

# Trustees Recruitment Pack



March 2022

This pack has been put together for those interested in the work of Cambridge Curiosity and Imagination with a view to becoming a trustee of the charity.

It includes:

1. Introduction to Cambridge Curiosity and Imagination
2. How our trustees support us
3. Our current structure (governance and management)
4. General role Description for a Trustee
5. Person Specification for New Trustees for CCI
6. Expression of interest form

We are seeking to strengthen our Board with additional trustees, who are interested in taking an active role to support the growth of this innovative charity. We're looking for people who have a keen interest in strengthening individuals and communities through creative expression. In particular, we are seeking people with experience/expertise in the areas of business development, fundraising, and marketing. If you don't have skills in these areas but are passionate about wanting to actively support CCI and believe that your experience or expertise could be useful to the charity's board, please do get in touch.

**For an informal conversation, please contact:**

Ruth Sapsed (Director) [ruth@cambridgecandi.org.uk](mailto:ruth@cambridgecandi.org.uk)  
07739 331299

or

Richard McLean (Chair) [mcleanonline@hotmail.com](mailto:mcleanonline@hotmail.com)  
07909 007 290

If you would like to register your interest in becoming a Trustee, there is a form at the end of this document. Please complete it and send it to [info@cambridgecandi.org.uk](mailto:info@cambridgecandi.org.uk) by no later than 23:59 on Sunday 3 April.

Ruth and Richard are planning to meet candidates on 11-13 April.

Further information on CCI and our work can be found on our website:  
[www.cambridgecandi.org.uk](http://www.cambridgecandi.org.uk)



## 1. Introduction to Cambridge Curiosity and Imagination

**Cambridge Curiosity and Imagination (CCI)** is a highly regarded social enterprise based in the East of England, which is led by a small core team of highly-skilled creative professionals and a Board of Trustees, who work closely with an inspirational and respected group of CCI artists and creative practitioners. We celebrate our 15th Birthday as registered charity this year.

CCI's unique approach enables us to involve extremely diverse audiences in creative experiences. We are passionate about supporting people to explore and express their own ideas and fascinations through creative processes. Children are at the heart of our work.

*"As the world struggles with a climate emergency, a Covid crisis, and a racial injustice crisis, there can be no better time to imagine how things could be different. Cambridge Curiosity and Imagination is an inspiring example, showing that learning and teaching can be re-imagined and that the next generation is not bound to repeat the mistakes of the past."*

Daniel Zeichner MP, 2021

CCI has extensive experience of working in partnership with the public, private and voluntary sectors and with people of all ages and from all backgrounds in diverse settings (eg galleries, museums, woodlands, hospitals, Universities and Further Education colleges, schools, nurseries, groups with special educational needs, with property developers and even our local waste management centre).

We are particularly skilled at working with groups often classified in research as 'culture-starved', building sustainable relationships and new connections with our partners.



*"Sometimes I think of what CCI does as a kind of 'practical dreaming': imagining new and fantastical ways of being in the world which root deep in minds and imaginations, and from there grow into reality. Every one of its projects makes me see things strangely again, tips a little more wonder back into the world.*

*Truly, this is the work. Lives are changed by it."*

Robert Macfarlane, writer and CCI Patron, November 2021

Despite its compact size, and with no core funding, the organisation has strong relationships with many and varied partners and communities, from Cambridge Past Present and Future to Norfolk and Norwich Festival Bridge, from Cambridgeshire County Council to Addenbrooke's Hospital, from University of Cambridge Museums to the Institute of Education at University College London. CCI was a founding member of the [Fullscope](#) consortia, seven voluntary sector organisations working in partnership to create a more equitable, relevant and inclusive mental health and well-being system for children and young people and those who care for them. As a social enterprise, we have exemplary governance, financial systems, and staff and

associates. Last year, we won social enterprise of the year at the Cambridgeshire Live Business Awards. We are trusted by artists, educational organisations, academic institutions and, most importantly, by the communities with whom we work.

Our work focuses on developing each community we engage with by connecting them with ideas, objects or spaces and helping them to open their eyes to new ways of being and engaging with their world. Our cultural, social and education projects are designed and delivered to respond to the particular needs of each community we work with. Projects are developed around transforming a community’s confidence and skills, enabling them to approach their particular challenges more creatively.

