

cta

community transport
association

CTA Trustee Recruitment 2021 Candidate Information Pack for Member Trustees



Issued June 2021



Thank you for your interest in joining our Board

No-one understands better than yourselves, the vital role that community transport organisations play in all parts of the UK, on every day of the year in helping people to stay independent, participate in their communities and access vital public services and employment. In the current unprecedented circumstances created by 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 services and work are all vital services provided by community transport.

The CTA is proud to be the national charity that represents and supports our members and the thousands of charities, community groups, schools, and other organisations, who all provide transport services that fulfil a social purpose and community benefit. We are for and about accessible and inclusive transport.

The Community Transport Association has an active Board made up of trustees from CTA member organisations, and co-opted trustees who are external to CTA and its membership. The Board has recently appointed a new Chair and, with a number of trustees coming to the end of their term in the next 12 months as well as some existing vacancies, the Board has established a Trustee Recruitment and Succession Plan for 2021.

As we respond to the challenges our members face and help navigate the new landscape the community transport sector is working through, we are also refreshing and embarking on our new strategy. In this context we are seeking a number of new member and co-opted trustees to join the Board as the UK emerges from the impact and consequences of Covid-19. We are seeking trustees with a range of skills and backgrounds who can embrace challenge, facilitate change, provide strategic insight, develop new products and services, and support the successful implementation of our new strategy. Bringing fresh perspectives from our members is particularly important and over the next 9 months we are seeking to engage up to 4 new member trustees.

As a member trustee you will have a genuine opportunity to shape and influence the community transport sector and have a real impact on our sector.



Alan B Jones
Chair of Trustees and Chair
of Appointment Panel

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

Bill Freeman, Chief Executive, CTA



Our Vision

CTA has recently refreshed its strategy, setting out four core elements relating to each area of our mission, with a foundational objective setting our goals for how we work internally.

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 have five values which shape our work:

- We put members first
- We lead with authority and responsibility
- We prioritise mobility and accessibility
- We champion volunteering
- We think big.

We are for and about accessible and inclusive transport. We achieve this through championing accessible and inclusive transport, connecting people and ideas, by strengthening our members and raising standards. Through all this our aim is to grow a thriving community transport movement across all parts of the UK. We do this through:

- contributing to the formation of public policy that affects our members and our sector.
- showing how better outcomes are achieved for people and communities when they have access to accessible and inclusive transport.
- creating partnerships with likeminded organisations across all sectors.
- managing a national programme of quality assured education and training.
- providing comprehensive advice and guidance to those delivering community transport, and we take every opportunity to champion the vital and indispensable work that our members do.

We have staff working around the UK. Our central office is in Manchester, and we also have offices in Scotland (Edinburgh), Northern Ireland (Belfast), North Wales (near Llandudno) and South Wales (Neath).



Our Governance

We are a charitable incorporated organisation. We are governed by a trustee board made up of six people selected from the CTA membership across the UK, and up to five other co-opted trustees from different backgrounds who bring a range of experience to enhance the contribution they make.

Members of the Board of Trustees are trustees under charity law and directors of the CTA under company law. The Board of Trustees appoints a Chair, Treasurer and a Vice-Chair. The Board of Trustees plays a very important role in making sure that as a charity, CTA is run in the interests of the people it is there to support and in line with our formal charitable objects. They strategically oversee the management and administration of the organisation checking that its work and goals are in line with its vision. CTA's Board of Trustees meet regularly to monitor the performance and progress of the organisation, ensuring that we are on track in the achievement of strategic objectives.

Trustees are not involved in the day-to-day running of CTA. The Board has delegated authority to the Chief Executive and Executive Team to manage operations. Instead, they play the role of 'critical friend' to the Chief Executive and team by giving support and by challenging – in a constructive way – to help them manage effectively.

Additional Links:

- [CTA Website](#)
- [The CTA Team](#)
- [Performance Standards for Community Transport](#)



What can we offer you?

Becoming a trustee is a fantastic and fascinating way to engage in the charity sector. It's a role which will give back just as much as you put in and often much, much more. Though often challenging, trusteeship will reward the adventurous and ambitious with a wealth of personal and professional skills which are valuable for both work and personal life whilst empowering you with a new sense of contribution in the pursuit of a wider purpose.

