Sands End Arts and Community Centre





Trustee recruitment brochure

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Background Information

It is an exciting time for the residents in the Sands End Ward!

Background

The Sands End Arts and Community Centre is a new purpose-built community centre designed to provide services to the community of the Sands End Ward. The completion of the community centre is expected to be in July 2019.

It is envisaged that the community centre will provide a range of services to the community.

London Borough of Hammersmith in partnership with councillors and residents are looking to create a new charitable organisation which will take on the lease of community centre and manage its activities.

This application process is seeking trustees who will help oversee the running of the organisation and its activities.

The project has a dedicated manager who will manage the process and lead on creating the charity, develop its business plan and help support the development of the board of trustees and its governance.

We are seeking exceptional people who either work or live in Hammersmith & Fulham and will bring the knowledge and expertise to help the organisation grow and become successful.

For the role of the chair we will be seeking to recruit borough-wide and possibly even nationally.

We are seeking people with skills in the following areas:

- leadership
- legal experience
- accountancy/financial
- human resources
- children and young people
- health and wellbeing
- fundraising and income generation
- marketing and PR
- arts
- financial inclusion

If you have the time and desire to help develop this new charity, possess the energy and experience, then we want to hear from you.

Good Luck with your application!

Role of the Trustees

Role

The role of the board is to provide effective governance for Sands End Arts and Community Centre and to ensure it moves towards achieving its mission and aims.

Responsibilities

- 1. To ensure that Sands End Arts and Community Centre operates within its Constitution and all relevant charity and company legislation.
- 2. To manage, review and develop, the organisation's governance and constitutional arrangements (including working to maximise the effectiveness of the board and the Executive).
- 3. To set the organisation's strategic aims.
- 4. To provide leadership to ensure the strategic aims are met.
- 5. To monitor financial performance; approve annual budgets. To ensure the organisation's financial dealings are prudently and systematically accounted for, audited, or independently examined, and publicly available.
- To guide, support and provide necessary challenge to the management of the organisation.
- 7. To monitor the performance of the staff employed by the organisation.
- 8. To make decisions and carry out their duties always in the best interests of the charity.

Membership

The charity will have up to nine trustees. These trustees' primary responsibility under charity legislation and common law for the governance of the organisation and for its acts, obligations, and liabilities.

Attendees

The board meetings will be attended by the nine trustees and upto three London Borough of Hammersmith and Fulham representatives, who will act as observers.

Time commitment

On average the time commitment expected of each trustee per year will involve the following; up to eight half day/evening meetings. An additional one to two days which may comprise of training and board away day.

Chair - job description and person specification

Chair:	Sands End Arts and Community Centre
Remuneration:	TBC
Location:	Sands End Arts and Community Centre, Peterborough Road, London SW6 3AF
Time commitment:	Four - Six board meetings per year.
	The Chair is also expected to have regular meetings with the Community Trust Coordinator, and represent the charity at various events and meetings with key stakeholders.
Reporting to:	Board of Trustees

JOB DESCRIPTION

Objective

The Chair will provide inclusive leadership to the Board of Trustees, ensuring that the board functions as a unit. The Chair will work with and support the Community Trust Coordinator in shaping the business plan and strategic objectives of the organisation. To act in the best interest of the organisation.

Principal responsibilities

Chair Board of Trustees meetings.

Agree, with the Community Trust Coordinator, an annual schedule for Board of Trustees meetings and key events.

Provide leadership to the charity and its board, ensuring that the charity has maximum impact for its beneficiaries.

Provide an effective governance structure within which trustees can fulfil their duties and responsibilities for the effective governance of the charity.

Ensure that the board operates within its charitable objectives, and provides a clear strategic direction for the charity.

Ensure that the board can regularly review 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.

Ensure the business of meetings is dealt with, and decisions, when required, are arrived at, and recorded, and their implementation monitored.

Ensure the organisation's financial dealings are prudently and systematically accounted for, audited, or independently examined, and publicly available.

Ensure the organisation has a satisfactory system for holding in trust for its beneficiaries any funds or property, and for investing to the greatest benefit of the organisation, within the constraints of the law and ethical investment practices.

