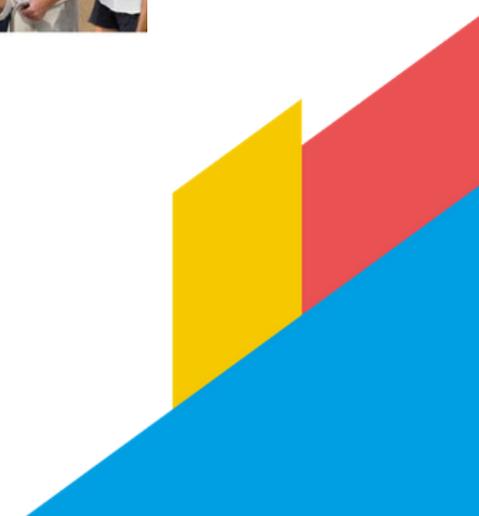


cta

community transport
association

Recruitment Pack Chair of Trustees



Welcome

Thank you for your interest in joining the team at the Community Transport Association (CTA). Community transport supports people to live independently, participate in their communities and access local services and amenities.

“The Community Transport Association (CTA) is seeking to appoint a talented individual to lead the Board of Trustees and to work closely with the Chief Executive, Senior Leadership Team, and Board of Trustees in its next stages of development.

The Chair will oversee and ensure CTA delivers its new three-year strategy which is currently being developed to meet the needs of the members and communities it serves. All over the UK, thousands of community transport staff and volunteers help people to stay independent, participate in their communities and access vital public services and employment. In the current unprecedented circumstances of the Covid-19 virus, the role of community transport has been reinforced as an essential part of community connection, support, and access.

Enabling members of the community to get essential shopping, keep important medical appointments, access critical facilities and work are all vital services provided by community transport. The Community Transport Association is the national charity that represents and supports these organisations: thousands of charities, community groups, schools, and other bodies, who all provide transport services that fulfil a social purpose and community benefit. We are for and about accessible and inclusive transport.

As we respond to the challenges our members face, and help navigate the new landscape we are working through, we are also refreshing and embarking on our new strategy. We are therefore seeking a Chair who will take over this key leadership role as the UK emerges from the impact and consequences of Covid-19. We are seeking a chair who can embrace challenge, facilitate change, provide strategic insight, and support the successful implementation of our new strategy.”



Lawrence Wilson

Vice Chair of Trustees and Chair of Appointments Panel



What is Community Transport?

Community transport supports people to live independently, participate in their communities and access local services and amenities. Run by charities, community groups and other not-for-profit entities it offers a reliable and resilient way of ensuring the broadest range of transport needs can be met. High levels of volunteer and user involvement in the create and delivery of services are integral to this.

Services are person-centred and targeted towards those most likely to be under-served by mainstream transport, especially people who are less mobile and live in sparsely populated areas. This is made possible by services being accessible and flexible.

Demand-responsive journeys enable people to access everyday services, such as the shops or a hospital, whilst scheduled community buses connect and integrate communities with the wider transport network. It's about more than minibuses; our members use a range of vehicle types to get people where they want and need to be - whether that's school, college, work, social activities or public services.

Community transport operators forge strong links with local public bodies and other civil society organisations enabling more coordinated and integrated support for local populations. This leads to benefits beyond the value to the individual passengers, wither community transport central to place-based approaches to creating positive change or managing complex situations, as we are today with coronavirus.



What is Community Transport?

CTA works with a wide range of community transport operators which can be split into several distinct types:

- Charities and other groups established for the specific purpose of providing not-for-profit transport services;
- Multipurpose community groups where transport is one of a range of 'community self-help' services they run. These will typically be community anchor / local infrastructure organisations;
- Organisations where transport is ancillary to enabling them to fulfil their social purpose - this includes communities of identity, disability / long-term condition specific groups, uniformed societies and sports clubs. This also includes education institutions and local authorities.

"It is widely recognised that community transport is not just about transporting people from A to B, but championing community cohesion and combating social isolation and loneliness."

Emer Murphy, Support and Engagement Executive



Our Members

Community transport providers come in all shapes and sizes, operating different types of services to meet different types of needs. What they all have in common however, is the determination to provide accessible and inclusive transport for those who might otherwise not be able to get out and about. We've included some examples below: a traditional minibus service, a volunteer car scheme, a community group and a wheels 2 work scheme - all of which are valued CTA members.