Influencing our cause

There is no doubt that being a trustee is one of the most powerful ways in which you can contribute to your local community or to a cause you really care about. Building on your role within the community transport sector already, as a trustee at the CTA, you will play an integral part in shaping our sector and in ensuring that the CTA adheres closely to its mission and works in the interests of its beneficiaries, supporting members to provide accessible and inclusive transport to the community.

Strategic experience

Strategic experience can be hard to come by in the workplace. It can often take decades to find yourself in a role which requires strategic oversight. Trusteeship is a fantastic way of getting a head start on this, at once giving you the opportunity to develop and hone your critical thinking, problem-solving and analytical skills as well as developing vital strategic sensibilities and team working skills. The strategic experience which can be gained through trusteeship can have an immediate and powerful impact upon your career, opening doors to new responsibilities and more senior job prospects. Equally for those who have already had some strategic responsibilities trusteeship provides an opportunity to use those skills in a significantly different context.

Developing professional networks


Surrounding yourself with a wide variety of professional contacts is one of the best things you can do for your career. Ensuring you have access to good people from diverse professional backgrounds can be useful on so many levels. At CTA you will work with a Board that brings a wealth of diverse experiences and a wide variety of backgrounds. Being a trustee can open up your professional network in all kinds of unforeseen and advantageous ways.

Continued personal development

Being a trustee can be a very interesting experience, not least because it allows you to adapt and apply everything you have learned to date into an entirely new context. Through trusteeship you can gain a clearer idea of your own professional strengths and weaknesses whilst simultaneously learning altogether new skills. Understanding how to adapt your professional knowledge to useful ends within a charity is a good reminder of your own versatility, giving you confidence in your existing abilities whilst challenging you push the boundaries of your expertise.

Teamworking

As a trustee at CTA you are part of a team and will have the opportunity to apply your unique skills and experience while learning from others. Working closely with a passionate team of people who have different perspectives is often one of the most enjoyable aspects of the role. The ability to collaborate effectively with others, to challenge constructively the ideas of trustees colleagues as well as those of the CEO and Senior Leadership Team is essential to ensuring the Board's strategic decisions are scrutinised and tested before being implemented. Negotiating, empathising, listening and clearly communicating ideas and concerns are huge factors in this process and often help to set the tone and culture of Board meetings.



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Our Trustee Board and Recruitment Plan

The CTA Board is made up of 11 trustees. Six positions are reserved for member trustees with two of those reserved for non-England based member organisations. Five externally co-opted trustees complete the Board.

A Board Skills Audit was commissioned by the Governance Committee in March 2021 to understand the current Board profile, current and emerging skills gaps, set in the context of the priorities and needs of CTA as a charity in the next three years. All current trustees and members of the Senior Leadership Team were invited to respond to a survey, tailored to their perspective.

The Trustee survey explored the skills and experience of each individual trustee and drew a picture of the current range in experience, diversity and background of the current Board. Both audiences were invited to reflect on the strengths, weaknesses and potential gaps of the current Board as well as identify the priorities for CTA in the next three years in their survey. The findings were reviewed by the Board at their March Development Meeting which established current and future skills priorities and a recruitment plan for 2021.


As a result of the plan, we are currently looking for 4 new member trustees and 2 new co-opted trustees with a range of skills and would welcome applications from candidates with skills in one or more of the areas below. Previous trustee experience is not required as support will be provided to new trustees. Member trustees can be a member of staff working for a community transport organisation or a current board member and we are particularly looking for representation from people based in Wales, Scotland and Northern Ireland.

Outline Trustee Skills (assessed across all trustee candidates):

- Community Transport sector experience
- Member trustee representation from all four UK Nations.
- Political influencing and campaigning, across all four UK Nations
- People leadership and HR skills – this is a priority skill area
- Finance skills/qualified accountant (Treasurer role – please see Appendix A for more info) – this is a priority skill area
- Policy experience – particularly around health and wellbeing or community transport
- Digital, marketing, PR experience – particularly digital skills in developing services and service delivery post-COVID.

Board Profile and Increasing Our Diversity

It is recognised that the Board has low gender diversity and a lack of variation in the backgrounds and experiences of Board members. Improving the diversity of the Board in its widest sense, is a priority. We are therefore dedicated to ensuring that our recruitment approach is fully inclusive and reaches a diverse range of potential candidates. We have used a Job Description Analysis Tool (JDAT), which is focused on improving the inclusivity of the language used in the candidate information pack and are carrying out an open advertising campaign, using a mix of media, job boards, direct engagement and executive search techniques.



