

**CLEAN
BREAK**



**CHAIR OF TRUSTEES
RECRUITMENT PACK**

WELCOME

Thank you for your interest in becoming the Chair of Trustees for ground-breaking theatre company, Clean Break. The Trustees are looking for a woman who shares our values to lead the Board into the next chapter.

41 years ago, Clean Break was founded by two women in prison who believed in the power of theatre to transform lives.

Clean Break uses theatre to keep the subject of women in prison on the cultural radar, helping to reveal the damage caused by the failures of the criminal justice system. Through our unique work, we raise difficult questions, inspire debate, and help to effect profound and positive change in the lives of women with experience of the criminal justice system.

Clean Break's women-only identity is crucial to our rationale.

The Board is currently made up of twelve women with varied professional and personal experience from across theatre and the arts, criminal justice, the women's sector, financial services and corporate philanthropy. Together the Board ensures the company continues to move in the right direction: sticking to its values and strengthening itself financially.

"The Board is such an empowering group. The best part is being able to share ideas, build relationships with the staff and Members, and see the work Clean Break makes knowing that you've been part of making it happen. I'd say the most important thing about being a Trustee is recognising the strengths we all have as women individually to steer the organisation whilst having different backgrounds and expertise." Tanya Tracey, Clean Break Trustee

As this is a governance role, we will require an enhanced Disclosure and Barring Service check without barred lists as part of the application process. However, we actively encourage applications from women with experience of the criminal justice system so hope this isn't seen as a barrier to expressing your interest. Please see further information on this process on page 12 of this pack.

If this role might be right for you, please email a brief cover letter and along with your CV to recruitment@cleanbreak.org.uk by **5pm on Monday 6 April 2019**. Interviews will be held at Clean Break on 20 April 2020 and will be led by a panel of Trustees.

If you would like an informal discussion about the position before applying, please contact Maya Ellis (maya.ellis@cleanbreak.org.uk) who will arrange a time for you to have a chat with a trustee or one of our leadership team.

We very much look forward to receiving your application.

COMPANY INFORMATION



Sweatbox by Chloë Moss

VISION

A society where women can realise their full potential, free from criminalization.

Clean Break was established for and by women with lived experience of the criminal justice system. They are at the core of our work which is designed to enable them to realise their full potential through theatre.

MISSION

Producing ground-breaking theatre which puts women's voices at its heart and creates lasting change by challenging injustice in and beyond the criminal justice system.

As a theatre company, we make bold, adventurous and outstanding theatre that impacts on the lives of women in the criminal justice system. We do this in collaboration with artists, Members, partners in the criminal justice sector, in theatre and beyond. We engage with audiences to provoke dialogue and mobilise them to make change with us.

VALUES

Creativity, Change, Courage, Compassion, Collaborative and Equity & Fairness

Our organisational values are embedded within our practice and our organisation. Over four decades, these have informed our approach to working with Members, artists and audiences. They are integral to our identity and reputation.



Processions

"[Clean Break] has changed my life; there's no two ways about that. It has given my life direction, purpose, and reason." **Clean Break Member**

Clean Break is renowned for leading the way in producing new plays with women writers, actors and creatives at the heart of the work. Founded in 1979 by two women prisoners who believed that theatre could bring the hidden stories of imprisoned women to a wider audience, it has remained true to these roots: continuing to inspire playwrights and captivate audiences with award winning theatre on the complex theme of women and crime.

We are sector leaders in our field, having won the 2016 Longford Prize for penal reform, and 2017 Tonic Theatre Award for diversity in the arts.

The company's business model (2018-2022) delivers a coherent and integrated theatre offer. There is a significant emphasis on commissioning, developing and producing increased work, collaborating with a range of partners nationally to reach more audiences. One of the most exciting developments, is the company's

Members (women with lived experience of criminal justice who have trained with us) being at the heart of future productions as performers, writers and in backstage roles. This is part of the company's commitment to placing Members' voices centre stage which will also see them co-designing and delivering work together with professional artists and partners through responses to issues affecting women in criminal justice.

"This is the most incredible, life-changing experience. To feel inspired ...to feel included, to feel important and listened to." Clean Break Member

Over the last year we produced *Inside Bitch* conceived by Stacey Gregg and Deborah Pearson and devised by Lucy Edkins, Jennifer Joseph, TerriAnn Oudjar and Jade Small at the Royal Court; *Sweatbox* by Chloë Moss touring to Chichester Festival Theatre, Manchester HOME and Snape Maltings; *[BLANK]* by Alice Birch with Donmar Warehouse; and published *Rebel Voices: Monologues for Women by Women*, celebrating 40 years of Clean Break's work.



[BLANK] by Alice Birch in rehearsal

"I have long been a huge admirer of Clean Break, but what this show does is also move the company into interesting new territory through a co-creation process in which the act of collaboration has influenced both form and the content. This is not a tidy show, because life is never neat, but in eschewing neatness and embracing playfulness Inside Bitch tells a truth we seldom hear." Lyn Gardner on *Inside Bitch*

Underpinning the integrated model is a business strategy that aims to increase earned income to increase financial sustainability. Clean Break has an annual turnover of £1.3million, funded by Arts Council England as a National Portfolio Organisation (Band 1) and supported by a diverse range of statutory and non-statutory grants and donations, and generates earned income through box office sales, fees for delivering activities and hiring studio space at our premises in Kentish Town.

