

SCOTTISH SCULPTURE WORKSHOP BOARD RECRUITMENT PACK



ALBA CHRUTHACHAIL

INTRODUCTION



Scottish Sculpture Workshop (SSW) is seeking people to join our Board of Trustees from September 2023, to work collaboratively with our existing Board Members and staff team, in support of SSW in our mission to connect people through making.

2023 is an exciting year for SSW. We are looking for new board members who will feed into developing our strategic plan for 2025 - 2028, working on policies and initiatives that support access within our workshops, continuing to redevelop our site through an extensive capital campaign and building and sustaining important local, national and international partnerships. We are excited to work with new Board Members to bring their knowledge and expertise to SSW in order to drive this work forward at a strategic level.

It is our priority to build a Board that reflects the range of lived experiences that we seek to welcome at the Scottish Sculpture Workshop. We are particularly keen to meet potential Board Members who have lived experiences that are currently under-represented on the SSW Board (expanded below). We understand lived experiences as a skill that you bring to this role. Other skills that we are seeking in this call for Board Members include:

- Finance & Legal
- Governance
- Capital Planning, Development & Sustainability
- Equity and Diversity
- Artist Development and Support
- Communications, PR and digital

ABOUT SSW



SSW is an international arts organisation based in the small village of Lumsden, Aberdeenshire in Scotland. Set up in 1979 our rural workshops, community making space and residential facilities offer artists and local communities access to making facilities activated through a programme that seeks to connect people through making. At the center of all of the work of SSW are the 5 core values of: Access, Collaboration, Learning, Empowerment and Respect.

Our public programme includes:

- Partnership, Group and Open Access Residencies for local, national and international artists working across a range of artistic disciplines
- Our Community Making Space programme that seeks to develop how we co-create artistic programming for and with local stakeholders
- Open Ceramics sessions for regular users
- Courses and co-learning intensives

SSW is a registered charity limited by guarantee. We are a Regularly Funded Organisation through Creative Scotland and are also supported by other funding bodies, locally, nationally and internationally, including Creative Europe as well as a wide range of Trusts and Foundations.

WHO WE ARE LOOKING FOR



We are actively seeking to expand the representation of lived experience throughout our organisation. Following the review of an anonymous questionnaire filled out by our staff and board team, we can see that we have representation in regards to sexual orientation, with half our team identifying as being bisexual, gay or lesbian. We have representation of varied socio-economic backgrounds, with the majority of our team attending state schools and the majority of these receiving free school meals at secondary school. We also have representation in terms of caring responsibilities, with half of the team currently acting as primary carers.

However, this review also illustrated that the board and staff team at SSW does not currently reflect a range of lived experience across:

- **Ethnicity** (We are majority White Scottish/British or White Other)
- **Disability** (We are majority non disabled)
- **Gender** (We are majority female and cis gendered)

We consider these experiences and perspectives to be a skill that you would bring to your role as Board Member.

In addition, following a recent skills audit of our current Board of Trustees, we are seeking new members who are interested in supporting SSW as we develop and implement our new strategic plan over the coming years. We are looking for people who are committed to working in collaborative and supportive ways over this exciting period, especially people with skills in:

Finance & Legal

- Charities' financial management
- Experience and understanding of fundraising and financial planning, especially through Creative Scotland and/or Scottish Government initiatives
- Legal expertise, including but not limited to, HR and Fair Work frameworks

Governance

- Experience of working with or sitting on Charity Boards
- Due process and diligence
- Change management

Capital Planning, Development & Sustainability

- Ethical Capital Fundraising
- Estates Management
- Health and Safety
- Environmental sustainability, carbon reduction, climate change resilience
- Capital Project Management

Artist Development and Support

- Initiatives to support artists and freelancers
- International working and networks

Equity and Diversity

- Working within organisations to develop infrastructures of support and care for staff, artists and communities
- Policy development
- Developing and promoting an inclusive culture

Communications, PR and digital

- Creating and developing accessible websites and communications
- Creating effective communications strategies that reach local, national and international audiences

We have undertaken a wide range of training and are working to build inclusive cultures and practices at SSW through the development of our new strategic plan and the development of:

- Our Mission, Vision, Values
- A new EDI plan for 2024 - 2028
- Creating a Fair Work Policy
- Finalising the second version of our community guidelines
- Updating our safeguarding policies
- Creating an anti-racism policy

We will continue to work with paid advisors who have shared their knowledge and expertise in relation to these key pieces of work ensuring they are effective and are fit for purpose. Board Members should be interested in this work and supporting its development at a strategic level.

Trustees also serve in a voluntary capacity, however, we can cover travel costs for attending in-person meetings at SSW and can offer accommodation on site if you are traveling from further away. We understand that traveling to our rural site is not possible for everyone and as such we host Board meetings and interim informal meetings in a hybrid way providing options for both online and onsite meetings. We have an access budget available to support Board Members in their roles. This can cover reasonable expenses related to childcare, interpretation, digital access, reading or writing support amongst other wider access needs.

We value diverse lived experiences and recognise that skills can be gained in many contexts across work, volunteering and education and as such we welcome expressions of interest from people with a range of personal and professional backgrounds. We also support applications from people based locally, nationally and internationally reflecting the reach of our organisation.

WHAT THE ROLE INVOLVES



As a Board Member you will be responsible for overseeing and safeguarding the legal, financial and long term strategic direction of SSW, as set out in SSW's governing documents and business plan.