Work with the board to ensure that satisfactory arrangements are made to identify and nominate the next Chair of the Board of Trustees after the two-year term has expired.

Work with the Community Trust Coordinator to ensure that committee members receive appropriate advice, training, and information relating to their role.

Serve as an additional promoter of the organisation to relevant stakeholders.

Support the Community Trust Coordinator achieve the objects set for the organisation.

Ensure the board develops a long-term strategy for the organisation with objectives which can be monitored.

Ensure appropriate goals are set for the resources available to the organisation ensure appropriate arrangements are in place to support, monitor and review the work of the organisation.

Help promote the organisation to a wider audience of potential funders and beneficiaries.

PERSON SPECIFICATION

Personal qualities

- Demonstrate a strong and visible passion and commitment to the charity, its strategic objectives and cause
- · Exhibit strong inter-personal and relationship building abilities and be comfortable in an ambassadorial role
- Demonstrate tact and diplomacy, with the ability to listen and engage effectively
- Strong networking capabilities that can be utilised for the benefit of the charity
- 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 operating at a senior strategic leadership level within an organisation
- Successful record of accomplishment through their career
- Experience of charity governance and working with or as part of a Board of Trustees
- Experience of external representation, delivering presentations and managing stakeholders
- Significant experience of chairing meetings and events

- Broad knowledge and understanding of the charity sector and current issues affecting it
- Strong leadership skills with the ability to manage and motivate the board of trustees and staff
- Good understanding of charity governance and charity operational issues.

Continued over page

Vice Chair - job description and person specification

Vice-Chair: Sands End Arts and Community Centre Remuneration: The role of Vice-Chair is not accompanied by any financial remuneration, although expenses for travel may be claimed. Location: Sands End Arts and Community Centre, Peterborough Road, London SW6 3AF Time commitment: Four - Six board meetings per year and represent the charity at various events and meetings with key stakeholders. Reporting to: Board of Trustees		
not accompanied by any financial remuneration, although expenses for travel may be claimed. Location: Sands End Arts and Community Centre, Peterborough Road, London SW6 3AF Time commitment: Four - Six board meetings per year and represent the charity at various events and meetings with key stakeholders.	Vice-Chair:	
Community Centre, Peterborough Road, London SW6 3AF Time commitment: Four - Six board meetings per year and represent the charity at various events and meetings with key stakeholders.	Remuneration:	not accompanied by any financial remuneration, although expenses for
meetings per year and represent the charity at various events and meetings with key stakeholders.	Location:	Community Centre, Peterborough Road,
Reporting to: Board of Trustees	Time commitment:	meetings per year and represent the charity at various events and meetings with key
	Reporting to:	Board of Trustees

JOB DESCRIPTION

Objective

To deputise for the Chair at committee meetings. To act in the best interest of the organisation.

Principal responsibilities

In the absence of the Chair provide leadership to the charity and its board, ensuring that the charity has maximum impact for its beneficiaries.

Ensure that Trustees fulfil their duties and responsibilities for the effective governance of the charity.

Ensure that the board operates within its charitable objectives, and provides a clear strategic direction for the charity.

Ensure that the board can regularly review 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.

Ensure the business of meetings is dealt with, and decisions, when required, are arrived at, and recorded, and their implementation monitored.

Ensure the organisation's financial dealings are prudently and systematically accounted for, audited, or independently examined, and publicly available.

Ensure the organisation has a satisfactory system for holding in trust for its beneficiaries any funds or property, and for investing to the greatest benefit of the organisation, within the constraints of the law and ethical investment practices.

Ensure the committee develops a long-term strategy for the organisation with objectives which can be monitored.

Person specification

Personal qualities

- Demonstrate a strong and visible passion and commitment to the charity, its strategic objectives and cause
- Exhibit strong inter-personal and relationship building abilities and be comfortable in an ambassadorial role
- Demonstrate tact and diplomacy, with the ability to listen and engage effectively
- Strong networking capabilities that can be utilised for the benefit of the charity
- 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 operating at a senior strategic leadership level within an organisation
- Successful record of accomplishment of achievement through their career
- Experience of charity governance and working with or as part of a Board of **Trustees**
- Experience of external representation, delivering presentations and managing stakeholders
- Experience of chairing meetings and events

- Broad knowledge and understanding of the charity sector and current issues affecting it
- Strong leadership skills, ability to motivate staff and volunteers and bring people together
- Good understanding of charity governance and charity operational issues.