Central to this is the company's building, a freehold former piano factory in Kentish Town, North London which was refurbished in 1998 as offices, four studios and garden and which delivers a vibrant programme of hires and rental income. This asset, combined with the company's leadership expertise (training and professional development), and improved performance through producing deals and at the box office will enhance our earned income and enable us to amplify development income.

We are excited about our future which sees us collaborating with leading theatres across the country, which promises: a significant audience growth for the company; stronger impact within the wider theatre industry for women artists, with a particular emphasis on intersectionality; the development of fresh talent; and the opportunity to increase our reach, through great theatre, to create lasting change for women's lives in and beyond the criminal justice system.



Rebel Voices on Stage at The Donmar

“It’s so important that women, and women of colour and working-class women are given a platform and the time, encouragement and finance to learn the skills to [tell their own stories].” Sonya Hale, Member and playwright

PRACTICAL DETAILS

There are currently 12 members of Clean Break’s Board:

Sabba Akhtar	Alison Jefferis (Chair of the
Deborah Coles	Development Committee)
Kim Evans OBE (Outgoing Chair)	Ellie Kendrick
Sara Forbes * (Chair of the Finance	Winsome Pinnock
Committee)	Amanda Richardson
Doreen Foster *	Tanya Tracey
Shaen Gaber	Despina Tsatsas *

** Member of the Finance Committee*

The Board meets five times annually including the AGM (in July) and a full day meeting, usually in September. Most meetings are held early evening at Clean Break.

Additionally:

- The Development Committee meets four times annually and is chaired by a Trustee and made up of the Leadership Team, Head of Development & Communications and several volunteers who have an interest and expertise in developing funding opportunities for Clean Break.
- The Finance Committee meets four times annually. It is made up of the Chair of the Finance Committee and several other Trustees, the Leadership Team, the Head of Finance & Operations, and the Head of Development & Communications. It oversees financial responsibility and risk management, and regularly makes recommendations on these matters to the other Trustees.

All Trustees are expected to attend company events and performances four times a year and be active ambassadors for the company. Travel expenses and childcare costs are covered for attending meetings.

CHAIR ROLE DESCRIPTION

OVERALL PURPOSE

The Chair will hold the Trustees and Leadership Team to account for Clean Break's mission and vision, and provide inclusive leadership to the Board of Trustees, ensuring that each trustee fulfils their duties and responsibilities for the effective governance of the charity. She will support and, where appropriate, challenge the Leadership Team. She will ensure that the Board functions as a unit and works closely with the Leadership Team to achieve agreed objectives. She will act as an ambassador and as the public face of the charity in partnership with the Leadership Team.

MAIN RESPONSIBILITIES

Strategic leadership

- Provide leadership to the charity and its trustees, ensuring that Clean Break operates within its charitable objectives and provides a clear strategic direction for the charity.
- Ensure that Trustees fulfil their duties and responsibilities for the effective governance of the Charity.
- Maintain the values and ensure, with the Leadership Team, their meaningful implementation across the work and structures of the company.
- Ensure that the Board regularly reviews major risks and associated opportunities, and satisfy itself that systems are in place to take advantage of opportunities, and manage and mitigate the risks.
- Ensure that the Board fulfils its duties to ensure sound financial health of the charity, with systems in place to ensure financial accountability.
- Leading on, with the assistance of the Leadership Team where appropriate, the development and implementation of procedures for board induction, development, training, and appraisal.

Governance

- Ensure that the governance arrangements are working in the most effective and efficient way for the Charity.
- Chair meetings of the Board of Trustees effectively and efficiently, bringing impartiality and objectivity to the decision making process
- Liaising with Leadership Team regarding the drafting of agendas and supporting papers for trustee meetings and ensuring that the business is covered efficiently and effectively
- Work closely with the Leadership Team to give direction to Board policy-making and to ensure that meetings are well planned, meaningful and reflect the responsibilities of trustees

- Monitor that decisions taken at meetings are implemented.
- Address and resolve any conflicts within the Board.
- Ensure that the Board of Trustees is regularly refreshed and incorporates the right balance of skills, knowledge and experience needed to govern and lead the charity effectively, and which also reflects the wider population. Appraise the performance of the Trustees and the Board on an annual basis.
- Ensure that Trustees are fully engaged and that decisions are taken in the best, long-term interests of the Charity and that the Board takes collective ownership
- Foster, maintain and ensure that constructive relationships exist with and between the Trustees
- Work within any agreed policies adopted by the charity.

External Relations

- Act as an ambassador and spokesperson for Clean Break.
- Participate in maintaining close relationships with key stakeholders and influencers of the charity. This will include representing the charity at external functions, meetings and events.
- Facilitate change and address any potential conflict with external stakeholders.