SSW is a charity, limited by guarantee. This means Board Members must meet the regulations set out within SSW's Articles of Association and are responsible for governing SSW, in line with the guidance and good practice outlined by OSCR (Office of Scottish Charities Regulator) and Companies House.

The Board of Trustees meet formally for Board meetings four times per year which are undertaken in a hybrid way (online or online and in person) and undertake one away day each year. In between, there are regular informal communications and discussions, and opportunities to participate in training and attend events at SSW. We estimate that the time commitment as a regular Board Member at SSW equates to approximately two days per month including meetings. We ask that potential Board Members commit to one full term of three years on the Board. For further Board Member obligations and expectations please review the end section of this pack.

Board Members are public facing members of the SSW and as such are expected to represent the values of SSW. It is expected that professional behavior is practiced through all communications, whether with staff, artists, or the public and when undertaking any duties as a Board Member of SSW.

For further information on the role of a Trustee at SSW please see the end of this pack.

HOW TO GET INVOLVED

KEY DATES

Applications open	24 July
Deadline for expressions of interest	25 August, 12pm (GMT)
Interviews	w/c 11 September
Prospective applicants Shadow Board Meeting (online)	22 September
Applicants formally elected as new Board Members at SSW AGM	29 September

HOW TO SUBMIT AN EXPRESSION OF INTEREST

To submit an expression of interest in becoming a Board Member at SSW, please fill out the online form:

<https://scottishsculptureworkshop.wufoo.com/forms/zg0vzig139ywet>

Expressions of interest should be submitted via the online form.
by midday 25 August 2023.

SELECTION PROCESS

All expressions of interest will be treated in confidence and read by two of our current Board Members including the Chair, Dr Jen Clarke as well as the SSW Director, Sam Trotman. Following this two Board Members will shortlist applicants for interview on behalf of the wider Board.

Shortlisted applicants will then be invited to meet with the Chair, another Board Member and SSW Director via Zoom at an agreed time on the w/c 4 September. We will share a schedule and any specific questions we have relating to your expression of interest for this meeting in advance, and will invite an access rider or informal conversation relating to your digital access needs, as required.

Following this the full Board will select applicants from the shortlisted group. Shortlisted applicants will then be invited to meet with the staff team and wider Board and observe a remote Board meeting on 22 September.

Successful applicants will then be invited to formally join the Board at the AGM, taking place on 29 September.

SUPPORT WITH YOUR APPLICATION

Please contact SSW Programme Producer Joanne Matthews on arts@ssw.org.uk if you are having technical difficulties, or have any access requirements that we can support you with in the submission and/or shortlisting process.

Thank you for your interest in joining the SSW Board.



FURTHER INFORMATION ON THE ROLE OF TRUSTEES

Trustees of SSW perform the following functions:

- Set and maintain the vision, mission and values of the organisation.
- Develop and support direction, strategy and planning
- Ensure the organisation has the structure and resources for its work
- Board Members are both Company Directors and Trustees, and as such are ultimately fiscally responsible for the organisation
- Establish policies and procedures to govern organisational activity, including guidance for the board, volunteers and staff
- Establish systems for reporting and monitoring
- Manage risk and ensure compliance and accountability with the governing document, external regulators and the law
- Make certain that the financial affairs of the organisation are conducted properly and are accurately reported

Legal Responsibilities of Charity Boards:

- Making sure the charity is carrying out its purposes for the public benefit
- Comply with your charity's governing document and the law
- Act in your charity's best interests
- Manage your charity's resources responsibly
- Act with reasonable care and diligence
- Make sure your charity is accountable

Board Members are also expected to meet standards of conduct and attention in carrying out their responsibilities to the organisation.

Acting in the interests of the charity:

Charity trustees are expected to put the interests of the charity before their own interests or those of any other person or organisation. Charity trustees must declare any conflict of interest and do not take part in any discussion or decision on the matter.

Operating in a manner consistent with the charity's purposes:

Charity trustees should carry out their duties in accordance with the specific terms of their charity's constitution or governing document. Charity trustees must ensure that:

- All the activities of the charity fall within the objects, aims or purposes as stated in the constitution or governing document of the charity

- The charity adheres to the terms of its constitution or governing document
- The charity's assets are only used for the charitable purposes set out in the constitution or governing document

Acting with care and diligence

Charity trustees must take such care of the charity's affairs as is reasonable to expect of someone who is managing the affairs of another person. This means that a charity trustee would be expected to take even more care than they would if acting on their own behalf. Acting with care and diligence would mean that charity trustees:

- Ensure the charity is run properly, responsibly and lawfully
- Ensure the charity is solvent
- Act as guardians of the charity's assets
- Ensure the Board is "fit for purpose" and the charity trustees are working together
- Apply a duty of care to paid staff and volunteers

Compliance with the Act and other legislation

Charity trustees as a body are collectively or corporately responsible for all the activities of the charity. This means that all charity trustees are equally accountable for their organisation. They have a collective general duty of care for the charity, and they must all observe the requirements of the *Act. Charity trustees are expected to act together as a Board or committee to realise the values and purposes of the charity and to comply with legislative and regulatory requirements. No individual Board Member has the authority to act on behalf of the Board of Directors in any matter concerning the organisation or in any manner in regard to any staff member unless given the authority by the entire Board.

References:

<https://scvo.scot/support/running-your-organisation/governance/roles-responsibilities>