Continued over page

Secretary - job description and person specification

Secretary:	Sands End Arts and Community Centre	
Remuneration:	The role of Secretary is not accompanied by any financial remuneration, although expenses for travel may be claimed.	
Location:	Sands End Arts and Community Centre, Peterborough Road, London SW6 3AF	
Time commitment:	Four - Six board meetings per year and represent the charity at various events and meetings with key stakeholders.	
Reporting to:	Board of Trustees	

JOB DESCRIPTION

Objective

Ensure the board fulfils its administrative responsibilities. To act in the best interest of the organisation.

Principal responsibilities

Ensure the Board of Trustees meets its legal obligations, including reporting, meeting charity and company law and insurance requirements.

Ensure minutes are taken and produced.

Record decisions and policy in formal minutes.

Work in partnership with the Community Trust Co-ordinator to ensure that the Annual Report is written and produced and sent to relevant bodies.

Ensure the Chair signs the minutes of the previous meeting once approved by the **Board of Trustees**

PERSON SPECIFICATION

Personal qualities

- Demonstrate a strong and visible passion and commitment to the charity, its strategic objectives and cause
- Exhibit strong inter-personal and relationship building abilities and be comfortable in an ambassadorial role
- Demonstrate tact and diplomacy, with the ability to listen and engage effectively
- Strong networking capabilities that can be utilised for the benefit of the charity
- 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 operating at a senior strategic leadership level within an organisation
- Successful record of accomplishment of achievement through their career
- Experience of charity governance and working with or as part of a Board of Trustees

- Broad knowledge and understanding of the charity sector and current issues affecting it
- A knowledge of administrative procedures ability to write clearly

- An understanding of the Charities Commission, and of charity and Company legislation regarding record keeping and filing.
- Ability to communicate clearly orally and in writing.
- Ability to provide clear advice on procedural and relevant legislative matters.

Continued over page

Treasurer - job description and person specification

Treasurer:	Sands End Arts and Community Centre
Remuneration:	The role of Treasurer is not accompanied by any financial remuneration, although expenses for travel may be claimed.
Location:	Sands End Arts and Community Centre, Peterborough Road, London SW6 3AF
Time commitment:	Four - Six board meetings per year and represent the charity at various events and meetings with key stakeholders.
Reporting to:	Board of Trustees

JOB DESCRIPTION

Objective

To ensure the financial affairs of the organisation are conducted within legal requirements, accounting conventions and good practice. In partnership with the Community Trust Coordinator, ensure the financial viability and development of the organisation. To act in the best interest of the organisation.

Principal responsibilities

Ensure the committee fulfils its financial responsibilities

Ensure proper systems for budgeting, financial control, insurance, and reporting

Keep board members informed about organisation' finances by written report, at least on a quarterly basis

Communicate with relevant staff and other committee members to maintain a clear picture of the financial health of the organisation

Ensure compliance with Inland Revenue and Customs and Excise (VAT) requirements as appropriate

Ensure financial reports are comprehensible and properly discussed

Ensure financial reports are provided in the proper format and at the proper time, as required by other bodies in law

Ensure the appointment of auditors or independent examiners provide a financial report to members on an annual basis.

Ensure financial viability and development of the organisation

Ensure the board develops a long-term financial strategy for the organisation with objectives which can be monitored monitor progress in budget implementation

Ensure appropriate financial goals are set for the resources available to the organisation.

