Board Recruitment Pack
Welcome

Thank you for your interest in joining the Board of Creative & Cultural Skills

It’s an exciting time for Creative & Cultural Skills, the UK sector skills council for craft, cultural heritage, design, music, performing arts and the visual and performing arts.

Creative & Cultural Skills champions alternative entry routes into the creative and cultural industries by developing and promoting apprenticeship options, providing guidance on best practice approaches to recruitment to aid greater sector inclusivity, and sector-specific enrichment opportunities for learners looking to pursue a career in the sector. We actively work with education partners to make links with employers to provide sector specific vocational and technical training.

The UK’s creative industries are now worth over £100bn, making the cultural sector one of the UK’s fastest growing sectors. While other industries are threatened by automation, creative skills are in greater demand than ever before. Creative & Cultural Skills’ vision is of a fair and skilled society where everyone has the opportunity to work and thrive in the cultural sector.

Over the last year we have been busy working across the UK. In England we have partnered with ScreenSkills and the Creative Industries Federation to launch the Creative Careers Programme, an industry-designed initiative that aims to reach over two million young people by 2020.

In Wales we have been training the next generation of heritage workers through the Cultural Ambition project, delivering traineeships to young people aged 18 - 24 who have the chance to spend a 12 month placement on a heritage site working towards a qualification.

And in Northern Ireland we celebrated the completion of our three-year Northern Ireland Creative Employment Programme, which saw the creation of 89 creative apprenticeships and paid internships across the country.
Aside from our national projects, we have also been developing our internal structure. Since the appointment of Simon Dancey, CEO, in 2018, we have undergone a comprehensive organisational review. We have refreshed our vision, mission statement and values, and we’ve taken on new staff and Board members.

Our previous Chair, Paul Latham, COO of Live Nation, retired in 2018. Since that time, we have had an Interim Chair and our Board of Trustees has been strengthened with additional members joining from cultural institutions across the UK.

We’re now looking for exceptional leaders to guide us through the next stage in our development. We are currently recruiting for a Chair, a Trustee with financial expertise and a Company Secretary/Trustee with legal expertise. We are looking for dynamic, creative and compelling individuals to join our Board as it leads the implementation of our new business strategy.

If you are passionate about creating a truly fair and skilled cultural sector, which is representative of the society we live in, then one of these roles could be perfect for you.

In this pack you’ll find:

- Information about Creative & Cultural Skills
- Summary of our achievements
- Company structure and the role of the Board of Trustees, and of the Chair, Company Secretary and Trustees
- Experience, knowledge and skills sought for these positions
- Application and Selection Processes

If you require this information in an alternative format please contact us at info@ccskills.org.uk or 020 7015 1800.

If you would like a confidential and informal discussion about the positions before expressing interest, please contact Jodi Myers, who is acting as Creative & Cultural Skills recruitment consultant. She is contactable on projects@jodimyers.co.uk and she will be pleased to set up a time to talk with you.

We look forward to hearing from you.

Carol Harvey-Barnes
Interim Chair, Creative & Cultural Skills
Vision
A fair and skilled society

Mission
To support the UK cultural sector by shaping skills, education and employment best practice. We provoke action and enable learning opportunities that drive change and help to build an inclusive skilled sector.

Values
Our Achievements

• Since our inception in 2005, we have supported the creation of over 1,200 paid internships and have seen over 4,500 apprenticeship starts in the cultural sector.

• We founded the National Skills Academy Creative and Cultural - a network of colleges across the UK that are committed to developing high quality skills and training in the creative and cultural industries. In 2019, 20 colleges make up the network.

• We run Creative Choices, an online resource for anyone that wants to work in a creative career, which has delivered advice to over five million people.

• We have helped over 1000 creative employers to improve their training and skills development through seminars, one-on-one support and funding schemes.

• We created the Backstage Centre, a world-class production and rehearsal venue, purpose-built for TV, commercials, film, music, dance, theatre and live events. The centre provides a learning space for the first ever National College for the Creative and Cultural Industries.

Looking Ahead

Creative & Cultural Skills is currently developing a new three-year business plan to cover the period 2020-2024. A draft will be made available to those candidates invited for interview.

More information about Creative & Cultural Skills can be found on the website.
Company Structure

Creative & Cultural Skills (the Company) is a registered charity and company limited by guarantee.

It is governed by a non-executive Board of directors, who also serve as trustees of the charity. It currently has a Board of 12 Trustees, supported by a Company Secretary. Trustees are appointed for an initial three-year term and subject to reappointment by the Board, may serve for up to a further three terms.

Please visit our website to see current members of the Board.

The Board delegates day-to-day management of the company to the CEO Simon Dancey, and his team.

The organisation’s formal address is the Backstage Centre in Thurrock, Essex, but most of the staff work remotely from their bases across the UK.

More information about Creative & Cultural Skills including most recent filed accounts can be found on Companies House.

2019 Creative and Cultural Skills Organisation Chart:
Board Responsibilities

Acting together our Trustees govern the organisation, ensuring its legal compliance and driving it towards realising our mission.

