasons. Clean Break has long sought to break down barriers to entry for women in the arts and across society: it's at the heart of our vision. But we have plenty more to do, and we consistently look at ways to strengthen our role in creating long-lasting change for women.

We recognise that you are even more likely to have faced barriers, in our sectors and others, if one or more of the following represent you:

- You are a woman with personal experience of the criminal justice system (including those having spent time on remand or as sentenced prisoners, probation clients, and/or women cautioned by the police)
- You are from the Global Majority
- You don't have socio-economic privilege, and/or you identify as working class
- You identify as D/deaf or disabled or both

We are committed to anti-racism practice across our organisation. This work engages with our trustees, staff, artists and Members to embed it deeply within our charity.



# How to express your interest:

Please email us, completing a simple expression of interest form. The form is downloadable alongside this pack. You do not need to write a covering letter or email, just respond to the prompts in the form and then email this with your CV to [recruitment@cleanbreak.org.uk](mailto:recruitment@cleanbreak.org.uk) with “Co-Chair EOI” and your name in the subject line.

You will be asked to confirm that you identify as a woman, that you have the right to work in the UK, and that you understand that becoming a trustee will be subject to an Enhanced Level DBS check and an eligibility declaration. We will support all new trustees through this process.

You are asked to complete some equal opportunities questions by link to an online form. Your answers are to help us understand how we are doing in attracting and considering a broad range of candidates. These will not be disclosed to the panel or linked to your application in any way.

**Deadline: 26 February 2024**



## Next steps:

The Nominations Committee will read through the eligible applications and select the candidates they would like to meet for interview. All applicants will be contacted whether they have been shortlisted or not.

Meetings with the Nominations panel and joint CEOs will be conducted in person at Clean Break in April to select and match candidates. We will share the names of the panel and the format of the meeting in advance. The meetings will likely be done in two parts so that you can meet our CEOs, Members and the trustees conducting the interviews. If you have access needs, we will endeavour to meet them.

## Key dates:

<b>Deadline</b>	26 February 2024
<b>Meetings</b>	April 2024
<b>Annual General Meeting</b>	Tuesday 23 July 2024 – Where new trustees will be elected

Thank you again for reading this pack, and we hope to hear from you.

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Company number 2690758



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