Relationship with the Leadership Team

- Establish and build a strong, effective and a constructive working relationship with the Leadership Team, ensuring they are held to account for achieving agreed strategic objectives while developing and maintain an open and supportive relationship within which each can speak openly about concerns, worries and challenges
- Conduct an annual appraisal and remuneration review for the Leadership Team in consultation with other Trustees
- Ensure that the Leadership Team has the opportunity for professional development and has appropriate external professional support

PERSON SPECIFICATION

Essential:

Qualities

- A strong and visible passion for ground-breaking theatre, amplifying women's voices and/or creating lasting change in and beyond the criminal justice system.
- Personal gravitas to lead a national arts organisation
- Exhibit strong inter-personal and relationship building abilities
- Be comfortable in an ambassadorial role
- Demonstrate tact and diplomacy, with the ability to listen and engage effectively

- Ability to foster and promote a collaborative team environment
- Ability to commit time to conduct the role well, including travel and attending events out of office hours

Experience

- Experience of chairing meetings and events
- Experience of charity governance, working with or as part of a Board of Trustees
- Experience of operating at a senior/strategic leadership level

Desirable:

Experience

- Successful track record of achievement
- Experience of external representation, delivering presentations and managing stakeholders
- Strong networking experience / capabilities that can be utilised for the benefit of the charity

Knowledge and skills

- Broad knowledge and understanding of the Criminal Justice System and/or Theatre sectors and current issues affecting them
- Strong leadership skills, ability to motivate staff and volunteers and bring people together
- Financial management expertise
- A broad understanding of charity finance issues
- Good understanding of charity governance issues

The person specification outlines the experience, qualities and knowledge that have been identified as essential and/or desirable in a candidate. It is not essential to fulfil all of these to apply; however, we ask that you respond to these in your application to indicate why you would be suitable for the role.

Equality & Diversity Policy

Our Principle Commitments

Clean Break is an equal opportunities employer. We oppose all forms of discrimination and believe that all people, regardless of their identity or membership of any group, deserve to be treated equally, consistently and fairly.

We aspire to deliver consistently good practice and to set a high standard of equal opportunities within our service delivery; employment and volunteering; Board and advisory group structures; building and physical access and with the partnerships we forge.

In the case of Clean Break itself, we work with women who have personal experience of the criminal justice system and those at risk of offending as a result of their mental health and/or drug/alcohol use. In light of this, we employ only women to deliver our services in accordance with our exemption under The Equality Act 2010, Part 1, Schedule 9.

We recognise that many women are excluded from areas of society (such as employment, services, education) because of society's prejudice and discrimination. Women experience additional discrimination on the grounds of their: 'race, colour, ethnic or national origins, gender, gender-reassignment, disability, sexuality (the legislation uses the term "sexual orientation" but this policy will use the term "sexuality" instead), age, political beliefs, religious beliefs, trade union membership, economic status or class, offending background, marital status or family circumstances. As a Company, our particular priority is working with women who have experience of the criminal justice system and those at risk of offending as a result of their mental health distress and/or drug/alcohol use.

Within the parameters of the Company's mission, we are committed to being an inclusive organisation which reflects and values the diversity of the women that we work with. We recognise the significant benefits to the Company of working with a diverse team of women. We actively seek the creativity, excellence and different perspectives that individuals of all backgrounds and abilities bring to our work, which is enriched through collective experiences.

We strive to embrace and celebrate a broad definition of diversity within the framework of existing legislation and to develop a comprehensive action plan and provide training in specific areas of the main policy.

Clean Break is committed to consulting with women beneficiaries in relation to new policy development and project activity. We will bring annual plans to our student

body for discussion and set up forums, where appropriate, to consult on particular project activity.

Disclosure & Barring Service Checks Statement

Clean Break aims to promote equality of opportunity for all with the right mix of talent, skills and potential. Clean Break **welcomes applications from ex-offenders** for this post. However, there are a number of specific grounds that disqualify - in effect, prohibit - a person from being a charity trustee. They include bankruptcy (undischarged) and having a conviction (unspent) for an offence involving deception or dishonesty.

This post involves access to adults at risk and/or young people. As such, it meets the requirements in respect of exempted questions under the Rehabilitation of Offenders Act 1974, and an enhanced disclosure form is required by Clean Break before a final recruitment decision is made. An Enhanced Disclosure contains details of an individual's convictions, cautions, reprimands or warnings recorded on police central records and includes both 'spent' and 'unspent' convictions. These are shown on a criminal records check; together with any information held locally by police forces that it is reasonably considered might be relevant to the post applied for. Criminal record information will not necessarily bar you from this role. This will depend on the circumstances and background to your offence(s). Disclosure information **will be interpreted fairly** and discussed openly with you in order to assess job-related risks.

Following an offer

Your disclosure information will only be seen by the relevant person(s) at Clean Break. In line with the Disclosure & Barring Service's (DBS) code of practice, we will take into account the seriousness and nature of any offence, the length of time since the offence was committed, the circumstances surrounding the offence and any explanation offered by the applicant. Criminal record information is regarded as sensitive personal information which will be kept confidential in line with Clean Break's Confidentiality Policy.

For further information, please request a copy of our Disclosure and Barring Service Checks Policy.