



# TRUSTEE & TREASURER APPLICATION PACK

## WELCOME TO CARDBOARD CITIZENS!

Cardboard Citizens makes theatre that activates social change, by empowering homeless people and changing perceptions of communities touched by homelessness.

### **We are looking for a Treasurer to join our Board of Trustees.**

This is a very special time to join us at Cardboard Citizens. The Treasurer is a key role on the Board to run the Finance Committee and provide advice on financial matters. This is a great opportunity for someone with a financial qualification to support the development of a brilliant organisation. We have planned for a handover period with the existing Treasurer who is stepping down after coming to the end of his full eight years of service with the organisation.

Our Trustees are vital to us, setting the strategy for the organisation, ensuring its financial stability and offering insights that help us to ask and answer questions.

We have recently appointed Chris Sonnex as our new Artistic Director and Joint CEO and we are refreshing what we do in terms of theatre, art, training and support. We are currently revising who our offer is for and how we can best to expand our reach to those who have experience of homelessness, poverty and inequity. Our audiences are important too; we want to grow our following to make sure we can make as much social change as possible for individuals and for society.

Cardboard Citizens is a registered charity and company limited by guarantee. We are overseen by a non-executive Board of eight Trustees. The Trustees have a range of backgrounds and lived experience – theatre directing, arts leadership, producing, homelessness, local government, governance, human resources, finance and fundraising. Two Members' representatives attend Board meetings as observers. Find out more: <https://cardboardcitizens.org.uk/who-we-are/our-people/our-trustees/>



The Board delegates day-to-day management of the company to the Executive Team, led by the Artistic Director and the Executive Director as Joint Chief Executives.

We believe diversity of thought on the Board will help us to be the best we can be. You may have been on lots of Boards before or this might be your first time. Either way, we want to hear from you. We are interested in both your professional and your lived experience of the world.

[Cardboard Citizens] has given me this incredible sense of being an important part of a big family.

**Eric, Cardboard Citizens Member**

## CONTEXT

The company started in 1991, working with people sleeping rough from the original Cardboard City which had sprung up in what was then called the Bullring in Waterloo (now the site of the IMAX cinema). From this rough and authentic beginning, Cardboard Citizens has pioneered the use of participatory arts and theatre with homeless people.

At that time, few thought participation in the arts could make a real difference in people's lives, leading to improved outcomes in everything from wellbeing to employment.

Now the picture is very different – Cardboard Citizens has proven that theatre can be a uniquely powerful tool for engaging homeless people in a process of change and for engaging general audiences to focus on the inequality experienced by those at the margins of our society.

Whether these stories are presented in a homeless hostel, on the stage of a London theatre, or the living room of a private house - the telling of these stories starts a conversation about change, and how that change could be brought about, translating ideas shared on stage into the real world.

Adrian Jackson MBE, who founded the company in 1991, stood down from his role as Artistic Director and joint CEO at the end of July 2021. Under his artistic direction Cardboard Citizens has blazed a trail in the field of arts for social justice, with an indefatigable commitment to bringing people on the margins of society to the centre of all the company's work to build better public awareness and understanding about homelessness and to inspire positive change. After an extensive recruitment process Chris Sonnex was appointed as the new Artistic Director and Joint Chief Executive, taking up the post in September 2021.

We are now entering a new chapter in our history under his leadership and we are currently in the midst of a period of exciting strategic planning. Do please have a look at our website - **[cardboardcitizens.org.uk](https://cardboardcitizens.org.uk)** - to see our range of work.

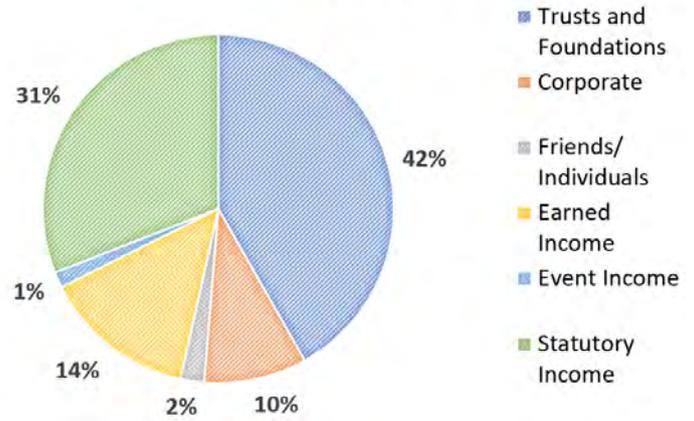


Bringing creativity or beauty into unexpected environments is really what Cardboard Citizens does every day.

**Kate Winslet CBE, Cardboard Citizens' Ambassador**

## FINANCE

Our projected turnover for 2021/22 is £1.3million. We have regular support from Arts Council England as a National Portfolio Organisation. Other regular funders include the Backstage Trust, Paul Hamlyn Foundation, Esmée Fairbairn Foundation, City Bridge Trust, Calouste Gulbenkian Foundation and many other valued key supporters. Earned income includes training and co-producing fees generated from our core and ancillary activities.



