

## CLA TRUSTEE RECRUITMENT PACK

### Role of the Board

Our trustees play a vital role in making sure that CLA achieves its core purpose. They oversee the overall management and administration of the charity, ensuring that CLA has a clear strategy and that its work and goals are in line with our vision. They also support and challenge the executive Team to enable CLA to succeed in supporting the arts education and youth sectors, thereby achieving our mission. Board members have a collective responsibility. This means that trustees always act as a group and not as individuals.

The CLA Board has a minimum of four and a maximum of nine Trustees, including the Chair, or Co-Chairs, who are legally, morally and financially responsible for the organisation. Their key roles are:

1. To assure that the organisation's strategy is in line with the articles of the organisation.
2. To assure the financial health and stability of the organisation and that funds are used to effectively deliver on the organisation's mission and purpose.
3. To assure that the organisation has effective leadership and management, including risk management.
4. To assure that the organisation operates within the law.
5. To assure that the organisation has enough funding to meet its objectives.

### Board Directors role description

Along with the other Trustees, to provide strategic direction to the delivery Team and ensure effective governance and strategic leadership of CLA and delivery of its mission and vision.

#### *Principal responsibilities:*

- **Strategic leadership:** with the other Board Members, to provide leadership to CLA and its Team, ensuring maximum impact of the organisation. This includes participating in effective governance and ensuring the organisation operates in a way that is consistent with its articles of association and Strategy Map.
- **Governance:** Ensure effective governance arrangements; engaging in the development of the Board and ensuring that knowledge keeps pace with current and future organisational and charity developments.
- **Financial oversight:** Provide effective financial oversight and ensure that CLA is managed in a way that strengthens its financial sustainability.
- **External Relations:** Act as ambassadors for CLA, building and maintaining relationships with key stakeholders, acting as a spokesperson for the organisation, broadening its network and representing CLA at external meetings and events.
- **Efficiency and effectiveness:** Participate in meetings of the Board effectively and efficiently, bringing impartiality and objectivity to the decision-making process while ensuring that decisions are taken in the best interests of CLA.

- **Relationship with the Executive:** Establish and build a strong, effective and constructive working relationship with the Team, contributing to the process of holding the Team to account for achieving agreed strategic objectives.
- **Business Development:** Supporting the work of the Team by assisting with identifying new funding streams, strategic partnerships and opportunities as appropriate.
- **Social justice:** Actively supporting the work of the Team in applying a social justice and inclusion lens to all activity.
- **Diversity:** Ensuring diverse representation across the Board, and CLA's work, and that Equity, Diversity and Inclusions principles are applied to Board and Team recruitment.

### **Person Specification:**

The skills we are looking for: We are seeking applicants with experience of working in cultural learning – in the education, arts, youth or policy sectors – but are also interested in hearing from people with digital expertise, or with experience of any of the following: SEND, communications (particularly digital communications), fundraising, charity finance and accounts, and charity law. We would welcome applications from younger applicants and those with no previous board experience – but equally don't let this deter you if neither of these applies to you. We are committed to inclusion and diversity, and particularly welcome applications from Black and Minoritised candidates.

It is not expected that every Board Member has each of the skills or the experience we are looking for upon joining the Board. Rather, we are seeking to build a Board that has all of these skills and this experience between all of its Trustees. We are looking for:

- Commitment to the vision, mission and values of CLA (essential)
- Experience in the UK mission-driven not-for-profit culture
- Experience in the UK education, culture, youth or social sectors, or the intersection of these
- Experience of policy, evidence or social impact work
- Experience of working collaboratively with Board Members and executive teams to drive strategic direction and effective leadership
- Understanding and acceptance of the legal duties and responsibilities of being a Board Member of a non-profit organisation
- Ability to make strategic decisions in line with the organisation's governance arrangements
- Ability to develop highly effective external relationships with a range of stakeholders, including policy makers, charities and funders
- Excellent communication and interpersonal skills with the ability to work with other Board Members, the Team, and a range of external stakeholders and communicate clearly, accurately, with diplomacy and cordiality
- Willingness to speak on the behalf of the organisation
- Experience of fundraising and development work
- Experience of Equity, Diversity and Inclusion work

- Ability to exercise financial oversight of the organisation
- Experience of working with membership organisations
- Digital communications expertise

The personal qualities we are looking for: We are seeking Trustees who are reliable, dedicated, optimistic and collaborative, with sound judgement, and are motivated, energetic, adaptable, willing to learn and to support others.

**Key relationships:** You will report to the Co-Chairs and your key relationships will be with your fellow Trustees, and the delivery team/staff. Additional connections will be CLA Advisory Panel members and other CLA members, partners, funders, stakeholders, or sub-groups/committees.

**Terms of the appointment:** We are broadly following best practice, which is usually a minimum of three years, with the option of extension to six. This is subject to review and to the need for overlapping rather than concurrent terms, in order that several trustees don't stand down at the same time.

**Remuneration and expenses:** This is an unpaid position. All reasonable out of pocket expenses will be reimbursed in accordance with CLA's expenses policy.

**Time commitment:** There is no fixed time commitment for the role. The Board Member is expected to carry out the duties as expected. Board meetings will be quarterly – but more frequent while we are setting up the new charity. We estimate a time commitment of around four to five days per year is required for the non-Chair Board Members. This includes Board Meetings, preparation for these meetings, and representing the organisation at various events and meetings with key stakeholders. Board meetings are usually held online but we aim to hold a minimum of one per year in person. When they do happen in person, they will ordinarily be in London but other meetings may be required from time to time across the UK.

**Application support:**

- We have asked for minimal information at the first application stage. If your application progresses we may request more information from you, including the names and contact details for two referees. We are likely to interview our preferred candidates on Zoom and interviews are likely to take place in the weeks commencing **15 or 22 January 2024**.
- CLA has a small part-time delivery team so we are unable to offer one-to-one phone calls with interested applicants at this stage, although we can deal with email queries about the role or application process.

**Training and support if you are invited to become a Trustee:**

- If you have not been a trustee before you can be 'buddied' with an existing trustee for a year so that you can have one-to-one support as you get used to the role.

- If you are offered a Trusteeship but don't feel quite ready to take it on we could offer a 'shadow' role for a year while you get to know the organisation and the trustee role.

### **What we hope you will gain from becoming a Trustee**

We hope that you will enjoy being part of an effective and interesting group working in an important and complex field, and in a context of social and political challenge and change. We endeavour to bring different voices to the board, so we hope that you will enjoy working with colleagues from sectors that may be different to your own, and that this might be an opportunity to gain experience in areas new to you. We aim to make the best use of your time, and to make our meetings enjoyable, interesting, efficient, well-informed, and constructive. Most of all we hope that you will see how CLA's work can help to make a difference in improving outcomes for children and young people.

### **Additional information:**

- For more information about the Cultural Learning Alliance, see: [www.culturallearningalliance.org.uk](http://www.culturallearningalliance.org.uk) (new website due shortly)
- As we are a new charity we do not yet have an annual report or set of annual accounts to share with you. We won't have these until late 2024. Our main funders are Paul Hamlyn Foundation and Esmée Fairbairn Foundation.
- For more information on becoming a charity trustee, see: <https://reachvolunteering.org.uk/guide/become-trustee>
- For further information see The Charity Commission – [The Essential Trustee](#)

CLA is a Charitable Incorporated Organisation, Registered Charity Number: 1203017