

CLEAN BREAK



Trustee Recruitment Pack

Welcome!

Thank you very much for your interest in the voluntary role of trustee at Clean Break.

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

We hope that this pack will give you plenty of information before you apply. Our website (cleanbreak.org.uk) will also give you lots of background on our company and our work.

There is also publicly available information on what being a trustee of a charity involves here: www.gov.uk/guidance/charity-trustee-whats-involved.

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 the application process accessible, and to give you the information you need to decide whether you might be suitable. If you require the pack or any further information in a different format, or have any questions before you apply, please get in touch.

Send any requests or questions to Maya Ellis (maya.ellis@cleanbreak.org.uk). If you'd like an informal phone chat about this role with a current trustee, let Maya know by email and she'll arrange a time/call.

The deadline for submitting applications for this role is 5pm on Monday 12 April 2021.

Equal Opportunities

Clean Break is a women's theatre company, founded in 1979 by two women in prison who believed in the power of theatre to transform lives.

Our vision is of a society where women can realise their full potential, free from criminalisation.

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.

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 are looking at new ways to strengthen our role in creating long-lasting change for women in the UK workforce, including volunteers.

We are committed to becoming an anti-racist organisation and have recently engaged a consultant to support our journey of this work. This work engages with our trustees, staff, artists and Members to embed it deeply across our charity. Our board of trustees aims to reflect the diversity of our Members, and so we are particularly interested in hearing from:

- women 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)
- Black, Asian, and ethnically diverse women
- women from lower socio-economic backgrounds
- women who identify as D/deaf or disabled

These women are underrepresented in the UK's cultural workforce, including in our charity, and we know that many face barriers when looking to join. We want to change this.



What sort of women join our board of trustees?

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

Our trustees share a passion for social justice and for improving the lives of women with experience of the criminal justice system. As well as a strong belief in the power of theatre to transform lives.

Being the trustee of a charity is volunteering to perform a public service. There are 7 principles that describe this commitment: selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

"Clean Break take in all things practical, emotional, straightforward, complicated, the hidden, difficult parts of all of us, our relationships, connectedness, our thoughts, feelings, the world's unfairness, injustice and, through an extraordinarily creative process, they produce hope." Alison Frater, Trustee and Chair

We know that women's lives and careers take many different paths for all sorts of different reasons. We support and celebrate this. Lived experience is as valuable to us as education or work experience.

You do not need experience as a trustee to apply, we will provide support and training.

Who is currently on the board of trustees?

We currently have 12 trustees (and are allowed to have a maximum of 14):

Sabba Akhtar (Chair of the Finance Committee)

Ellie Kendrick

Deborah Coles

Winsome Pinnock

Sara Forbes *

Amanda Richardson

Doreen Foster * (retiring July 2021)

Tanya Tracey (Deputy Chair of the Board)

Alison Frater * (Chair of the Board)

Despina Tsatsas * (retiring July 2021)

Shaen Gaber

Alison Jefferis (Chair of the Development Committee)

** Member of the Finance Committee*

More information on committees can be found on page 11.

What would I gain from being a trustee?

Being a trustee is not just about what you can give to a charity, but also what you can gain from the experience.

Our current trustees say that being a trustee of Clean Break has offered them:

- an opportunity to gain experience beyond what your job or life currently offer
- insight into how others work as individuals and in different sectors
- both seeing women as leaders and being a woman leader
- personal and professional growth
- being part of an innovative leadership team that is collaborative and shares responsibility
- having the opportunity to turn your lived experience of criminal justice into a positive outcome
- being able to use your skills and experience to impact others lives in a positive way

“Being a trustee of Clean Break is enormously rewarding, both professionally and personally. Clean Break’s governance and leadership approach is innovative, dynamic and often courageous, based around a deep commitment to placing Members at the heart of the organisation. The work Clean Break undertakes and the outcomes it achieves are important and are meaningful, to individual women and to our society as a whole”.

Alison Jefferis, Trustee



What is expected of a trustee?

A trustee is responsible for ensuring the charity delivers its mission within the resources it has by guiding and supervising the staff team.

