

Chair of the Board of Trustees: Recruitment Pack

Outside Edge Theatre Company



**OUTSIDE EDGE
THEATRE**

Introduction

Introduction	2
What we do	3
Overview of the Board	6
Trustee Case Study	8
Role Description	10
Role Summary	11
Main Responsibilities	12
Qualities of a Chair	14
What to expect from us	16
How to apply	17

Outside Edge Theatre Company (OETC) is the UK's only theatre company and participatory arts charity focused on substance misuse and addiction.

For over 21 years OETC has created theatre productions about issues related to addiction and offered free drama activities to help people at-risk and affected by addiction to live healthier lives. Our inclusive weekly arts activities encourage service users and audiences to develop healthy habits, discover new talents and reclaim centre stage in their own lives.

Last year:

- Our free activities supported 231 vulnerable people
- 97% reported that OETC supported their recovery
- We produced 13 theatre productions, ranging from off-West End to community settings
- Our productions attracted 1,663 audience members

OETC co-produces evidence-based, peer-support activities with local communities that improve wellbeing to prevent relapse. Every year OETC's holistic, asset-based approach promotes the Five Ways to Wellbeing (connect, take notice, be active, keep learning and give) to help hundreds of London service users, plus their families, carers and champions, to build Recovery Capital (the internal and external resources required to achieve and maintain recovery).

What we do

3

Service users join OETC's drop-in activities through Taster Session outreach work in treatment facilities, word of mouth self-referrals and recommendations from key workers, social workers and NHS social prescribing link workers.

We are currently offering the following 9 weekly activities across Hammersmith and Fulham, Westminster and Southwark:

- West London Drop-in Drama (introductory improvisation sessions)
- South London Drop-in Drama (introductory improvisation sessions)
- Write Now (introductory script writing)
- Women's Drama Group (trauma-informed introductory group)
- Moving Recovery (physical exercise through dance)
- Edge Two (intermediate acting skills)
- The Company (advanced performance skills)
- Theatre Club (attending professional productions followed by Q&A with cast)
- Peer-led Check-in (volunteer run recovery maintenance and wellbeing coaching)

Starting in April 2021 we have secured additional funding for an East London Drop-in Drama group in Tower Hamlets and a new Intermediate Script Writing group in the Royal Borough of Kensington and Chelsea.

Alongside our arts-based activities, we provide participants with pastoral care and wraparound support, including our Participation Pathways, which includes opportunities for volunteering and paid employment, as well as a person-centred approach to help people identify and achieve outcomes for themselves.

Recent feedback from participants includes:



"If it wasn't for Outside Edge I would keep relapsing, but I love Outside Edge more than drinking or drugs."

"I enjoy having fun in a safe space with no judgement, where you can lose your inhibitions. OETC is amazing for what it does for my self-esteem and self-worth."



"This time last year I hadn't heard of Outside Edge, now I honestly can't imagine my life without it!"

In addition to our work with people in recovery, Outside Edge is also a producing theatre company that makes work about issues related to addiction. This unique subject matter can range anywhere from problematic gambling to the social and political determinants leading to drug and alcohol abuse. Over the past 21 years we have produced more than 50 critically acclaimed productions that have toured across London, the rest of the UK and been presented in partnership with off-West End venues.

We have a celebrated history developing award-winning new work with early career playwrights, many of whom have lived experience of substance misuse and addiction. In 2020, Outside Edge launched the inaugural Phil Fox Award for Playwriting, which was a national competition in which playwrights could win a commission to develop scripts about issues related to addiction. BBC One's Sunday Morning Live recently featured a story about OETC's work and over the past couple of years we have presented our productions at high-profile venues such as Shoreditch Town Hall and Soho Theatre.

Outside Edge is in the midst of an exciting period of growth and transformation. Over the past couple of years, we have started delivering more participatory drama activities than ever before to many more people across London. We have also started to partner with higher-profile artists and arts organisations to develop broader audiences for our professional theatre productions.



Overview of the Board

6

After two years helping to spearhead this growth, our current Chair is stepping aside due to other commitments. Therefore, we are currently seeking a new Chair to work with OETC's Artistic Director and CEO who will help shape and lead the company through our exciting next stage of development and growth.

1. Outside Edge Theatre Company is a Registered Charity and Company Limited By Guarantee governed by its Memorandum and Articles of Association. The Board has overall responsibility for the work of the organisation, and has the following role:

- *to oversee the charity's governance*
- *to establish strategy*
- *to performance manage the achievement of the strategy*
- *to contribute to the leadership of the charity*

2. OETC is currently governed by 8 Trustees who work closely with our AD / CEO. Three Service User Representatives also attend Board Meetings and contribute to the discussion, but do not have voting rights. Current Trustees are:

- *Philippa Campbell (Chair)*
- *Michael Angus*
- *Mary Ballard*
- *Emily Doherty*
- *Anu Maakan*
- *Poppy Reindorp*
- *Glyn Smthyson*
- *Teresa Wirz*

Although Philippa Campbell will be stepping down as Chair in early 2021, she plans to remain on the Board.