Badenoch and Strathspey CT - Aviemor

Badenoch and Strathspey Community Transport are a traditional community transport provider based in the rural area of Aviemor, Scotland. BSCT operates demand responsive minibus services, taking people to where they need to go, as well as registered community bus routes, putting on services in areas that commercial routes won't cover.

The African Community Centre - Swansea

The African Community Centre operate a community car scheme based in Swansea that provides much needed transport for the city's asylum seekers. The cost of public transport is a huge burden for asylum seekers and is often unobtainable. The African Community Centre, set up in 2017 with the support of CTA, aim to change this with accessible, affordable and understanding transport.



The U-Turn Project - Belfast

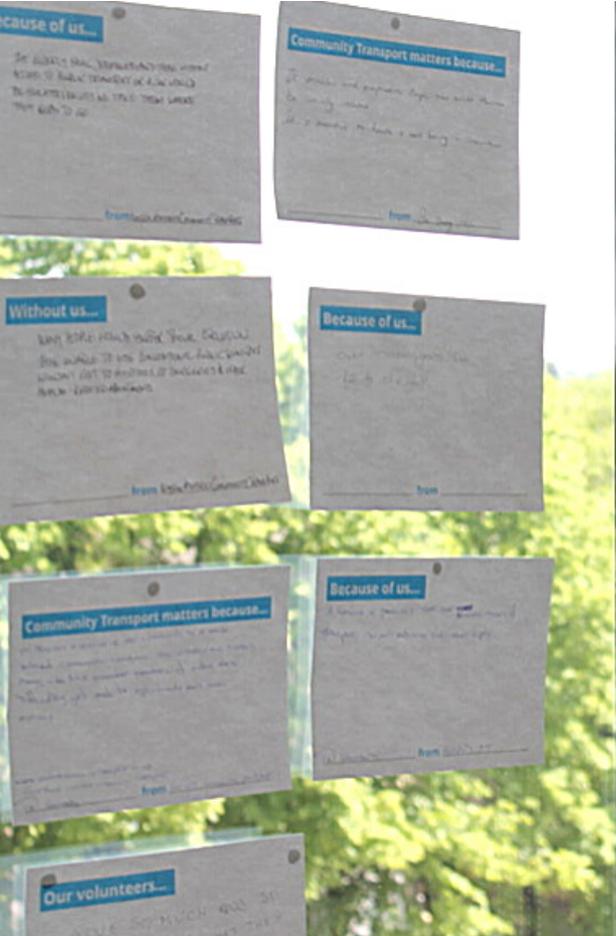
The U-Turn Project is a community group in Belfast which seeks to help young people embrace a new future through sports and fitness. After fundraising for a new minibus by completing a 185 mile cycle ride around London, the group bought a minibus in 2017 and use it to great effect, taking young people to their local football league and helping local people who are unemployed access training they wouldn't otherwise be able to.



South Yorkshire Wheels 2 Work - Sheffield

Based at Sheffield Community Transport, South Yorkshire Wheels 2 Work is one of the biggest wheels to work schemes in the country. It provides short term scooter loans to people who struggle getting to work, training or college due to a lack of suitable or affordable public transport options. There are currently 150 scooters in use in South Yorkshire, mainly by young people, helping them to access opportunities that they might otherwise be denied.





About CTA

We are for, and about, accessible and inclusive transport.

Our Vision

We want to see communities everywhere creating and sharing their own accessible and inclusive transport solutions

Our Mission

We will champion, connect, support and grow a thriving community transport movement across all parts of the UK.

Our Values

We put members first

We lead with authority and responsibility

We prioritise mobility and accessibility

We champion volunteering

We think big

CTA in Numbers



"When people ask where I work I feel such a sense of pride being able to say I work for an organisation that exists to support the community transport sector. Working with a team of incredible, hardworking and dedicated individuals makes working at CTA a pleasure. Being a part the CTA team, working collaboratively throughout the UK to support the sector in creating and sharing their own accessible and inclusive transport solutions, makes me extremely proud of all we achieve."

Maxine van den Bergh
Director of Operations and Resources



"Working for CTA is brilliant because you have the opportunity to help support some incredible community champions who provide a lifeline to those who have no other means of accessing transport. You are supported by colleagues from across the UK and work on a wide range of projects. It is also great to work flexibly and remotely when you need to which makes it easier to manage other commitments whilst still getting the job done."

Dylan Gallanders
Support and Engagement Executive

CTA has approximately

1,200

members across the UK, with around 100 of these being in Wales.

We also have

18

staff members across the UK (7 of these are in Wales).

We are based across

5

offices - our main central office in Manchester and other offices in Belfast, Neath, Llandudno and Edinburgh.