The role of the Board of Trustees is to ensure the Company is:

- Working towards its objectives.
- Working within the law, and in line with its mission and values.
- Monitoring its budget and financial performance.
- Ensuring its internal processes are working as best they can.
- Setting the strategic direction alongside the CEO.

Trustees

- Should understand the Company’s governing documents, objectives and directors’ powers.
- Should understand and accept the legal duties, responsibilities and liabilities of trusteeship.
- Should act in compliance with the Company’s memorandum and articles of association.
- Review the organisation’s mission and purpose.
- Monitor the organisation’s strategic progress and impact.
- Participate in budget discussions to agree the organisation’s budget and monitor its financial performance.
- Ensure management has appropriate risk management processes and internal control systems in place.
- Work to support the CEO and their team to set appropriate strategic goals.
- Assist in the search for new trustees, and when necessary, a new CEO.
- Support the CEO by setting performance goals and monitoring performance and their reward package.
- Delegate work to committees within a clear framework, monitors their performance and holds them to account.
- Understand that Trustees are held accountable by funders and other stakeholders.
- Respect Board confidentiality and abide by collective decision making.
- Make sure the Board is up to date with sector news.
- Ensure the Board is compliant with all relevant laws and regulations.
Board member values

- Always acting in the best interests of present and future beneficiaries.
- Setting aside the interests of any other organisation that they may represent.
- Attending as many Board meetings per year as possible.
- Devoting an appropriate amount of time and effort to developing a good understanding of the organisation and its activities.
- Coming to meetings prepared and completing any tasks set.
- Advising staff if requested.

Time commitment and expenses

- Board meetings usually take place four times per year in the afternoon and normally take place in London. The Board may also have the occasional strategic planning day.
- Board members may be asked to serve on committees or working groups. They may be invited to other Creative & Cultural Skills events which take place across the UK and represent the Company at external events to promote the organisation.
- Board members are unpaid but travel and out-of-pocket expenses can be reimbursed.
Chair of the Board

Overall objectives

In addition to general Trustee responsibilities, the Chair will hold the Board and Executives to account for Creative & Cultural Skills mission and vision, providing inclusive leadership to the Board, ensuring that each Trustee fulfils their duties and responsibilities for the effective governance of Creative & Cultural Skills. The Chair will ensure that the Board functions as a unit and works closely with the Executive team to achieve agreed objectives. They will act as an ambassador and the public face of Creative & Cultural Skills in partnership with the Executives.

Principal responsibilities

Governance

- Ensure that the governance arrangements are working in the most effective way.
- Develop the knowledge and capability of the Board of Trustees and appraise the performance of the Trustees and the Board on a regular basis.
- Ensure that the Board of Trustees is regularly refreshed and incorporates the right balance of skills, knowledge and experience needed to govern and lead Creative & Cultural Skills effectively and which also reflects the wider population.
- Work within any agreed policies adopted by Creative & Cultural Skills.

Strategic leadership

- Provide leadership to Creative & Cultural Skills and its Board, ensuring that the Company has maximum impact for its beneficiaries.
- Ensure that the Board operates within its charitable objectives, and provides a clear strategic direction for Creative & Cultural Skills.
- Ensure that Trustees fulfil their duties and responsibilities for the effective governance of Creative & Cultural Skills.
- Ensure that the Board fulfils its duties to ensure sound financial and operational health of Creative & Cultural Skills, with systems in place to ensure financial and operational accountability.
- Promote and support the appropriate culture so that the Company raises sufficient resources from a variety of sources to pursue its aims and objectives.
- Ensure that Trustees are fully engaged in the Company’s principal fundraising campaigns.
**External relations**

- Act as an ambassador for Creative & Cultural Skills and the broader sector in which it operates.
- Maintain close relationships with key stakeholders across the UK, including all Arts Councils and Creative Scotland, educational institutions and UK and devolved governments and administrations.
- Represent Creative & Cultural Skills at external functions, meetings and events.

**Efficiency and effectiveness**

- Chair meetings of the Board of Trustees effectively and efficiently, bringing impartiality and objectivity to the decision making process.
- Ensure that Trustees are fully engaged and that decisions are taken in the best, long-term interests of Creative & Cultural Skills and that the Board takes collective ownership.
- Work closely with the Executives to give direction to Board policy-making and to ensure that meetings are well planned and managed.
- Monitor that decisions taken at meetings are implemented.
- Provide guidance on new initiatives.

**Relationship with the Executive Team**

- Line manage the CEO, including conducting an annual appraisal and supporting their professional development.
- Establish and build a strong, effective and a constructive working relationship with the Executive team, ensuring they are held to account for achieving agreed strategic objectives.
- Lead any succession process for the Executive team.

