

Cheltenham Festivals Board of Trustees

Trustee Pack

February 2018

Charitable Purpose

The mission of Cheltenham Festivals is to promote the arts and sciences for everyone. It is a charity which feeds the human spirit dedicated to providing experiences that open minds, transform the way people think, improve knowledge and stimulate creativity. Its participation programmes reach out year-round and culminate at the town's internationally-acclaimed Jazz, Science, Music and Literature Festivals.

Our Vision

We are committed to working collaboratively and with integrity to:

1. Produce innovative, world-class content across science and the arts.

Developing, showcasing and advocating for diversity are synonymous with this pledge

2. Engage everyone in science and the arts.

Reaching out to people in relevant ways, demonstrating inclusion and co-production are core to our approach.

Our Four Pillars

There are four pillars which support all the activity we undertake.

Talent Development:

providing a platform and creating a pipeline of diverse talent

Unique Experiences:

curating bespoke encounters for our partners and audiences

Year-round Outreach:

engaging children, young people and specific community groups in long-term creative projects

Bringing the Best of:

convening the leading artists and thinkers to perform, create and debate



Background of Cheltenham Festivals

Cheltenham Festivals is a charity and has a national and international reputation for the quality of its Festivals of Jazz, Science, Music and Literature. Underpinning the four festivals is an education and outreach programme of events that run throughout the year. With a long history stretching back to 1945, when the Music Festival was launched, Cheltenham Festivals is one of the leading cultural organisations in the UK. Cheltenham Festivals creates a multitude of vibrant, cultural experiences across science and the arts every year which engage people locally, nationally and internationally. We commission and provide a platform for the latest art, ideas and research to be shared with the public; we encourage participation through debate, hands-on workshops and exploratory interactives; we have a burgeoning, year round schools programme engaging 25,000 young people; and we reach out in relevant ways to engage and change the perception of people who think that the Festivals is not for them. In so doing we enrich our local area and contribute to the cultural landscape of the UK.

In 2017 over 217,000 tickets were issued to adults, families and schools across the four festivals, it has an annual turnover of around £6 million with 48 FTE staff.

Cheltenham Festivals is a registered charity and a company limited by guarantee subject to both charity and company law. Its activities are overseen by a voluntary Board of Directors, also known as trustees, elected by the members of the company. The day to day running of the organisation is delegated to the Senior Management Board (SMB) who collectively run the Charity without a CEO. Trustees are expected to contribute to fundraising initiatives

Each Festival is represented on the Board by a trustee who has expertise, knowledge and influence within the particular Festival's discipline. These trustees are known as The Chair of the Festival and play a non-executive role in developing the Festival and in gaining national recognition for the Festival he/she chairs. Each Festival has an Advisory Group.

The full Board meets four times a year with the Chairman's Committee (a sub-committee of the Board, meeting 3 – 4 times per year). The Chair of the organisation is also expected to have regular meetings with the Senior Management Board and also represent the Charity at various events and meetings with key stakeholders.

The Festivals take place over 36 days throughout the year, the current 2018 dates are as follows:

Cheltenham Jazz Festival **2 – 7 May 2018**

Cheltenham Science Festival **5 – 10 June 2018**

Cheltenham Music Festival **4 – 15 July 2018**

We are committed to providing a safe and welcoming experience for everyone

Our festivals are dedicated to providing a harassment-free festival experience for everyone, regardless of gender, gender identity and expression, age, sexual identity, disability, physical appearance, body size, race, ethnicity, religion (or lack thereof), or technology choices. We do not tolerate harassment of festival participants or attendees in any form.

The Role of Trustee

New trustees will join Cheltenham Festivals (CF), the Charity, at a time of exciting growth and development. As a National Portfolio Organisation CF has secured funding over four years from Arts Council England until 2021, a new ambitious organisational strategy has recently been approved to be rolled out over the next 4 years and it is this ambition that informs the type of Trustee that the organisation aims to attract.

We are currently looking to appoint 3 new trustees with the following areas of expertise.

- Trustee to lead on diversity
- Trustee to lead on Children and Young People
- Trustee to lead on working with local communities.

Our ambition is for the CF Board to represent and reflect the diversity of our communities, so we are keen to hear from people from under-represented groups.

