

Programme to support the transformation of representation within UK Cultural Sector Boards and the dramatic acceleration of inclusive practice

Outline

Programme to engage with every trustee within cultural sector charities in the UK to offer direct support to create a more representative board, and enable these changes in board makeup to flow through the organisations' prioritisation and actions related to inclusive practice more widely.

Partnership of equals

We imagine a partnership of equals – with instigators Anisa Morridadi and Richard Watts forming an initial partnership that is delivered by beatfreaks and people make it work.

Current proposition

A direct call to action – focused on each person with governance responsibility

We will write personally to every individual trustee in their home by post and email to engage them directly in these three questions;

1. How confident are you that the board that you are part of is as representative as it should be in order to effectively deliver your charitable mission?
2. How comfortable are you personally that you have done enough to create a representative trustee body alongside your other board members?
3. Will you personally contact us so that we can support you as you raise these issues with your board and create change in your cultural organisation?

A suite of interventions designed to make change inevitable

We will offer direct, explicit support for every trustee who responds to us, including;

1. Concrete guidance on how to raise the issue with fellow trustees (including evidence of the impact of broad board representation, arguments linked to governance obligations and phrasing for motions that can be proposed and voted upon)
2. Explicit commitments that the trustee body can commit to, related to increased representation and an adoptable timetable for implementation
3. Model trustee recruitment packs that explicitly reflect representation and lived experience as essential and desirable characteristics of the posts
4. 1:1 coaching for the trustee to support them through implementation of the changes
5. Access to a Board Bank process with a guarantee of three new Trustees (who reflect un or under-represented characteristics and lived experience) within 12 months.

Engagement campaign – guaranteeing the willing that they are being recruited into inclusive environments, curious and ready to be changed by new voices

We will build an unsurpassed board bank of individuals who are motivated to create change in our cultural institutions – reflecting underrepresented perspectives and experiences including protected characteristics, socio-economic background, freelance cultural workers and artists. This engagement campaign will be a call to action – backed by multiple trusts, agencies, faith groups, third sector organisations and partners, to build a body of volunteers willing to join cultural organisations across the UK, across scales, geographies and artforms.

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Creating inclusive contexts – of curiosity, change and welcome

We will work with trustees to ensure that boards only recruit when they have demonstrated a willingness to be changed by their new trustees, and are committed to valuing different voices, embedding equity and are adopting inclusive practices.

Through watching a series of video provocations, powerful case studies and direct calls to action boards will demonstrate change readiness and be able to access free matching and development support.

Matching and recruitment support

We will use sophisticated matching technology to identify potential trustees for every cultural organisation engaging in this programme. These individuals will be introduced to the organisation for 1:1 contact with trustees and exec team members, in order to understand more about the organisation and how they might have a positive effect on it. They will then be encouraged to apply for publicly advertised trustee positions.

Individuals who are in our matching scheme will be supported to make applications, prepare for interviews and reflect on unsuccessful applications until they are successfully paired.

Ongoing support to enable impact and embed change

We will work with the designated trustee who initiated change, as well as trustees we supported to join, with leadership and Organisation Development support for 12 months to ensure that progress is made and that positive intentions are carried through

Case studies and a national change narrative

We will create a national Governance Reset change narrative that is fuelled by concrete examples of change and dynamic effects from this shift... in order to inspire other organisations to make change too. This process of promoting the wider impact of change is intended to increase engagement with the programme and see further transformational change across all boards within the cultural sector.