We're governed by a board of

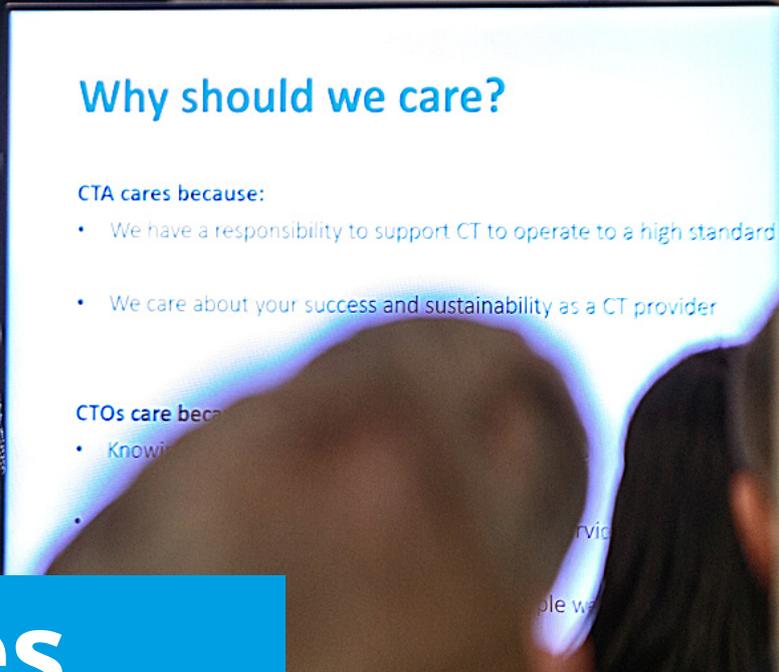
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trustees; 6 of whom are selected from the CTA membership.

Our annual income in 2019/20 was

£1.1m

over a quarter of which was generated through grants and project income in Wales.



Our Objectives

We have a range of objectives, each relating to one of the four elements of our mission. We also have additional objectives about our work behind the scenes to make sure we're fit for purpose and developing as an organisation.

Championing CT

We want to see greater attention given to community transport and the everyday experiences of their users in policy-making. This involves showing how community transport is relevant and responsive to key areas of public policy and how our members improve quality of life for people and families in their local communities.

Connecting CT

We want to be at the heart of a vibrant network of people and organisations pursuing a social mission within the world of passenger transport.

Supporting CT

We want our members and other community organisations providing transport to work with us to promote high standards of practice and services being delivered in a safe, legal and caring way.

Growing CT

We will constantly be on the lookout for opportunities to extend the reach and impact of the community transport model and mobilise new investment to enable those transformations.

Developing CTA

We want everything we do to be amazing all the time. We want people to have a high quality experience when they work with us, as members, stakeholders, staff or volunteers.



Governance

Our [Board of Trustees](#) is ultimately responsible for the overall performance of CTA and will conduct its business to ensure that we are financially viable; properly governed; and compliant. The Board of Trustees monitors performance of all functions of the CTA and decides the level of resources to meet our financial and other obligations. As well as these responsibilities, the Board approve and maintain our vision, mission and values, develop strategy and policy, ensure compliance with the law and maintain proper fiscal oversight.

The Board is comprised of up to six trustees nominated by members and up to five trustees co-opted by the Board of Trustees. Each serves for a period of three years and may stand for a consecutive three year term. The Board of Trustees appoints its Chair, Treasurer and Vice-Chair.

The Board of Trustees derives its authority and its responsibilities from two sources:

- 1) Charity Law, which lays out [the specific duties of all charity trustees](#).
- 2) Our Constitution set out the composition of the Board of Trustees, the ways in which the trustees are appointed and their powers.

Committees

Three sub-committees support the board: Finance & Audit, Policy and Governance. These committees help give oversight and scrutiny to specific parts of the charity. They ensure the proper checks and balances are in place as well as giving sufficient time to look at these key aspects of the work that we undertake.



Our Structure

Chief Executive

Policy & Nations

Member Services & Programmes

Central Support

UK Wide

Director of Policy & Nations
Policy Executive

Director of Member Services
Support & Engagement Exec
Business Development Exec

Director of Operations & Resources
Marketing & Comms Manager
Finance Officer
Administrator

Northern Ireland

Director for Northern Ireland

Scotland

Director for Scotland

Support & Engagement Exec

Wales

Director for Wales

Support & Engagement Exec (x2)
Project Manager
Project Coordinator (x2)
Project Support Exec

Contracted Support

Director of Finance
Finance Manager
Governance Clerk
HR Advisor

About the Role

Post:	Chair of the Trustee Board
Key Relationships:	CTA Trustees Chief Executive and Senior Leadership Team Clerk to the Board
Duration:	Maximum of two consecutive three year terms
Anticipated time commitments :	15 days per annum, including trusteeship role

Context

The Board of Trustees are together responsible for the overall governance and strategic direction of the Community Transport Association (known as CTA), developing the organisation's aims, objectives, and goals in accordance with the governing document, legal and regulatory guidelines.