PERSON SPECIFICATION

Personal Qualities

- Demonstrate a strong and visible passion and commitment to the charity, its strategic objectives and cause
- Exhibit strong inter-personal and relationship building abilities and be comfortable in an ambassadorial role
- Demonstrate tact and diplomacy, with the ability to listen and engage effectively
- Strong networking capabilities that can be utilised for the benefit of the charity
- 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 operating at a senior strategic leadership level within an organisation
- Successful record of accomplishment of achievement through their career
- Experience of charity governance and working with or as part of a Board of **Trustees**
- Knowledge of financial accounting and reporting procedures
- Ability to communicate financial information to those who may have little or no financial background
- Strategic financial planning skills

- Broad knowledge and understanding of the charity sector and current issues affecting it
- Financial management expertise and a broad understanding of charity finance issues
- Good understanding of charity governance and charity operational issues.

General Trustee -

job description and person specification

General Trustee:	Sands End Arts and Community Centre		
Remuneration:	The role of Treasurer is not accompanied by any financial remuneration, although expenses for travel may be claimed.		
Location:	Sands End Arts and Community Centre, Peterborough Road, London SW6 3AF		
Time commitment:	Four - Six board meetings per year and represent the charity at various events and meetings with key stakeholders.		
Reporting to:	Board of Trustees		

JOB DESCRIPTION

Objective

To be the main force pressing the organisation to the realisation of its opportunities for service and the fulfilment of its objectives to the organisation's users, staff, volunteers, funders and wider community. To act in the best interest of the organisation.

Principal responsibilities

Planning

- Approve the organisation's mission statement and review the performance of the organisation in achieving it
- Annually assess the changing environment and approve the organisation's one-year plan

- Annually review and approve the organisation's strategy
- Anually review and approve the organisation's financial goals
- Annually review and approve the organisation's budget
- Approve major policies

Organisation

- Be assured that management succession is being properly provided
- Be assured that the organisational strength and staffing is equal to the requirements of the long-range goals
- Approve appropriate salaries, terms and conditions of service for all staff
- Annually approve the performance of the Board of Trustees and take steps (including composition, organisation and responsibilities) to improve its performance
- Review the results achieved by the staff team in relation to the organisation's aims and objectives, annual and long-range goals and the performance of similar projects
- Be certain that the financial structure of the organisation is adequate for its current needs and its long-range strategy
- Provide candid and constructive criticism, advice, comments and praise
- Approve major actions of the organisation, such as capital expenditure on all items over authorised limits and major changes in activities and services.
- Be assured that the board is adequately and currently informed - through reports and other methods - of the condition of the organisation and its operations

- Be assured that published reports adequately reflect the nature of the services and the financial condition of the organisation
- Ascertain that the Community Trust Coordinator has established appropriate policies to define and identify conflicts of interest throughout the organisation and is administering and enforcing those policies
- Appoint independent auditors subject to approval by members
- Review the compliance with relevant laws affecting the organisation

PERSON SPECIFICATION

Personal Qualities

- Demonstrate a strong and visible passion and commitment to the charity, its strategic objectives and cause
- Exhibit strong inter-personal and relationship building abilities and be comfortable in an ambassadorial role
- Demonstrate tact and diplomacy, with the ability to listen and engage effectively
- Strong networking capabilities that can be utilised for the benefit of the charity
- 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 operating at a senior strategic leadership level within an organisation
- Successful record of accomplishment of achievement through their career
- Experience of charity governance and working with or as part of a Board of Trustees

- Broad knowledge and understanding of the charity sector and current issues affecting it
- Bring specific skills and experiences to the organisation to help it meet its mission statement.



Sands End Arts and Community Centre -Equalities and diversity monitoring form (please complete and send with application)



Please make sure that you read all the categories	and
then delete as appropriate that which applies to	you.

We thank you in advance for your cooperation.

Where did you see this post advertised?

