

CUMBERNAULD AT
THEATRE LANTERNHOUSE



**Cumbernauld Theatre
Trustee Recruitment Pack**



Cumbernauld Theatre is a performing arts charity that produces and presents professional theatre, music, dance and comedy experiences for the community of Cumbernauld and North Lanarkshire.

From our new Arts Centre 'Lanternhouse' in the heart of Cumbernauld (opened October 2021), we deliver an all engaging and inclusive professional arts programme for the entertainment, enjoyment and enrichment of our diverse community.

We believe our work has transformative and empowering potential. Working at the heart of our community we are building creativity, broadening perspectives, supporting community cohesion, enhancing life experiences, and investing in performance arts skills development for a creative, innovative, fairer Scotland.

THE ROLE

This is an exciting opportunity to shape the future of one of Scotland's leading producing theatres. You would be supporting and overseeing the development of our portfolio of creative arts services to the community of Cumbernauld and beyond. You do not need to know everything there is to know about theatre, but you will need to prove that you are interested in our work, be reliable, action-focussed and committed to our principles and values.

OUR COMMITMENT TO DIVERSITY & INCLUSION

We believe that, in the long term, having a diverse and inclusive board makes for better discussion, better decision making and better organisational impact. It also better reflects the people, businesses and communities that we support.

We encourage applications from those typically under represented on boards and from those who feel that they can bring additional and alternative experiences and perspectives.

We will do all that we can to support the full participation of all board members, whatever their characteristics. Our diversity and inclusion policy is included with this recruitment pack and sets out this commitment.

BEFORE YOU APPLY

We are offering opportunities for you to engage with us before applying.

You can arrange an informal conversation with our Chief Executive or Chair. To do this please email info@cumbernauldtheatre.co.uk

OUR PURPOSE

Our primary purpose as a 'place' based theatre specialist company is to create meaningful opportunities for artists, audiences, and participants to connect through theatre arts, to experience the power of theatre to enrich and transform our lives.

OUR APPROACH

To achieve this we develop progressive, contemporary theatre productions, deliver theatre creative learning projects, and present a programme of visiting theatre that has relevance and resonance with our audiences and participants. This work is informed by place, by our community and by a desire to deliver affordable access to culture for everyone at all life stages.

The broader more diverse arts programme – that includes comedy, popular entertainment, various forms of music and cinema – are delivered at present for secondary purposes of audience engagement and development in culture, to achieve a sustainable business model and infrastructure to deliver our primary purpose and help us to attract both revenue and capital funding from multiple funders including our local authority.

OUR VALUES

We are proactive agents of change, showing clear community leadership, working in partnership, advocating for the transformative power of arts, with an environmentally responsible operating plan delivering a sustainable arts programme for the community.

WHO WE ARE

Cumbernauld Theatre Trust Ltd is an important part of the national infrastructure of producing theatre houses in Scotland. We are special within the arts infrastructure as one of only a handful of theatres still producing and commissioning original new work for the stage in-house.

Established by the community sixty years ago, our charity places the community at the heart of all that we do.

Through a performing arts programme of 200 live public events a year, 100 theatre performances produced by our company and 100 music, theatre, dance events produced by visiting companies, we attract 30,000 people from Cumbernauld and across North Lanarkshire, 5,000 school attendances, 2000 pre-school attendances, 11,500 cinema-goers and 2,586 attendances in our participatory arts programme of dance, theatre, music sessions.

We operate from a brand-new venue called Lanternhouse. Lanternhouse is Cumbernauld's new cultural home for theatre, cinema, music, comedy and dance that offers state of the art facilities alongside performing arts classes and community creative learning projects.

With a 270 seat main auditorium, 100 seat studio theatre, 80 seat cinema and dance studio this is an exciting opportunity to help us to build and enhance Cumbernauld Theatre Trust's relationships with organisations and individuals living and working in the Cumbernauld and to further cement the new arts venue as a cultural hub for the whole community.



GOVERNANCE STRUCTURE

The Board Members' governance role is separate from the staff and executive delivery roles. The Board Members share collective responsibility to ensure that Cumbernauld Theatre Trust has a clear strategy, is working towards delivering its objectives, is well run and has effective controls in place.

Good governance ensures that our objectives and standards are clear. It also means that a sensible approach to risk is adopted and that high ethical standards are applied.