**2. How our trustees support us**

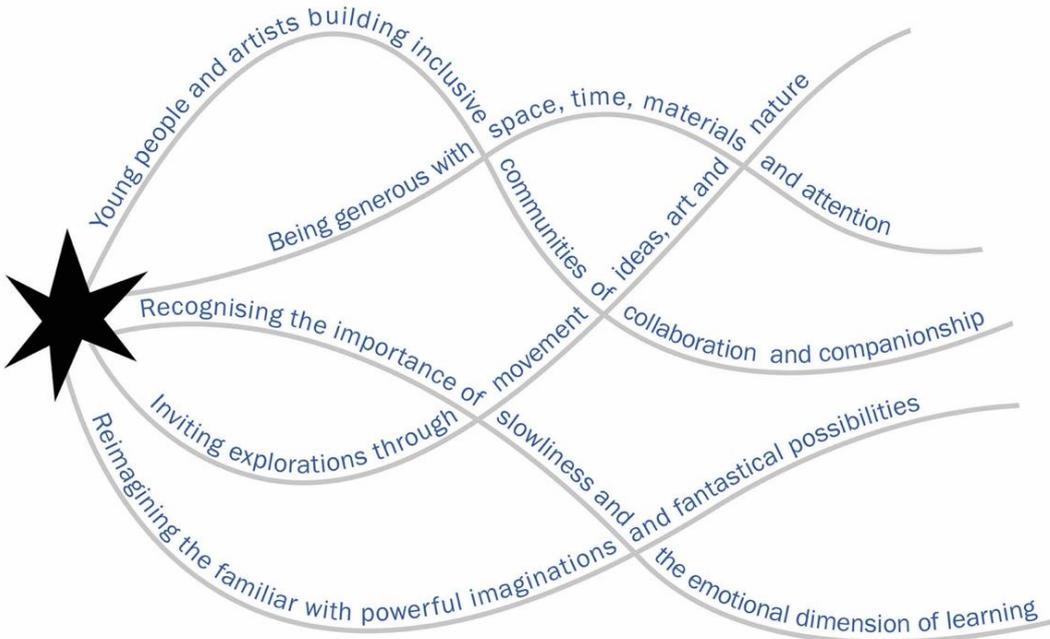
Our current trustees have backgrounds in education, contemporary arts practice, higher education, the civil service, business, and arts and health. There are normally four Board meetings every year. In addition, each trustee supports the charity in areas related to their own background, interests and expertise.

There are also informal monthly meetings for trustees to share practice and learn, often with partner organisations and artists who work with the charity.

Trustees are also invited to other events and their support is welcome in between meetings of the Board.

A trustee of CCI is a member and director of the limited company. In accordance with the rules of the Charity Commission, trustees give their time on a voluntary basis.

Inclusion is at the heart of our organisation, and we are keen to achieve a more diverse board of Trustees that will better reflect the diverse communities we serve.



© Cambridge Curiosity and Imagination

Our current trustees are:

- Michael Corley, Head of Bridge, Norfolk and Norwich Festival
- Chris Doddington, Senior Lecturer (now retired), University of Cambridge Faculty of Education
- Owen Garling, Knowledge Transfer Facilitator, Bennett Institute for Public Policy
- Karin Horowitz, leadership and well-being consultant
- Richard McLean, Senior Director, Elsevier (Chair)
- Helen Taylor, Literature Consultant
- Karen Thomas, Community Manager, Kettle's Yard Gallery and Museum

We also have a number of critical friends, who support particular areas of our work, including:

- Dr Esther Sayers, Head of MA Artist Teacher, Goldsmiths University
- Dr Mandy Swann, lecturer in primary and early years education, University of Cambridge Faculty of Education
- David Whitley, Senior Lecturer (now retired), University of Cambridge Faculty of Education

The charity has two patrons:

- Michael Morpurgo, children's writer and
- Robert Macfarlane writer and Fellow of Emmanuel College, Cambridge.

### 3. **Our current Structure (governance and management)**

CCI is a company limited by guarantee (registered in England no. 06301716) and a charity (registered Charity no. 1126253).

As well as the Board, mentioned above, there are currently 3 self-employed staff who work on a regular basis for the organisation. They are responsible for their own tax, National Insurance, and professional indemnity:

- Ruth Sapsed is CCI's Director and works for approximately 3 days per week for the charity.
- Neil Parker is the Office Manager and works 1 a day per week, with extra days as required.
- Jo Diver is the Financial Controller, supporting CCI for a day per month.

In order to maintain costs at a minimal level, CCI has no office space.

### 4. **General role Description for a Trustee**

The key general responsibilities for a Trustee are in the following areas:



- Strategic – defining and approving our Mission and Values, the Aims and Objectives arising from these, and arriving at appropriate policy decisions to take them forward
- Stewardship – to have responsibility for the charity’s assets, their presentation and exploitation, and assessing risks
- Monitoring – to oversee the effective management of CCI and its service delivery, selecting and supporting the Director, and ensuring that good human resources practice is pursued for its paid staff
- Promotion of and advocacy for the CCI to external clients/partners/stakeholders
- Governance – ensuring that trustee business is effectively conducted in line with Charity Commission guidelines.