At Clean Break, our 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.

We no longer use the terms 'ex-prisoners' or 'offenders' in our communications. Instead we speak of 'women with experience of the criminal justice system' to emphasise they are women foremost, and to reduce the stigma of their experience.

Trustees and senior staff work together to create the strategy and plans that will delivery our mission, this is done at an annual planning day, usually in September. There are 5 meetings each year, each lasting about 2 hours. Staff prepare written reports in advance of each meeting; trustees read these carefully and come to meetings prepared to ask questions, discuss, and act as a critical friend to the team to ensure that the charity is being run well.

Trustees also review and approve policies and hold the staff accountable to them. This includes policies of health & safety, safeguarding, equality & diversity, and employment.

All trustees are expected to attend company events and performances four times a year and be active ambassadors for the company.

Role Description

Here are a trustees' responsibilities in more detail.

- 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, support, appraisal and remuneration of the Leadership Team (as joint Chief Executives, this is the Executive Director and 2 Joint Artistic Directors)

Who do we need?

We are looking for up to four women to join our Board this year in July for up to four years. A term is 4 years, and you can stay with Clean Break for up to 8 years as a trustee.

Some of the skills, experience, knowledge, and qualities we are looking for 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 preparing 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
- **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 become anti-racist

You do not need experience as a trustee to join our board. 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.

To ensure we have a range of experience, perspective, and skills within our Board, along with the points listed on page 8, we are looking for trustees with experience in specific areas:

Finance/Fundraising

We need at least one woman with strong finance skills and experience to be both a trustee and a member of the Finance Committee. This could be a woman with a good understanding of finance from any sector, including broader business management experience; the ability to communicate financial information clearly is essential; an understanding of charity finance or experience of finance management in a charity or arts organisation; other trustees in this group have accountancy, financial management and producing/arts management experience.

Theatre Producing/Arts Management

As a theatre company, we would value having a trustee who can bring experience from this perspective of our sector; this could be from a touring or venue-based perspective; include knowledge of co-producing, commissioning new work and/or other aspects of creating new work; experience of managing an arts venue, particularly with operational or health & safety oversight; other trustees previously with similar experience have been producers, general managers, executive directors in theatre or arts centres.

Criminal Justice/Legal

We value insight and connection to those with experience of or working in the criminal justice sector; from a personal perspective, lived experience is not a barrier at Clean Break; professional work in the legal or charitable aspects of working in the criminal justice sector helps keep us relevant in our advocacy work; we currently have 3 trustees with lived experience, and others work for charities within criminal justice sector.

Your experience may overlap more than one area, or you may have transferrable experience, skills, or education that would make you a strong candidate.

We also encourage applications from women with experiences outside of these areas and encourage any woman to apply who feels they could both contribute and benefit from working with us.

Other information

We will support trustees with expenses for travel to meetings, and childcare if required.

Currently meetings and events are being held online via Zoom, but usually our meetings are held at our building in Kentish Town, North London.

In accessing our building, we note that we are on a cobbled street that 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.

We will also be recruiting through Nurole for these opportunities, if you are a member of their platform you can apply through that.

Board Committees

Our Board has committees to enable a few trustees to look at things in more depth than we have time for in the regular meetings.

In 2021, as part of our drive to embed anti-racism in the organisation, we will be setting up an Anti-Racism Committee with trustees.

The Development Committee supports the vital fundraising needed to continue our work. It meets four times annually. It is chaired by a trustee and includes the Head of Development & Communications, her team, and volunteers who have an interest and expertise in developing funding opportunities for Clean Break.

The Finance Committee oversees financial responsibility and risk management, and regularly makes recommendations on these matters to the other trustees. It meets four times annually. It is made up of the Chair of the Finance Committee and several other trustees, the Executive Director, and the Head of Finance & Operations. This committee check the budgets and management accounts in detail ahead of the Board Meetings and participate in reviewing the annual audit results of the charity.

Other committees may be formed for short periods to undertake specific work, like the Recruitment Committee. The Recruitment Committee formed to lead this recruitment includes Alison Frater, Shaen Gaber, Alison Jefferis, and Tanya Tracey; they will meet 2-3 times and spend a day conducting interviews.

