



**CARDBOARD CITIZENS**

**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/Chair of Finance Committee 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. The Treasurer must sign the annual accounts and so we are looking for someone with a financial qualification. This is a great opportunity for a finance professional 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. 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 nine 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. Committees of the Board include a Finance Committee, Arts Advisory group, Nominations Committee and Development Committee. 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 comprised of 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.



Bringing creativity or beauty into unexpected environments is really what Cardboard Citizens does every day. I've seen first-hand the incredible effect that the work has on people, often those who think this kind of culture can't reach them.

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



## 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.

In April 2021 Adrian Jackson MBE, who founded the company in 1991, announced he would be stepping 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.

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

**Eric, Cardboard Citizens' Member**



## WHAT WE DO

## VISION

We work to create a world in which theatre illuminates homelessness and the lives of homeless people, revealing truth and sometimes beauty, offering a space for debate, in which there is a home for all.

## MISSION

Cardboard Citizens makes theatre for social change. We empower people with lived experience of homelessness and strive to change society's perceptions of homeless people.

Cardboard Citizens currently has three strategic aims:

- To reinforce the profile of Cardboard Citizens as a theatre company, working with and for homeless people and focussing on social change
- To use theatre to achieve social change at a personal level for those who participate in the company's work and at a societal level for those who witness it
- To strengthen Cardboard Citizens as a theatre company straddling the arts and social sectors

I think that **Bystanders** may perhaps be the best socially engaged theatre work I have ever seen. It was one of the very best pieces of theatre I have seen in my whole life. I can honestly say that this performance was the very best thing The Fringe had to offer.

**Arts Council England Artistic Quality Assessor**

# PROGRAMME

There are currently six interlinked strands to our activities:

## 1. PUBLIC FACING THEATRE

We aim to present theatre which taps into current issues, raises awareness and provokes debate, with the aim of reinforcing our position as change-makers demonstrating how the arts can be harnessed to influence social change.

Two recent production highlights are:

- **Cathy**, inspired by Ken Loach's groundbreaking film *Cathy Come Home*, was written by Ali Taylor and directed by Adrian Jackson. It toured venues nationally from October 2016 into Spring 2017, performed at the Pleasance at Edinburgh Fringe 2017, with a further national tour in 2018 including performances at Soho Theatre, and The Albany in Deptford
- **The Ruff Tuff Cream Puff Estate Agency**, a true story of the establishment in the 1970s of an estate agency for squatters, directed by Adrian Jackson with book by Sarah Woods based on the play by Heathcote Williams and Sarah Woods, music by Boff Whalley. Produced in partnership with Coventry City of Culture and the Belgrade Theatre in October 2021, the musical explored DIY activism in the face of a housing crisis, about not being limited by establishment rules, and about the power of playfulness in bringing about change. Building on our expertise in running residencies across the country, the production featured a community choir of people with experience of homelessness.

## 2. WORKSHOP PROGRAMME

Cardboard Citizens is a creative hub where its Members (people with experience of homelessness who sign up to the company Membership scheme) can grow and develop, with the support of staff and the stimulation of arts-based workshops and training.

I have always believed that drama has as much to offer the practitioner as the audience. I have worked with people whose careers have started at Cardboard Citizens, offering a new start when life had become difficult. And I have been in the audience of their shows: moved, enthralled, inspired.

**Rory Kinnear, Cardboard Citizens' Ambassador**

### 3. YOUNG PEOPLE'S PROGRAMME

We run a year-round theatre workshop programme and support service specifically for 16-25 year olds, to explore the needs and amplify the experiences of the rising numbers of young people who are homeless or at risk of becoming so.

### 4. NATIONAL RESIDENCY PROGRAMME

Cardboard Camps is our programme of residencies taking place around the country. We aim to build networks between the arts and social sectors, working with people using arts for social justice, training individuals and organisations in Cardboard Citizens techniques, and hosting residencies with partner theatres around the country.

### 5. HOSTEL THEATRE TOUR

Touring theatre to hostels, community centres and prisons as well as some arts venues, in London and nationally, allows us to increase our profile as a theatre company for social change and to reach diverse audiences.

### 6. ANCILLARY TRAINING

We deliver our ancillary activities in training, development and skills-sharing to widen the use of theatre - historically using the Theatre of the Oppressed methodology - to enable groups of people to understand and work better together; for example, service-users and service providers, or those who want to use theatre to tell stories to further social change.

A powerful, disturbing, eye-opening slice of social realism... an impassioned tale, vividly brought to life.. a vital piece of theatre that should be seen by every politician in the country.