3. Each Trustee is eligible to serve for a maximum of 6 years unless on the recommendation of the Board, the Trustee is appointed for a further consecutive three-year term.
4. The Trustees appoint an AD / CEO to manage the day-to-day operations of the charity. To facilitate effective operations, the Artistic Director and CEO has delegated authority, within terms of delegation approved by the Trustees, for operational matters including finance, employment and artistic performance related activity. This enables the charity to draw on both Trustee and officer skills and knowledge to maximise the quality of governance and leadership provided to the organisation.



Outside Edge Theatre Company is a small, fast-paced charity offering Trustees the opportunity to directly affect the organisation's outcomes and see first-hand the impact of their efforts.

Being a Trustee: Case Study

8

Poppy Reindorp

"As a member of the Board, I am proud to take an active role in planning for and working to secure, the long-term future of OETC. It is both hugely rewarding and humbling to see the difference that OETC makes to the lives of the people that it supports. As a Trustee I am empowered and encouraged by the charity's artistic direction, its dedicated staff as well as the individuals we support."

The Board of Trustees at OETC work together to oversee all the charity's decisions, set direction and priorities for OETC'S work, review and approve the budget and offer support to the charity's team of staff. We do our level best to ensure that OETC uses its resources effectively to pursue its mission. Over the past couple of years, the Board of Trustees has been progressively strengthened by the appointment of new members who have brought new skills and experience with them. We all bring different skills and experiences to the table and come from a variety of different sectors including Financial Services, Arts, Public Health, Fundraising and Charity Sector.



All Board Members are unpaid and have committed to giving the charity a minimum of 4 days a year. In addition to attending Board Meetings, Trustees provide the staff team with input and advice in their particular area specialism. As a Fundraising professional with a background in both the Arts and Social Welfare sectors, I am proud to have taken an active role in supporting OETC income generation by sharing my knowledge, providing input into proposals, and supporting the launch of new initiatives.

The charity also offers the Trustees many more optional engagements opportunities, such as attending performances, taking part in drama workshops, attending external meetings, and engaging with service users. These opportunities provide a powerful insight into the incredible work that OETC does and, having taken part in and thoroughly enjoyed the drama workshops, I would encourage all Trustees, old and new to engage with these opportunities. Overall, it has been very rewarding to see the organisation develop and go from strength to strength in the year that I have been a Trustee, as well as having the personal opportunity to further develop my skills and experience.

For those considering applying to become our new Chair, I can honestly say that it is truly an exciting time to join us as we look forward with confidence to continued growth, both geographically and in the range of the services that we provide. As our external environment continues to change, the way in which we support our service users is evolving to increase our reach and meet their needs. We are keen to find someone with the passion and skills to lead us through the changes ahead, ensuring we have a sustainable future. In return, you will be supported by a fantastically talented and committed staff and Trustee team and will witness first-hand the transformative nature of our work with individuals recovering from addiction".

Role Description

10

Remuneration:

The role of Chair is not accompanied by any financial remuneration, although expenses for travel may be claimed.

Time Commitment:

Minimum of four Board meetings per year. The Chair is expected to have regular meetings with the AD / CEO, and also represent OETC at various events and meetings with key stakeholders. In total, this time commitment represents approximately 12-15 days spread flexibly across the year.

Direct report:

Artistic Director and CEO and Board of Trustees.

Background:

A general background in management, strategy, governance, finance, HR, fundraising would be useful. Knowledge of arts and culture, health and wellbeing or substance misuse sectors is desirable, but not essential. Previous experience as a Chair or Trustee would be welcomed.

Role Summary.

11

- Provides leadership and direction to the Board of Trustees and enable the Board to fulfill their responsibilities for the overall governance and long-term strategic direction of the organisation.
- Ensures that OETC pursues its objects as defined in its governing document, charity law, company law and other relevant legislation/regulations.
- Works in partnership with the AD / CEO to support the employees, helping them achieve the aims of the organisation; and to optimise the relationship between the Board of Trustees and the staff.
- Maintains and manages relationships with key stake holders, such as Patrons and funding partners, and in partnership with the AD / CEO acts as an ambassador for the charity.
- Provides oversight to ensure the effective management and efficient operations of the company.
- Facilitates the Board of Trustees in stimulating excellent, well-rounded and carefully considered strategic decision-making to help the charity achieve its short-term, medium-term and long-term goals.



Main Responsibilities

12

Strategic Leadership:

- Formulate strategic plans and regular review of long-term strategic aims of the charity.
- Define goals, targets and evaluate performance against agreed targets.
- Oversee the AD / CEO's activities in the context of the implementation of Board's strategy and policies.