1. RACE AND ETHNICITY

How would you define/describe your ethnicity? (Please tick the most appropriate box)

А	В	C Other relevant information*
BLACK	African	
	British	
	Caribbean	
	European	
	Other Black Background (please specify)	
	South-Asian	
DUAL HERITAGE	Black African and White	
	Black Caribbean and White	
	Other Dual Heritage/Mixed background (please specify)	
	South Asian and White	
	South East Asian and White	

^{*} This can be used to specify in further detail see examples in column C on the right

ost appropriat	st appropriate box)				
А	В		C Other relevant information*		
OTHER	Irish Traveller				
	Cypriot		Greek Cypriot		
			Turkish Cypriot		
	Kurdish				
	Middle-Eastern				
	Roma Gypsy / Traveller				
	South Asian		Bangladeshi		
			Indian		
			Pakistani		
			Other South Asian background		
			(Please specify)		
	South East Asian		Chinese		
			Vietnamese		
			Other South East Asian		
			Background (Please specify)		
			(Flease specify)		
	Turkish				
WHITE	British				
	Dual Heritage (please specify)				
	Eastern European				
	Irish				
	Other White Background (please specify)				
	Western European				
Prefer not t	o say				



2. AGE

What is your age group? (Please tick one box)

16 - 25	
26 – 35	
36 - 45	
46 - 55	
56 - 65	
66 or over	
Prefer not to say	

3. SEXUALITY

How would you define/describe your sexuality? (Please tick one box)

Bisexual	
Heterosexual	
Lesbian	
Prefer not to say	

4. TRANSGENDER

Is your gender identity the same gender as you were assigned at birth? (Please tick one box)

Yes	
No	
Prefer not to say	

5. DISABILITY

The Disability Discrimination Act 1995 defines disability as "a physical or mental impairment which has a substantial and long-term adverse effect on your ability to carry out normal day-to-day activities."

Do you consider yourself to be disabled?

(Please tick one box)

Yes	
No	
Prefer not to say	

6. RELIGION / BELIEF / FAITH

How would you describe/define your religious affiliation/faith (please indicate in the relevant section if you do not have a religious / faith affiliation)? (Please tick one box)

Buddhist	
Christian	
Hindu	
Jewish	
Muslim	
Humanist	
Rastafarian	
Sikh	
Other (please specify):	
Atheist	
Agnostic	
Prefer not to say	



Code of conduct for trustees

(please complete and send with application)

I agree to the following points:

Law, mission, policies

- I will not break charity law or go against charity regulations in any aspect of my role of trustee.
- I will support the mission and consider myself its guardian.
- I will abide by organisational policies.

Conflicts of interest

- I will always strive to act in the best interests of the organisation.
- I will declare any conflict of interest, or any circumstance that might be viewed by others as a conflict of interest, as soon as it arises.
- I will submit to the judgment of the board and do as it requires regarding potential conflicts of interest.

Person to person

- I will not break charity law, go against charity regulations or act in disregard of organisational policies in my relationships with fellow trustees, staff, volunteers, members, service recipients, contractors, or anyone I meet in my role as trustee.
- I will strive to establish respectful, collegial, and courteous relationships with all I meet in my role as trustee.

Protecting the organisation's reputation

- I will not speak as a trustee of this organisation to the media or in a public forum without the prior knowledge and approval of the Chair and Board of Trustees.
- When prior consent has not been obtained, I will inform the Chair or Community Trust Coordinator at once when I have spoken as a trustee of this organisation to the media or in a public forum.
- When I am speaking as a trustee of this organisation, my comments will reflect current organisational policy even when these do not agree with my personal views.
- When speaking as a private citizen I will strive to uphold the reputation of the organisation and those who work in it.
- I will respect organisational, board and individual confidentiality.
- I will take an active interest in the organisation's public image, noting news articles, books, television programmes and the like about the organisation, about similar organisations or about important issues for the organisation.



Personal gain

- I will not personally gain materially or financially from my role as trustee, nor will I permit others to do so as a result of my actions or negligence.
- I will document expenses and seek reimbursement according to procedure.
- I will not accept gifts or hospitality without prior consent of the Chair.
- I will use organisational resources responsibly, when authorised, in accordance with procedure.