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Trustee Role Profile

Responsibilities as 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.

Skills and Abilities

The Board seeks to embrace a range of skills, life and career experiences, engaging a diverse group of trustees bringing different voices and perspectives to the Board table. In addition to specific skills sets that are sought, all trustees are asked to show:

- A clear empathy with and interest in Community Transport
- A willingness to learn from and get to know our members
- Excellent communication and interpersonal skills
- Strong listening and questioning skills
- Good analytical ability and independent judgement
- Capacity for clear, creative, and strategic thinking and vision
- A willingness to speak their mind
- 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 to be an ambassador and advocate for CTA and its work internally and externally
- Able to be a supportive and critical friend, to challenge and develop the thinking of the charity and create valuable outcomes for our members and their beneficiaries
- A willingness and ability to devote the necessary time and effort 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.

Terms of Office

Every Trustee is elected or co-opted for a period of three years, terminating at the close of the fourth annual general meeting after their election. No person may serve more than two terms of office.

Time Commitment

The expected time commitment is about 15 days a year.

- The Board meets 4 times a year, and additionally has an annual planning and Board development day, and a member AGM.
- Meetings are currently held virtually but expect to revert to face to face meetings, in Manchester, from September 2021.
- 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. Currently CTA has a Governance Committee (which includes the Appointments Committee), Policy Committee, Finance and Audit Committee and a new Product & Service Development Working Group.
- An Induction Programme, will include an introduction to the CTA Board with the Chief Executive and key members of the CTA team. The opportunity to meet and get to know existing Board members, along with useful background reading and an introduction to trusteeship will support new trustees into their role.

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.

Supporting Information

The Chair and Trustee Board are supported by an independent Clerk to the Board who works with the Chair and CEO to plan the agenda, collate, and issue papers and minutes the meeting. The current clerk also provides support to the Board, including induction, independent Board counsel, skills audits, and other Board effectiveness support.

How to Apply

Application is by CV and a covering letter which should indicate why you are interested in applying for a Trustee role and how you meet the role requirements. Please send this to our recruitment partners Eastside Primetimers at recruitment@ep-uk.org. If you would like a call to discuss the role in more detail, please email Paul Venning, p.venning@ep-uk.org to arrange a convenient time.

The closing date for applications is Friday 16th July, with shortlisting interviews taking place the next couple of weeks thereafter. Interviews with CTA will take place weeks commencing the 9th and 16th August.

CTA is fully committed to equality of opportunity and diversity to ensure that we reflect the full breadth of the people we aim to support. We warmly welcome applications from all suitably-qualified candidates.

Appendix A - Treasurer Role

The Treasurer has special responsibility on the Board of Trustees for ensuring the financial viability of the Association; that proper financial records and procedures are maintained; and that the Board of Trustees as a whole fulfils its fiduciary responsibilities.

Responsibilities

- To be the Chair of the Finance and Audit Committee.
- To provide a link between the Board and the senior management team to ensure there is a coherent and appropriate level of strategic oversight for the CTA's financial affairs and its longer term financial viability.
- To work with the Director of Finance to:
 - a. Ensure that appropriate accounting procedures and controls are in place.
 - b. Periodically review and agree the format of financial reports for the Board
 - c. Prepare the agenda and papers for Finance and Audit Committee meetings.
 - d. Prepare budgets, management accounts and financial statements prior to their presentation to meetings of the Board and the Finance and Audit Committee.
 - e. Periodically review policies and procedures which relate to financial affairs to ensure they are fit for purpose and support the fulfilment of the organisation's mission and objectives.
 - f. Liaise with the Association's appointed auditors.
 - g. Conduct an annual review of the risk register.
 - h. Ensure that equipment and assets are adequately maintained and insured.
- To keep the Board informed about its financial duties and responsibilities and make recommendations for training and Board development in relation to financial awareness and skills.
- To guide and advise the Board of Trustees in the approval of budgets, management accounts and financial policies and procedures.
- To guide and advise the Board of Trustees on its reserves and investment policies and monitoring performance against these.
- To present the annual accounts to the annual general meeting.

Experience and qualifications

- Financial qualifications and financial experience in any sector, preferably including exposure to charity finance and Charities SORP.
- Commercial financial acumen.
- Ability to understand the size and context of the CTA.
- Ability to analyse proposals and examine their financial consequences. Ability to look at the management accounts in a supportive manner.
- Risk management experience.