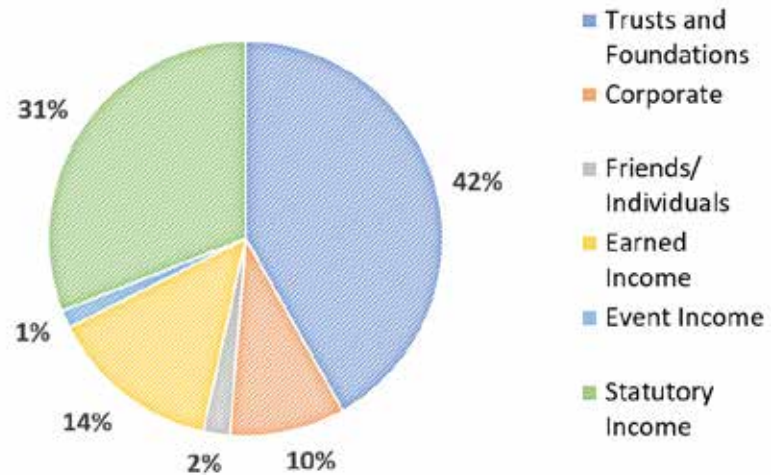
**Daily Mail Scotland, on Cathy**



## 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.

2021-22



## BUILDING

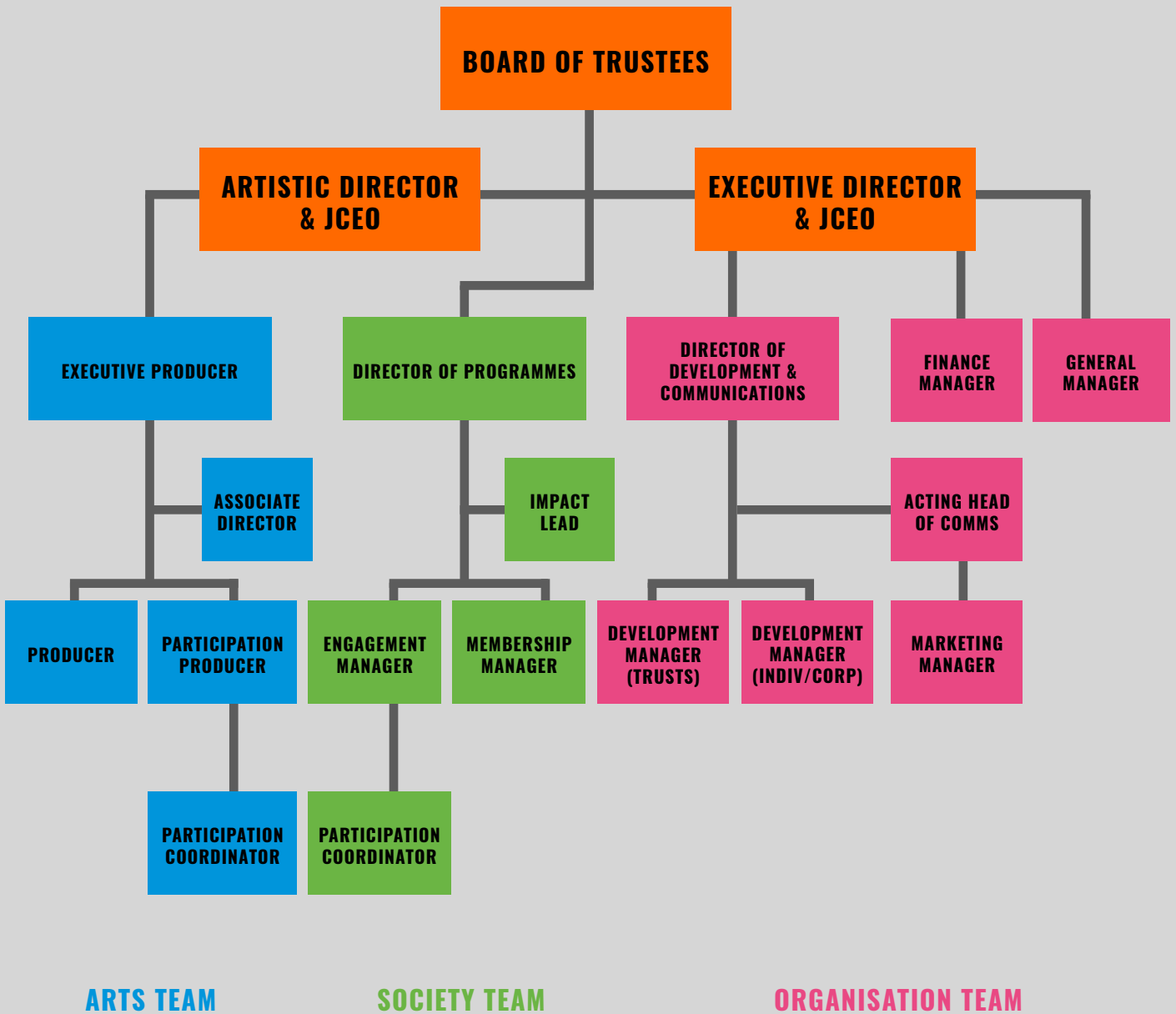
The current leased premises located in Whitechapel, London, E1 were refurbished in 2012. The building houses an office for our 20 staff, two small meeting rooms, a workshop/rehearsal space, a kitchen, a small reception area and a parking space. We host a variety of theatre workshops, training, rehearsals, productions (in-house and open to the public), meetings, support work and social activity for people with experience of homelessness. When the space is not being used for core company activity, it is hired externally by local community groups and London theatre companies, which provides a small but useful contribution towards rental costs.