Good governance also depends on a constructive relationship between the Board and the CEO, the CT Management Team and staff.

Art and creativity have the power to inform opinion, inspire action, challenge and, ultimately, change behaviour...

Creative Scotland, Annual Plan 2022

Funded as a Creative Scotland, RFO Organisation, Cumbernauld Theatre Trust is expected to play a key role in helping Creative Scotland deliver against its overall ambitions, and to make a significant contribution to society. We should be an exemplar in the sector, collaborate strategically across the network of keystone arts producing organisations in Scotland, and develop our services in line with CS Framework advice;

- Equalities, Diversity and Inclusion: Supporting a diverse range of creative people, communities, and activity, promoting an equality of opportunity to create, participate and engage. Increasing the diversity of who receives and benefits from our services.
- Ensuring we deliver fair pay, conditions, and employment opportunities in the arts.
- Significantly reducing the environmental impact of our work.
- Responding to our local context, with artistic development and demonstrating business sustainability.
- Developing projects through international collaboration and artistic exchange.





ROLE OF THE BOARD

The Board of Cumbernauld Theatre Trust operates at a strategic level and delegates responsibility for the day-to-day management and running of the organisation to staff or other agents, overseen by the CEO and Operations Director.

The Board, working closely with the CEO will:

- Set the strategy & direction of the organisation with the CEO and staff team.
- Lead the organisation in respect of strategy and management oversight.
- Ensure the organisation operates within its objectives set out in its constitution.
- Promote and uphold the values of the organisation and drives a positive and supportive culture.
- Promote and demonstrate good governance – adopting and implementing the OSCR and SCVO Governance Code.
- Uphold a Board Code of Conduct.
- Agree the annual budget and strategic plan to ensure the financial viability of the organisation.
- Provide support and direction to the CEO and manage their performance.
- Take account of clients' views in respect of access and inclusion, diversity, representation, relevance, and equalities.
- Take responsibility for ensuring the organisation is a good employer that engages with its employees.
- Be visible within the organisation attending events and activities.
- Ensures the long-term sustainability of the organisation.
- Monitor the organisation's performance and that of the CEO.
- Monitor and manage strategic risks.
- Ensure legal, constitutional, and regulatory compliance.

WHO ARE WE LOOKING FOR?

We want to recruit board members with varied personal and professional characteristics and experiences. We are seeking people with shared values around being proactive agents of change, showing clear community leadership, and belief in the transformative power of the arts, but with different ways of thinking and doing things.

All Board Members are expected to use their skills, knowledge, and experience for the benefit of the organisation. Members will offer life experience and/or professional expertise; it is essential that our Board has an appropriate range of skills, knowledge, and experience.

Every Board Member shares the same level of responsibility regardless of their background. These responsibilities are set out below:

Board members are expected to:

- Understand and be committed to the Vision, Values and Strategic Business Plan of the organisation.
- Attend and be well prepared for Board meetings by reading papers in advance.
- Contribute effectively to discussions, constructively challenge and contribute to collective decision making.
- Maintain good level of awareness

of current issues relevant to the organisation.

- Take part in training and other learning and development opportunities.
- Participate in an annual appraisal of their individual contribution.
- Represent the organisation internally and externally positively and effectively.
- Respect and maintain confidentiality of information.
- Treat other Board Members and all staff with respect and foster effective working relationships within the Board and between the Board and executive.
- Be aware of and comply with Policies and declare any relevant conflict of interests as soon as they arise.
- Ensure they are a Fit and Proper person to serve as a Trustee/Director.



WHAT DOES BEING A BOARD MEMBER MEAN?

As a board member you will work with our Chair, fellow board members, our Chief Executive and Senior Management to contribute towards the future of the organisation.

You will be legally responsible for the organisation and will be supported in fully understanding how to carry out your role. You will provide ideas, insight, feedback, and will challenge to help increase our reach and impact.

What is the time commitment?

- Preparation and attendance at four board meetings per annum (2-3 hours) and preparation time
- One annual review/away meeting up to 8 hours
- Induction and training time - this will be dependant on a Board Members current experience and availability, but could be estimated at two days over a year

- Preparation and attendance at one or more of the Board sub-working groups; each group meets 4 times per year; the groups are as follows:

1. Programme & Artistic Policy Group
2. Finance & Fundraising Group
3. People Management Group
4. Health & Safety Group

- Over their time on the board, board members are expected to represent Cumbernauld Theatre Trust at networking and other events.