Purpose

To lead and manage the Board enabling the trustees to fulfil their responsibilities for the overall governance and strategic direction of the CTA, ensuring that appropriate decisions are correctly made and in a way the charity continues to provide public benefit.

To work in partnership with the Chief Executive to ensure that trustee decisions are acted upon and that the charity is managed effectively.

To act as an ambassador for the CTA.

About the Role

Main tasks

- Provide leadership for the board of Trustees in understanding and executing their role
- Work with the Trustees and Senior Leadership Team to ensure that there is a common understanding of the vision, mission, strategic objectives and strategic priorities by trustees, staff, volunteers, and other key stakeholders
- Planning, chairing, and facilitating board meetings working with the Chief Executive, supported by the clerk, to set the agendas and plan the annual cycle of meetings
- Monitoring and ensuring that the flow of information to facilitate the trustees is effective and appropriate and that decisions taken at board meetings are implemented
- Supervising, supporting, and stretching the Chief Executive to ensure he/she is carrying out their duties effectively and appropriately
- Attending and being a member of other committees or working groups when appropriate in role as Chair
- On occasion, acting as an ambassador, representative or spokesperson for the Charity at appropriate events, meetings, or functions

Responsibilities as Chair

1. Chair meetings of the Board, ensuring that it functions effectively and carries out its duties in accordance with the law and accepted good practice.
2. Ensure with the assistance of the Chief Executive that the annual cycle of Board and Committee meetings is planned and approved by the Board and agendas, papers and minutes prepared and circulated to facilitate the work of the Trustees.
3. Take decisions that are delegated to the Chair by the Board of Trustees.
4. Ensure, together with the Treasurer, that the organisation's financial dealings are prudently and systematically accounted for, audited and publicly available to meet the relevant regulatory requirements.
5. Address any conflict of interest or duty among Trustees.
6. Chair and report to the AGM on the work of the Trustees and the progress of the organisation.
7. Support, monitor and review the work of the Chief Executive, including determining her or his remuneration and benefits. Leading recruitment to this position when a vacancy arises.
8. Receive regular progress reports of the organisation's work from the Chief Executive.
9. Relate the concerns of the Board and other stakeholders to the Chief Executive.
10. Promote the organisation to a wider audience of potential supporters, being prepared to serve as a spokesperson for the charity as required.

Responsibilities of a Trustee

1. Formulate and review regularly the CTA's vision, values, and long-term strategy as well as policies for its fulfilment.
2. Set and agree high level targets and evaluate performance against them.
3. Ensure the effective administration of the charity and its assets in the interest of current, potential, and future beneficiaries and the proper investment of the CTA's funds.
4. Ensure a fully effective and appropriate system for the recruitment, appointment and evaluation of the work and activities of the Chief Executive and, where applicable, other members of the Senior Management Team and to support the Chair in their line management of the Chief Executive.
5. Understand and accept the legal duties, responsibilities and liabilities of trusteeship whilst ensuring that the CTA complies with all regulatory and statutory requirements.
6. Ensure an effective and appropriate system of risk management.
7. Maintain sound financial management and control of the charity's resources to ensure the financial stability of the CTA.
8. Be familiar with, ensure compliance with and keep under regular review the governing documents of the CTA, ensuring an effective and transparent system of governance and that the charity pursues its objects as defined in its governing documents.
9. To promote the reputation and values of the organisation and ensure the charity is delivering public benefit as defined in its charitable objectives.
10. Ensure that the CTA manages and continues to develop its external relations, raising its profile, and supporting the growth of its impact accordingly.
11. Attend Board meetings, scrutinise Board papers, ask questions to members of the senior management team, contribute to the Board discussion, focus on key issues, and accept collegiate decisions.
12. Use any specific skills, knowledge, and experience to help the Board of Trustees, which may involve: liaising with the Chief Executive and members of the Senior Management Team as appropriate; acting as an ambassador for the CTA, using and developing contacts and personal networks; providing guidance on new initiatives or other issues in which the Trustee has special expertise.
13. Be familiar with the CTA's Governance Handbook and the Role Description for the Board of Trustees.