Cheltenham Festivals is looking for up to 3 new trustees who will hold the Board and SMB team to account for the Charity's mission and vision. Trustees will be expected to fulfil their duties and responsibilities for the effective governance of the charity. Trustees will also support, and where appropriate, challenge the SMB and ensure that the Board functions as a unit and works closely with the entire SMB of the charity to achieve agreed objectives. He or she will be a politically aware strategic thinker familiar with the local economic and political landscape. Most importantly, he or she will have demonstrable interest in the arts and sciences, a clear commitment to diversity and to engaging young people and will have an understanding of the opportunities and challenges facing the Arts, Science and Cultural sectors. He or she will act as an outstanding advocate for the organisation and be the public face of the charity in partnership with the Senior Management Board. He or she will also be actively involved in fundraising initiatives with both individual donors and corporates.

The above trustees will have the knowledge and understanding to maintain an oversight of the Charity's positioning within the area of their expertise providing both a national and international perspective, and be somebody who can contribute well informed views and a commitment to best practice within the cultural arena. We are looking for trustees who can give advice to the Board on the integrity, strategic direction and quality of the Charity's work providing access to useful and diverse contacts for the Senior Management Board. A Trustee's ability to contribute in this way will often, but not always, draw on professional and/or practitioner experience at a senior level.

Principle responsibilities of a trustee

Trustees are collectively responsible for the Charity and using their individual best judgement to ensure that the charitable purpose of Cheltenham Festivals is upheld, its broad purposes are achieved and that, at all times, it complies with the law and meets its contractual obligations. The four areas below provide the balance between conformance and performance.

- **Policy Formulation and Foresight**

Positioning the charity in its broad political environment and ensuring the overall direction and control

- **Strategic Thinking**

Maintain a strategic overview of the work of Cheltenham Festivals, give direction to the development of the Charity's work and ensure everything the Charity does is consistent with the purposes of the organisation as set out in the Articles of Association.

- **Monitoring Management Performance**

Ensuring that appropriate management and financial objectives are set and performance is monitored whilst not micro-managing the executives from the boardroom.

- **Accountability**

Accept legal responsibility for the work of the Charity and ensure that the Charity complies with the Charities Act 2011, the Companies Act 2006 and any other relevant legislation and regulations.

While their creative focus should be on issues of strategic organisational and financial development, trustees should also familiarise themselves with the frontline activities of the

charity in order to be supportive and critical friends to the operational plans developed and implemented by staff and volunteers.

Person Specification, skills and experience

Cheltenham Festivals trustees are expected to demonstrate all of the following personal competencies and the capacity to apply these to a small but relatively complex organisation:

Criteria	Essential
Personal qualities and Commitment	<ul style="list-style-type: none"> • Demonstrate a strong and visible passion, empathy and commitment to the charity, its strategic objectives and cause • Personal gravitas to lead a significant national organisation • Strong networking capabilities that can be utilised for the benefit of the charity • Ability to understand the local and political landscape, demonstrate tact and diplomacy with the ability to listen and engage effectively • Demonstrate strong inter-personal and relationship building abilities and be comfortable in an ambassadorial role • A willingness and ability to devote the necessary time to conduct the role well, including attending events out of office hours • A willingness and ability to take part in the fundraising strategy of the charity
Experience	<ul style="list-style-type: none"> • Experience of operating at a senior strategic level within their area of expertise • Experience of charity governance and working with or as part of a Board of Trustees • Ability to think and apply knowledge strategically and creatively • Ability to analyse and evaluate management information and other

	evidence
Communication and team working	<ul style="list-style-type: none">• Ability to communicate clearly and sensitively and to take an active part in discussions• Ability to influence, engage and be persuasive• Ability to work effectively in a group• Willing to express their own opinion in a reasoned way, while also listening to the views of others• Ability to challenge constructively and ask questions appropriately
Accountability	<ul style="list-style-type: none">• Ability to understand and accept the duties and liabilities of being a charity Trustee• Willingness to make and stand by collective decisions, including those which may be unpopular• Ability to manage difficult and/or challenging situations• Ability to maintain confidentiality on confidential and/or sensitive information

Term of Role & how to apply

Term:

Trustees: this post is voluntary and for an initial term of three years with the potential to hold office for up to 2 further terms

If you would like to have an informal and confidential discussion about applying please contact Dominic Collier on Dominic@overbrook-naunton.com current Chair.

Please apply in writing enclosing a CV, a letter stating why you are interested in the role and what skills/experience you can bring to the organisation and an equal opportunities monitoring form, please send CV and accompany letter to Helena.bibby@cheltenhamfestivals.com.

www.cheltenhamfestivals.com