APPLYING TO BE A TRUSTEE

Why apply?

This is a unique opportunity to join a motivated and committed board who are working together to shape the future of one of Scotland's leading producing theatres.

Through your board role you will expand your contacts, knowledge and skills and you will connect with a vibrant and committed group of staff and our local community.

What's the application process?

Interested applicants should send a CV and Statement of Interest, summarising what skills and experience you would bring to the role and how you think you could help the development of the Theatre.

Should you have any questions or would like to have an informal discussion, the current Chair, Karen Moore, would be happy to respond.

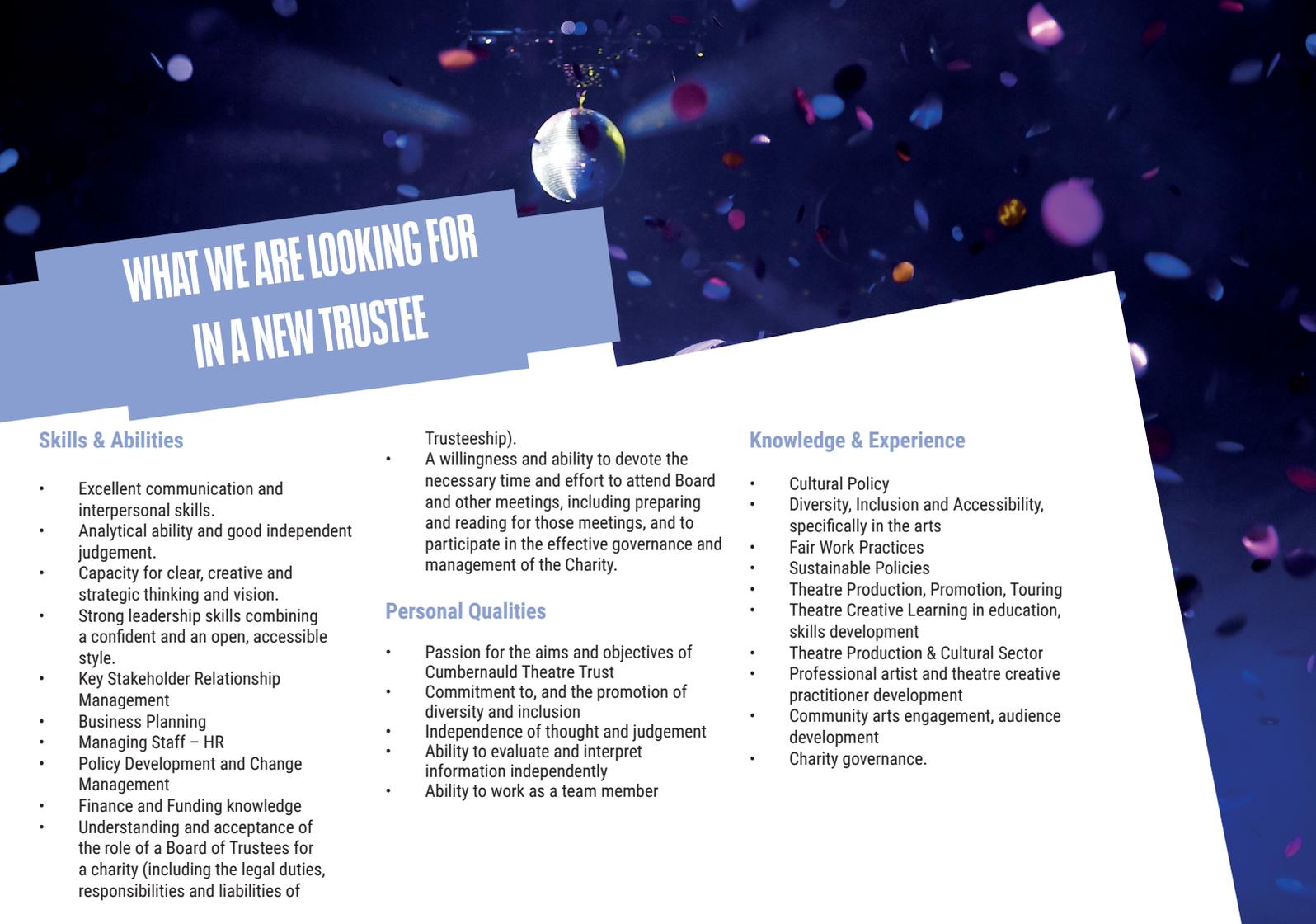
Please contact Karen at:
karen@karenmoorebiz.com

Closing Date for Notes of Interest:
Tuesday 14 February 2022

Meetings with the Chair, Board Member and CEO will take place: 24 February 2022 at Lanternhouse

We are keen to make our recruitment process and accessible as possible. Please contact us if there is any additional support we can give or particular adjustments we can make.