Person Specification

Applicants are asked to provide examples which demonstrate how you meet each of the criteria in **Part One** of the Person Specification. These responses will be developed and discussed with those candidates invited for interview, together with the other criteria listed in **Part Two**.

Part One

- Significant senior leadership experience within organisations of national reach and complexity or a similar operating environment.
- Experience of charity governance and the charity sector, through executive, non-executive or volunteer experience.
- Experience of working collaboratively in developing and delivering strategies and plans for transformational growth and improvement in organisations and/or the fields or sectors in which they work.
- Experience of chairing meetings at a senior level, ensuring they are strategically focused, collaborative and support effective decision-making.
- Experience of providing guidance to senior management, in setting individuals' objectives, monitoring progress, giving feedback, developing talent and succession planning.
- Confidence and credibility to develop a highly visible public profile with CTA members and other stakeholders.
- A clear empathy with and interest in people and communities facing disadvantage through lack of accessible and sustainable transport.
- A passion for the vision, mission and values of CTA and for the role of community transport in enabling people to enjoy a good quality of life

Part Two

- Capacity for clear, creative, and strategic thinking and vision.
- Excellent communication and interpersonal skills.
- Strong listening and facilitation skills with the ability to clarify and summarise discussions.
- Able to think and act independently and objectively.
- Experience of operating with diplomacy and tact when making difficult decisions and having challenging conversations with stakeholders.
- Able to be a supportive and critical friend, to challenge and develop the thinking of the charity and create valuable outcomes for our beneficiaries.
- A willingness to learn from and get to know more about CTA's members.
- Understanding and acceptance of the role of a Board of Trustees for a charity (including the legal duties, responsibilities, and liabilities of Trusteeship).
- A willingness and ability to devote the necessary time to attend Board and other meetings, including preparing and reading for those meetings, and to participate in the effective governance and management of the Charity.



Volunteering at CTA

Time commitment

The expected time commitment is approximately 12-15 days a year.

- The Board meets 4 times a year in London or Manchester, and additionally has an annual planning and Board development day, and a member AGM. Since March 2020 meetings have been conducted using Zoom and Teams and the potential to continue with 1-2 meetings per year by Zoom and the rest face to face is under discussion.
- Trustees are also asked to give their time and skills to one of the Charity's sub committees, or to a special CTA project or initiative. The Chair has traditionally been a member of the Governance Committee and chairs that meeting.
- The Chair will meet/speak regularly with the chief executive and lead on their performance review process.
- An Induction Programme, including a day with the Chief Executive, members of the CTA team and existing Board members, will support the new Chair into their role.

Diversity

We're committed to ensuring our workforce reflects the diversity of the world and communities we're based in. We positively encourage applications from all individuals irrespective of their gender, age, home country, ethnic background, sexuality, religious beliefs or disability.

We would particularly welcome applications from people of colour.

Disabled applicants are invited to contact us in confidence at any point during the recruitment process to discuss any adjustments or support which are required.

Expenses

The role is a voluntary role for which there is no remuneration. Reasonable expenses incurred in undertaking the role will be paid in accordance with the Expenses Policy.



How to Apply

The closing date for applications is 09:00 on Friday, 16th October 2020.

Please reserve the following dates in your diary when you apply:

Action	Date
Closing date for applications	09:00am, Friday 16th October
Confirmation of shortlisted candidates	Thursday 22nd October
Interview with recruitment panel	Wednesday 28th - Thursday 29th October
Confirmation of appointment	Friday 6th November
First board meeting (to be chaired by vice chair)	Wednesday 16th December

Your application should include your CV along with a letter that clearly outlines your interest and motivation in applying and your suitability for the role against the criteria provided in **Part One** of the person specification.

To help us support Equality, Diversity and Inclusion within our recruitment processes, please also download and complete our [Equality Monitoring Form](#) and include this with your application.

If you have any questions or would like an informal conversation about the role please contact Sarah Gosling, Clerk to the Board of Trustees and advising consultant to the recruitment panel. Sarah can be reached via sarah@ctauk.org; she will be happy to talk more about the role and answer your questions. She can also arrange for the Vice Chair of Trustees leading the Appointments Panel, or our Chief Executive to contact you.

Please submit a CV and a letter that clearly outlines your interest and motivation in applying and your suitability for the role against the criteria provided in Part One of the person specification.

Please send your application by email to sarah@ctauk.org including “CTA Chair of Trustees” in the subject field.

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