Making an Application

Application for this role is by completing a simple application form. The application form is downloadable alongside this pack. You do not need to write a covering letter or email, just respond to the 3 prompts in the application form, copy your CV into the document and fill out your details at the end.

You will be asked to confirm that you identify as a woman, that you have the right to work in the UK, let us know if you have lived experience of the criminal justice system, and tell us whether you identify as D/deaf or disabled. These last two questions support us in taking positive action to include you in our process.

You will also be asked that you understand that becoming a trustee will be subject to an 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. We have also included some information about what trustees are asked to declare when they join, so that you understand these up front.

We actively encourage applications from women with experience of the criminal justice system and will support seeking a waiver from the Charity Commission if required to become a trustee. Full support on this process is offered by staff and trustees who have themselves been through this process, and this process takes place after selection.

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.

You are then asked to email the completed form to maya.ellis@cleanbreak.org.uk.

No later than 5pm on Monday 12 April 2021

Next Steps

All applications will be checked to ensure that they meet our eligibility requirements.

The Recruitment Committee will read through the eligible applications and then meet discuss which candidates they would like to meet for interview.

Interviews will be conducted online via Zoom on Tuesday 27 April. We will share the names of the panel and the format of the interview in advance. The interview will likely be done in two parts so that you can meet key staff, Members and the trustees conducting the interviews. If you have access needs, we will meet them.

All applicants will be contacted by Friday 23 April whether they have been shortlisted or not.

All applicants who attend an interview will be offered individual feedback.

Key Dates

Application Deadline	5pm, Monday 12 April 2021
Shortlisting Complete	Thursday 22 April
Interviews	Tuesday, 27 April 2021
Start date	Thursday 20 May 2021 – to observe a meeting of the Board June / July – training and induction offered to support new trustees joining Thursday 22 July 2021 – Annual General Meeting, where new trustees will be elected
Meeting dates	Thursday 20 May 2021 6:00pm-8:00pm – Board Meeting Thursday 24 June 8:30am-10:00am– Finance Committee Meeting & AGM for Clean Break Productions Thursday 22 July 5:30pm-8:00pm– Board Meeting & AGM for Clean Break (longer meeting, 2.5 hours) Thursday 9 September 8:30am- 10:00am – Finance Committee Meeting Planning Session: 2 days in September (dates TBC) Thursday 4 November 8:30am- 10:00am – Finance Committee Meeting Thursday 9 December 6:00pm-8:00pm – Board Meeting



The Essential Trustee

6 main duties



Ensure your charity is carrying out its purposes for the public benefit

Comply with your charity's governing document and the law



Act in your charity's best interests



Ensure your charity is accountable



Manage your charity's resources responsibly



Act with reasonable care and skill

The Governance Jigsaw – The Essential Trustee (CC3)



It's about knowing:

- what your charity can and can't do within its purposes
- how your charity is fulfilling its purposes and benefiting the public
- what difference your charity is really making

It's about being:

- familiar with your governing document
- up to date with filing accounts, returns and any changes to your charity's registration details
- aware of other laws that apply to your charity

It's not about being:

- an expert - but you do need to take reasonable steps to find out

It's about:

- making balanced, informed decisions
- recognising & dealing with conflicts of interest
- ensuring trustee benefits are allowed
- being prepared to question and challenge
- accepting majority decisions

It's not about:

- preserving the charity for its own sake
- serving personal interests

It's about:

- managing risks, protecting assets (reputation) and people
- getting the resources your charity needs
- having and following appropriate controls and procedures
- dealing with land and buildings
- responsibility for, and to, staff and volunteers

It's about:

- using your skills and experience
- deciding when you need advice
- preparing for meetings
- getting the information you need (financial, management)
- being prepared in case something does go wrong

It's about:

- meeting legal accounting and reporting requirements
- being able to show that your charity complies with the law and is effective
- being accountable to members and others with an interest in the charity
- ensuring that staff and volunteers are accountable to the board
- welcoming accountability as an opportunity not a burden