Your application will be handled in confidence. Please send your application to:
recruitment@cumbernaultheatre.co.uk



WHAT WE ARE LOOKING FOR IN A NEW TRUSTEE

Skills & Abilities

- Excellent communication and interpersonal skills.
- Analytical ability and good independent judgement.
- Capacity for clear, creative and strategic thinking and vision.
- Strong leadership skills combining a confident and an open, accessible style.
- Key Stakeholder Relationship Management
- Business Planning
- Managing Staff – HR
- Policy Development and Change Management
- Finance and Funding knowledge
- Understanding and acceptance of the role of a Board of Trustees for a charity (including the legal duties, responsibilities and liabilities of

Trusteeship).

- A willingness and ability to devote the necessary time and effort to attend Board and other meetings, including preparing and reading for those meetings, and to participate in the effective governance and management of the Charity.

Personal Qualities

- Passion for the aims and objectives of Cumbernauld Theatre Trust
- Commitment to, and the promotion of diversity and inclusion
- Independence of thought and judgement
- Ability to evaluate and interpret information independently
- Ability to work as a team member

Knowledge & Experience

- Cultural Policy
- Diversity, Inclusion and Accessibility, specifically in the arts
- Fair Work Practices
- Sustainable Policies
- Theatre Production, Promotion, Touring
- Theatre Creative Learning in education, skills development
- Theatre Production & Cultural Sector
- Professional artist and theatre creative practitioner development
- Community arts engagement, audience development
- Charity governance.

LEARNING, DEVELOPMENT & SUPPORT

To support Board Members in their role, new Members are expected to take part in an induction programme which offers opportunities to meet staff and find out more about the work of the organisation.

The organisation will also identify an experienced Member of the Board who will act as a mentor for new Board Members to support them in their first 6 months.

All Board Members will be offered an Individual Support programme which will be developed with each Member and tailored to fill in any skills / knowledge / experience gaps identified.

Learning and Development can take the form of:

- Briefings provided by staff
- In-house training as well as from an external source
- Attendance at conferences, seminars, and events
- Reading publications and journals
- Online research.

Each year, every Board Member is expected to take part in an appraisal of their individual contribution to the organisation's governance. This is carried out by the Chair / Vice Chair and is used to inform the development of annual training and development programmes for the Board and its Members. Our Articles and Code of Conduct require Board Members to participate in this process.



MAIN DUTIES & RESPONSIBILITIES OF A TRUSTEE

- Furthering the Charity's overall purpose and setting its direction, as set out in its governing document
- Using their skills, experience, and judgement to help make the business successful
- Ensuring the work of the charity is effective, responsible, and legal
- Safeguarding finances, resources and property and ensuring they are used exclusively to further the charity's purposes
- Appropriately scrutinising and challenging reports and performance
- Making decisions for the benefit of the Charity, and not for self gain.
- To safeguard the good name and values of the Charity.
- To monitor the effective and efficient management and administration of the Charity (including the employment, management and welfare of all staff), delegating day-to-day responsibility to the Chief Executive as appropriate.
- To protect and manage the property of the Charity, including any buildings or other assets, and to ensure the proper investment of the Charity's funds.
- Declaring any personal interests
- Ensuring that the organisation keeps accurate records
- Making sure the accounts present a "true and fair view" of the organisation's finances
- Complying with various employment and company laws

In addition to the statutory duties above, each Trustee should abide by the Guidance and good practice for Charity Trustees, using any specific skills, knowledge or experience they have to help the Board of Trustees reach sound decisions. This may involve analysing Board papers, leading discussions, focusing on key issues, providing advice and guidance on new initiatives, or other issues in which the Trustee has special expertise.





FURTHER INFORMATION...

Our website has lots of information about our current programme and information about the organisation, including Staff and Board biographies and the history of the organisation.

Find out more on our website: www.cumbernauldtheatre.co.uk

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