Governance:

- Assume guardianship of the legal and financial integrity of the organisation.
- Protect and manage the property of the organisation.
- Maintain careful oversight of any risk to reputation and/or financial standing of the organisation.
- Approve the annual cycle of the board meetings, meeting agendas, chair and facilitate meetings, monitor decisions taken at meetings and ensure they are implemented.
- Liaise regularly with the Treasurer to maintain a clear grasp of the charity's financial position and to ensure full and timely financial transparency and information disclosure to the Board.
- Lead and mentor other Board members to fulfil their responsibilities and enable access to training/coaching/information to enhance the overall contribution of the Board.
- Annually review the Board structure, role, staff relationships and ensure implementation of agreed changes/developments are carried out.
- Encourage team working among Board members and encourage them to identify and recruit new trustees as required.

External Relations:

- Represent the organisation as a spokesperson at appropriate events, meetings or functions.

- Nurture an active and effective relationship with current and potential Patrons to ensure they remain engaged and informed about the charity's work and future plans.
- Lead the Board in fostering relations with potential clients and potential funders/donors.

Efficiency and Effectiveness:

- Work with the AD / CEO to develop and implement organisational policies.
- Act as final stage adjudicator for disciplinary and grievance procedures if required.
- Facilitate change and address conflict within the Board of Trustees, within the organisation and liaise with the Chief Executive to achieve this.
- Undertake review of external complaints as defined by the organisation's complaints procedure.
- Ensuring adherence and compliance around key policies to e.g. Equality of Opportunity, Health & Safety and in all decisions and discussions of the Board and its sub-committees.
- Attend and be a member of other committees or working groups when appropriate in role as Chair.
- In order to perform the above role, the Chair should have reasonable access to all staff and information, in line with the board's fiduciary duties.

Relationship with AD/CEO:

- In participation with the Board, appoint the AD / CEO and lead the process of appraising and constructively guiding the performance of the AD / CEO.
- Consult with AD / CEO on matters of strategy, governance, finance and HR.
- Receive regular informal progress reports of the organisation's work and financial performance through the AD / CEO.
- Create a strong, profitable and fulfilling working relationship with trustees and the Chief Executive through review and self-reflective evaluation of contributions and effectiveness of the Board.

Qualities of a Chair

14

Essential:

- Prior experience of committee/trustee work.
- Understanding and acceptance of the legal duties, responsibilities and liabilities of Trusteeship and adhering to Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- Commitment to the charity's objects, aims and values and willingness to devote time to carry out responsibilities.
- Strategic and forward-looking vision in relation to the charity's objects and aims.
- Good, independent judgement, political impartiality and the ability to think creatively in the context of the organisation and external environment.
- Good communication and interpersonal skills and the ability to respect the confidences of colleagues.
- Balancing tact and diplomacy with willingness to challenge and constructively criticise.

Desirable:

- Knowledge of the type of work undertaken by the organisation.
- A wider involvement with the voluntary sector.
- Experience of chairing meetings, committee work, some experience of charity finance, charity fundraising.
- Leadership skills exercised through a period change.

Time Commitment:

- The Board meets at least 4 times a year and the Chair is expected to be flexibly available throughout the year across 12-15 days in total.
- It is important that the Chair is able to visit the organisation's office and be available to the CEO/senior paid staff members on a regular basis.
- In addition to board meetings, other contact – usually electronic or by telephone – will be necessary.
- Along with the CEO, the Chair is an ambassador for OETC at external events with key stakeholders and, through the Chair's existing and future connections, will help us to achieve the charity's strategic goals by growing our network of supporters.



Chair Recruitment: What to expect from us...

16

1. This year OETC is seeking to recruit a new Chair.
2. Periodically the Board identifies the skills which it needs within it, and then advertises for people with these skills to apply to become a Trustee of the charity. This is the case for the new Chair and there is a Role Description attached.
3. The recruitment process is overseen by a Chair Recruitment Group chaired by a Trustee of the Board. It consists of about four people including two serving Trustees, OETC's CEO and an OETC Service User Representative.
4. Candidates are required to send in their C.V. and Supporting Statement setting out details about themselves and their suitability for Trusteeship. It helps us contact applicants promptly if a number of contact details can be included within the completed application form (e.g. home and mobile telephones, email addresses as well as postal address). If you would rather submit in an alternative form to accommodate access needs then please contact us at admin@edgetc.org and we can arrange this.
5. Applications are treated on a confidential basis and are reviewed by the Chair Recruitment Group.
6. Shortlisting will take place within a few days of the closing date for applications. Successful candidates will be invited to attend for interview by the Chair Recruitment Group. Interviews are scheduled to take place during the w/c 5th April 2021.
7. The candidate selected for appointment will be notified as soon as possible following interviews. Unsuccessful candidates will also be contacted and informed that they have not been successful and thanked for their interest.

How to apply...

17

Outside Edge Theatre Company values a diversity of perspective and lived experience and applications from individuals are encouraged regardless of substance misuse history, age, disability, sex, gender, sexual orientation, race, religion or belief.



To apply please email a CV and cover letter to recruitment@edgetc.org by 5pm on 22nd March 2021. Detail why you are suitable for the role referring to the qualities set out above. Please also fill out our Equal Opportunities and Monitoring form when submitting, found [here](#).