We are now embarking on a significant step change for the organisation as we seek to relocate to new premises in East London that will provide us with more space and opportunity to further enhance our position and influence with the cultural and social sectors.

Our acquisition of a new home couldn't be more timely - the increasing demand and scalability of our work; the opportunities for cross-sector working; our increasing national and international reach; and the financial strength and resilience of the company we are today - presents us with a unique position that will have a significant impact on communities and society at large.



# OUR STRUCTURE & STAFF TEAM



ARTS TEAM

SOCIETY TEAM

ORGANISATION TEAM

# 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 permitted 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.

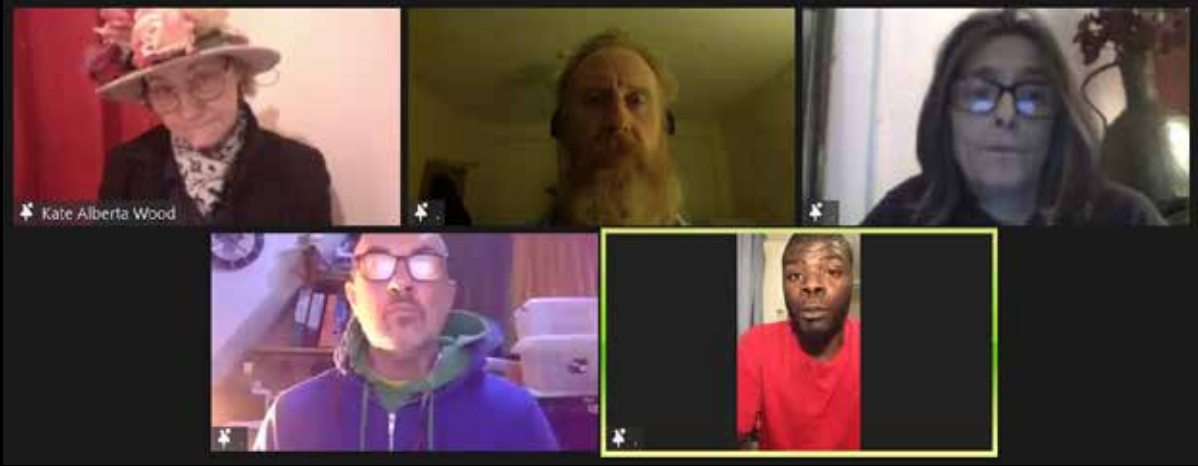
## INDEMNITY

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.



Whether or not Art changes anything is open to debate but, as this event defiantly proved, it has the capacity to stir hearts and minds.

**The Guardian on Cardboard Citizens**



# 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

## Capacity required

- Able to act as financial signatory as needed.
- Able to attend meetings in London or digitally: Board meetings 4 times/year, Finance Committee 4 times/year, other meetings including the Annual Away Day
- Available for consultation with staff on financial issues / queries between board meetings (estimated 1 hour per month)

## **Key responsibilities**

- Chairing the Finance Committee and reporting to the Board of Trustees
- Monitoring and advising on the financial viability of the charity
- 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

## **Financial processes and procedures**

- Approving budgets, accounts and financial statements for presentation to the Board
- Ensuring that appropriate accounting procedures and controls are in place including the fixed asset register
- Ensuring that adequate insurance is in place to cover organisational activities

## **Financial reporting**

- Advising on the preparation of financial reports to the Board and presenting them at meetings as appropriate
- With the Executive Director & Finance Manager, overseeing communications to Trustees on organisational financial matters

## **Financial Planning**

- Ensure that charitable funds and assets are used wisely, and only to further the purposes and interests of the charity

## **Compliance**

- Liaising with the Executive Director and Finance Manager to ensure the organisation's compliance with relevant legislation and Charity Commission guidance.
- Keeping the Board informed about its financial duties and responsibilities.
- Ensuring that the annual report and accounts are prepared and disclosed in the form required by The Charity Commission.
- Ensuring proper conduct of audit processes and appropriate consideration of recommendations.

# 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 proactively seek to ensure equality of opportunity and representation in our company, including our Board. With this in mind, we will offer meetings to anyone with a protected characteristic or experience of homelessness that has provided evidence of how they meet our key skills criteria.

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 **[sayak@cardboardcitizens.org.uk](mailto:sayak@cardboardcitizens.org.uk)**

## DEADLINE

**Monday January 10th 2022 at 10am**

Meetings with shortlisted applicants w/c Monday January 24th 2022

# 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 by **Monday 31 January** if we are inviting you to join the next Board meeting on **Tuesday 22 February 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.

# QUESTIONS?

You are welcome to contact us for an informal chat. To arrange, just email Sayak at **[sayak@cardboardcitizens.org.uk](mailto:sayak@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.



Supported using public funding by  
**ARTS COUNCIL  
ENGLAND**