There is a further expectation that trustees:

- ensure the organisation complies with the law and Charity Commission requirements
- know, understand and support our mission, goals, policies, programmes, services, strengths, and needs
- support the majority decision on issues decided by the Board
- avoid conflicts of interest, and disclose any possible conflicts to the Board in good time
- avoid pursuance of personal agenda through membership of the Board or inappropriate relationships with staff
- attend and fully participate in meetings and prepare for them, including reading in advance the papers submitted
- advise the Chair and/or Director on matters relating to CCI on the basis of their personal expertise and knowledge
- maintain independence and objectivity, and act with a sense of fairness, and personal integrity
- maintain the confidentiality of details of CCI’s business and of its Board's meetings
- show appropriate respect to other trustees, staff, volunteers and users of CCI

**The Charity Commission offers the following guidance about Trustees’ responsibilities:**

Charity trustees are the people who serve on the governing body of a charity. They may be known as trustees, directors, board members, governors or committee members. The principles and main duties are the same in all cases.

1. Trustees have and must accept ultimate responsibility for directing the affairs of a charity, and ensuring that it is solvent, well-run, and delivering the charitable outcomes for the benefit of the public for which it has been set up.

**Compliance - Trustees must:**

2. Ensure that the charity complies with charity law, and with the requirements of the Charity Commission as regulator; in particular ensure that the charity prepares reports on what it has achieved and Annual Returns and accounts as required by law.
3. Ensure that the charity does not breach any of the requirements or rules set out in its governing document and that it remains true to the charitable purpose and objects set out there.
4. Comply with the requirements of other legislation and other regulators (if any) which govern the activities of the charity.
5. Act with integrity and avoid any personal conflicts of interest or misuse of charity funds or assets.

**Duty of prudence - Trustees must:**

6. Ensure that the charity is and will remain solvent.
7. Use charitable funds and assets reasonably, and only in furtherance of the charity's objects.
8. Avoid undertaking activities that might place the charity's endowment, funds, assets or reputation at undue risk.
9. Take special care when investing the funds of the charity, or borrowing funds for the charity to use.

**Duty of care - Trustees must:**

10. Use reasonable care and skill in their work as trustees, using their personal skills and experience as needed to ensure that the charity is well-run and efficient.
11. Consider getting external professional advice on all matters where there may be material risk to the charity, or where the trustees may be in breach of their duties.

If things go wrong - The Charity Commission offers guidance to charities on both legal requirements and best practice to help them operate as effectively as possible and to prevent problems arising. In the few cases where serious problems have occurred we have wide powers to look into them and put things right. Trustees may also be personally liable for any debts or losses that the charity faces as a result. This will depend on the circumstances and the type of governing document for the charity. However, personal liability of this kind is rare, and trustees who have followed the requirements on this page will generally be protected.

**More information can be found at:**

<http://www.charitycommission.gov.uk/publications/cc3.aspx>

## 5. Person specification for new CCI trustees

We are seeking to strengthen our Board with additional trustees. In particular, we're looking for people who want to take an active role in supporting the charity. Ideally, new trustees will have experience and/or skills in one or more of the following areas:

### **Business Development**

- Experience of steering a charity or similar body through organisational change
- Experience of successfully implementing new income streams

### **Fundraising**

- Fundraising experience (eg exposure to a capital or revenue campaign in a voluntary sector organisation)
- Network of contacts or knowledge of how key funders work, including those with an interest in supporting projects for hard-to-reach communities

### **Marketing**

- Experience of developing and building a profile for an organisation amongst key target audiences
- Experience of various promotional media relevant to CCI's work

If you don't have these skills but are passionate about wanting to actively support CCI and believe that your experience or expertise could be useful to the charity's board, please do get in touch.



## 6. Expression of interest to join CCI Board of Trustees

Please expand boxes as your answers require. Please send your completed form by email by no later than 23:59 on Sunday 3 April to [info@cambridgecandi.org.uk](mailto:info@cambridgecandi.org.uk).

Title:				
Full Name:				
Address:				
Phone:	(Home)		(Work)	
	(Mobile)			
Email:				
Gender:	Male	<input type="checkbox"/>	Female	<input type="checkbox"/>
Disabilities	Do you consider yourself disabled in any way/have any particular requirements regarding access, etc?			
Why do you want to be a trustee of Cambridge Curiosity and Imagination?				
What experience and expertise would you bring to the Board of Trustees? (Please refer to the Role Description for a Trustee and the Person Specification)				

Which area of our work particularly interests you?			
Do you know of any reason which would prevent you from becoming a company director or a charity trustee, e.g. undischarged bankruptcy, unspent conviction for deception or dishonesty or previous removal as a charity trustee on these grounds?			
I declare this information to be true.			
Signed:		Date:	
Please return this form by email together with a copy of your CV to <a href="mailto:info@cambridgecandi.org.uk">info@cambridgecandi.org.uk</a> or post to: The Chair, CCI, 20 Hurst Park Avenue, Cambridge CB4 2AE. Please mark envelope 'Private & Confidential'.			
Where did you see this position advertised?			
Thank you for taking the time to complete this application form			

**Please submit the contact details of two referees:**  
(These will only be requested with your permission)

**Reference 1**

Name:	
Address:	
Please state in what capacity you are known to this person and for how long you have known them.	
Email:	

**Reference 2**

Name:	
Address:	
Please state in what capacity the applicant is known to you: Please state in what capacity you are known to this person and for how long you have know them.	
Email:	