## WHAT DO WE LOOK FOR IN OUR TRUSTEES?

### Personal Qualities

- Trustees need to possess integrity, common sense, good judgment, honesty, openness and a strong sense of public duty
- Trustees will be expected to demonstrate high standards of corporate and personal conduct
- Trustees should possess an empathy with the aims, values and mission of Cardboard Citizens and be committed to maintaining its reputation for high quality independent advocacy
- Trustees should be committed to working effectively and respectfully with other Board members

### Duty of Care

Trustees must make sure they keep up to date with what the charity is doing and should:

- Exercise reasonable care and skill, using personal knowledge and experience to ensure that the charity is well-run and efficient
- Ensure that they receive sound advice, assurance and useful and timely reports from the executive team
- Ensure that they act with integrity, avoiding any personal conflicts of interest or misuse of charity funds or assets
- Act in the best interests of Cardboard Citizens at all times
- Declare any conflicts of interest as soon as reasonably practicable where these may arise, and withdraw from decision-making as appropriate.

### Length of service

Trustees are appointed for a term of 4 years; following a review of their role with the Chair or Vice Chair, they are then invited to stand for re-election for one further term of 4 years.

### Expenses

Trustee positions are unpaid but expenses for items such as travel and childcare can be claimed.

### Indemnity

Subject to approval by the Trustees, Cardboard Citizens provides indemnity insurance to protect Trustees from liability in connection with their activities as Trustees, provided always that they have acted honestly, reasonably and in good faith.



# ROLE OF THE TREASURER & CHAIR OF THE FINANCE COMMITTEE

The Finance Committee consists of three members of the Board of Trustees plus the Executive Director and the Finance Manager. It is responsible for regularly reviewing Cardboard Citizens' financial performance, monitoring financial controls and processes, recommending the annual budget, monitoring the production of management accounts, the approval of financial systems, Treasury Management controls and policy, Investment policy, considering the adequacy of risk management, internal control, corporate governance.

## Specific key skills / experience

- Professional financial qualification(s)
- Current or recent professional financial expertise at senior level
- Experience of successfully communicating financial information to non-financial colleagues
- Some experience or knowledge of charity finance including compliance issues or the ability and willingness to learn

## Key responsibilities

- Chairing the Finance Committee and reporting to the Board of Trustees
- Monitoring and advising on the financial viability of the charity
- Approving budgets, accounts and financial statements for presentation to the Board
- Implementing and monitoring specific financial controls with systems in place which are adhered to
- Advising on the financial implications of the charity's strategic plan

## QUESTIONS?

If you would like to know more about the company and/or any aspects of the Treasurer role you are welcome to contact us for an informal chat. To arrange, just email **Lisa Briscoe** (Executive Director and Joint CEO) at [lisa@cardboardcitizens.org.uk](mailto:lisa@cardboardcitizens.org.uk)

Let us know a bit about what you'd like to discuss, and how you'd prefer us to get in touch – phone, email, video chat, etc. and we will get back to you.

## HOW TO APPLY

Please don't hesitate to get in touch if you're not sure because of, for example, your working hours, employment status, caring responsibilities, level of experience, socio-economic or cultural background or access needs. We would still love to hear from you so we can talk about any concerns.

**You can apply with your CV and a cover letter in writing, or by sending us a short video or audio.**

We actively encourage people from a variety of backgrounds with different experiences, skills, and stories to join us and influence and develop our working practice. By taking positive action around diversity (as permitted in the Equality Act 2010), we will guarantee interviews to eligible candidates who meet the minimum criteria (the specific skills listed above), and self-identify with any of the following groups that we have identified as underrepresented in our workforce and the wider cultural sector:

- People of African or Caribbean, South Asian, East and Southeast Asian, or mixed
- heritage, or part of the Global Majority\*
- Candidates with lived experience of homelessness
- Deaf and/or disabled candidates
- Neurodivergent candidates
- LGBTQIA+ candidates

\*This includes but is not exclusive to people of Middle Eastern, Arab, Latinx, Jewish, Romany and Irish Traveller heritage.

Please fill in the equal opportunities monitoring form, linked to from the vacancy page on our website. The information on the monitoring forms is anonymous and is collated by staff members unconnected with the recruitment selection.

### What to send

- Either:  
Letter (no more than 2 sides of A4)
- OR**  
Video (no more than 5 minutes) **OR**  
Audio (no more than 5 minutes)  
telling us why you are interested in becoming a Trustee and Treasurer of Cardboard Citizens and the specific skills/experience that you may have
- A CV detailing your experience
- Contact details for one referee who knows you professionally
- A completed Equal Opportunities Monitoring Form

Please send all materials to **Lisa Briscoe** (Executive Director and Joint CEO) at [lisa@cardboardcitizens.org.uk](mailto:lisa@cardboardcitizens.org.uk)

### Deadline: Friday 8 April 2022, 10am

Informal conversations about the role will take place during the week commencing Monday 25 April.

## WHAT HAPPENS NEXT?

If you're selected to meet with the team, we will get in touch to arrange a conversation with the Chair, the JCEOs, and the Trustee selection group.

This conversation will last around 30 minutes, it will be informal and a chance for us to meet and find out more about each other.

We hope to meet in person but are happy to arrange a chat via whatever platform suits you best (e.g. Zoom).

We will let you know if we are inviting you to join the next Board meeting on **Tuesday 14 June 2022** as an Observer, after which we can make a decision on recommending your appointment together. If the decision is to move forward, the Chair will make a recommendation to the Board and a vote will be taken by Trustees to welcome you onto the Board.

After this point there will then be a series of induction sessions with Board members, the Executive and team members to familiarise you with the company, its work and its governance. We will also discuss with you any training needs if you have not served on a Board before.

Photos in this pack show Cardboard Citizens Members, workshop participants and performers.



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