**Personal qualities**

- Enthusiasm for Creative & Cultural Skills’ ambition to create a fair and skilled society and commitment to the organisation’s core values.
- Broad understanding of the sphere in which Creative & Cultural Skills works, namely education, and of the arts in general.
- Vocal advocate for Creative & Cultural Skills’ vision and its work and a champion for the UK’s cultural sector.
- Strong and collegiate leader.
- Someone who is risk aware, but not risk-averse.
- Strong networking capabilities and can help open doors.
- Understanding of and commitment to diversity in all its forms.
Experience, knowledge and skills

- Experience of working at a senior strategic leadership level within an organisation, company or public body.
- Track record of successful achievement.
- Experience of external representation, including delivering effective presentations.
- Experience of developing successful partnerships with a wide variety of stakeholders.
- Experience of chairing meetings.
- Experience of serving on the governing body of a company.
- Broad understanding of charity governance.
- Strong business and commercial acumen.
- Track record of successful financial management.

Time Commitment

The Chair is expected to commit sufficient time to conduct the role comprehensively. It is estimated that on average this will equate to a minimum of two days a month.
Trustee: Financial Lead

Responsibilities
In addition to general Trustee responsibilities, the Trustee who is the Finance lead supports the Finance Director to:

- Oversee the Company’s financial risk management process and report its financial health to the Board at regular intervals.
- Advise on the financial implications of the Company’s strategic plans, suggesting alternative scenarios while evaluating strategic plans as a part of the risk management process and as a part of performance and reporting scenarios.
- Lead in the development and implementation of financial reserves, cost management and investment policies.
- Ensure all strategic plans are financially appraised and budgets are aligned to both short-term and long-term objectives each year.
- Oversee planning/budgeting processes in participation with the Board and constructively challenge where required.
- Create greater transparency and accountability to improve resource allocation.
- Liaise with Finance Director and fellow trustees to ensure the production of monthly management accounts.
- Guide and advise fellow trustees to formally approve the annual report and audited accounts.
- Lead the Board in safeguarding the organisation’s finances.

Experience, knowledge and skills

- An experienced finance professional with a recognised British or equivalent international accountancy qualification.
- Strategic planning and business management experience.
- Ability to communicate financial information to members of the Board and other stakeholders.
- Understanding of and willingness to learn about charity finance.

Time commitment
Approximately one day per month to prepare for and attend Board meetings and to respond to ad-hoc communications.
Company Secretary

The Trustees have the option to appoint a Company Secretary, either from amongst themselves or a deputy that is not a trustee.

The Company Secretary is responsible to the Board of trustees.

Responsibilities

- To ensure the Company is working within the law and practicing good governance by offering legal and admin support and guidance to the Board.
- To ensure the Company is meeting its company statutory and regulatory requirements, and ensure accurate and timely information is submitted to Companies House.
- To ensure the Company is meeting its charity statutory and regulatory requirements, including submission of annual returns, annual reports and trustee reports to the Charity Commission.
- To ensure a Company register of members and trustees is kept.
- To ensure Company books and records are maintained to comply with the requirements of the auditor.
- To ensure notices of all company meetings with relevant documents, are sent out and to ensure minutes are taken and circulated, and meetings are fully compliant.

Experience, knowledge and skills

- Charity law and/or company law.
- Scrutiny and oversight.
- Change management.
- Quality assurance.
- Standard office software packages and online databases.
- An eye for detail.

Alternatively the Board will consider appointing a Trustee who has legal expertise. Please see general Trustees’ responsibilities. The Experience, Knowledge and Skills required would be broadly similar.

Time commitment

Approximately one day per month to prepare for and attend Board meetings and to respond to ad-hoc communications.
Application Process

In order to make an expression of interest please provide:

- A letter telling us about your interest in the role with evidence and examples of how you meet the experience, knowledge and skills sought. Feel free to include examples of voluntary experience and anything else which you think makes you a great candidate.

- A CV

- A completed Equality & Diversity Monitoring Form

The monitoring form will be separated from expressions of interest before being considered by the Nominations Committee.*

Please address your expression of interest to Carol Harvey-Barnes, Interim Chair, Creative & Cultural Skills, and send it to projects@jodimyers.co.uk by 10am on Saturday 30 November.

Please state ‘Creative & Cultural Skills Chair/Company Secretary/Trustee’ as appropriate in the subject line.

Selection Process

Shortlisted applicants will be invited to meet with the Nominations Committee, which is made up of three trustees. Date to be arranged, but likely to be in mid December.

The preferred candidates will be invited to meet the CEO and other trustees early in the new year.

Successful candidates may be required to complete a Disclosure and Barring Service before appointment.

*The monitoring form will be separated from expressions of interest before being considered by the Nominations Committee. Creative & Cultural Skills is committed to equality of opportunity in all its employment practices, policies and procedures. To this end, within the framework of the law, we are committed as far as possible to achieving and maintaining a workforce that broadly reflects the local community within which we operate. No employee or potential employee will therefore receive less favourable treatment due to their race, creed, colour, nationality, ethnic origin, religion, sex change, sexual orientation, marital status, connections with a national minority, membership or non-membership of a trade union or, disability and age unless justifiable.