In the boardroom

- I will strive to embody the principles of leadership in all my actions and live up to the trust placed in me by (organisation).
- I will abide by board governance procedures and practices.
- I will strive to attend all board meetings, giving apologies ahead of time to the Chair if unable to attend.
- I will study the agenda and other information sent me in good time prior to the meeting and be prepared to debate and vote on agenda items during the meeting.
- I will honour the authority of the Chair and respect his or her role as meeting leader.
- I will engage in debate and voting in meetings according to procedure, maintaining a respectful attitude toward the opinions of others while making my voice heard.
- I will accept a majority board vote on an issue as decisive and final.
- I will maintain confidentiality about what goes on in the boardroom unless authorised by the Chair or board to speak of it.
- I will work to avoid conflict in the boardroom and seek external support to do this when necessary.

Enhancing governance

- I will participate in induction, training and development activities for trustees.
- I will continually seek ways to improve board governance practice.
- I will strive to identify good candidates for trusteeship and appoint new trustees on the basis of merit.
- I will support the Chair in his/her efforts to improve his/her leadership skills.
- I will support the Community Trust Coordinator in and, with my fellow board members and seek development opportunities.

Leaving the board

- I understand that substantial breach of any part of this code may result in my removal from the trustee board.
- Should I resign from the board I will inform the Chair in advance in writing, stating my reasons for resigning. Additionally, I will participate in an exit interview.

Full Name:
Signed:
Date:

This Code of Conduct was adapted from NCVO's publication Best Behaviour: Using trustee codes of conduct to improve governance practice

Application guide notes

These notes are intended to provide you with guidance on completing your application form.

General

Application forms must be completed in full by answering each question. You may if you wish use your Curricula Vitae to support the information in your form. Please reference clearly which areas of your Curricula Vitae is being used to support any given question.

Your form must be completed in Black Ink to facilitate copying. In the interests of the Economy, we will only communicate further with short-listed applicants. If you have not been contacted within 28 days of the closing date, you should assume that your application has been unsuccessful. If you would like a comprehensive reason about our decision pleases write and we will either arrange a phone call or answer you in writing.

Role description

This will explain in detail exactly what the role you are applying for involves. It will include the

positions basic functions, key responsibilities/accountabilities and reporting relationships.

Person specification

The person specification is the key document in the selection process and clearly indicates which criteria will be used to shortlist from the application form. It will also indicate at which stage of the selection process other criteria will be used.

Completing your application

Take care to ensure that additional sheet have your name and position applied for on and that they are securely attached to your application form. Remember to sign, date and take a copy of your completed application form before returning it by the specified closing date.

Declaration and signature

Please make sure that you read your form carefully and that all details are correct and complete. A false declaration or omission in support of your application will disqualify you from appointment. If you are successful, and false declarations or omissions are subsequently discovered, this is likely to lead to your dismissal from the trustee opportunity.

Data protection

We will retain all application forms and short-listing information for eight months

following the date of appointment, after which time they will be destroyed.

Short-listing and interviews

Short-listing shall be based solely on the information contained in the application form and

applicants who, in the opinion of the selection panel, best meet the essential requirements of the person specification will be selected to meet with the selection panel. Disabled applicants who meet the minimum essential criteria will be guaranteed an interview.

Those participating in the selection process have been trained in shortlisting and the selection panel will involve at least three people.

You will normally be invited to attend an informal/formal meeting by letter and in most cases you will be given at least seven working days notice. All applicants will be contacted either by telephone or in writing to advise them of the panel's decision.

We will endeavour to do this as soon as possible but usually within 48 hours of the interview taking place. If requested by an applicant, feedback from the Selection Panel will be given.

References

References are usually requested automatically for all short-listed applicants, so you will need to indicate on your application form if you do not wish your referees to be contacted prior to interview.

Both referees should be willing to comment on your suitability for the position of Trustee. When you are completing the reference section in the application form, you must indicate how the referee is connected to you. No appointment will be confirmed without satisfactory references.

Disclosure check

If successful and you have decided to accepted the role you will then be asked to apply for a standard disclosure with the Criminal Records Bureau.

Bankruptcy check

Prior to notifying new Trustees details to Companies House, it is necessary to undertake a Bankruptcy search on the individual. The search is conducted by H.M. Land Registry in the index to the registers which are kept pursuant to the Land Charge's Act 1972.

Assessment method

- 1. Application form
- 2. Interview
- 3. Documentary evidence (e.g. portfolio, certificates, references)