



Cockpit Arts Chair of the Board of Trustees Recruitment Pack July 2020

Cockpit Arts wishes to appoint a new Chair to our Board of Trustees. We invite applications from individuals experienced in governance and with the commitment, qualities and attributes to effectively lead our award-winning social enterprise supporting craft, design and creative enterprise.

Home to over 140 independent creative businesses, Cockpit is London's leading studios for contemporary craft and the UK's only business incubator for makers. Over 30 years, we have built an international reputation for quality, integrity and artistic excellence. In 2020 we were once again recognised on the NatWest SE100 as one of the UK's top-performing social enterprises.

Having successfully led the Board of Trustees for nine years, our current Chair, Cornelius Medvei, retires in March 2021.

We are now seeking to appoint an experienced leader dedicated to supporting the Board and executive to realise the highest vision for Cockpit's success. With a new CEO and strategy in development, this is an exciting time to join the Board to shape Cockpit's future.



Diversity drives creativity and business success

Cockpit is committed to inclusion, diversity and equality in governance and all activities, recognising that diversity improves performance and fuels creativity and innovation. We foster an inclusive culture where all aspects of diversity are seen as key to our success. We are dedicated to learning and continually evolving our understanding and work on inclusion. We welcome applications for the role of Chair from people of all backgrounds. To maintain diversity on our board, we particularly encourage applications from Black, Asian and minority ethnic candidates.

Further information

This document provides information on Cockpit's activities and achievements, a description of the Chair's responsibilities, and guidelines on how to apply.

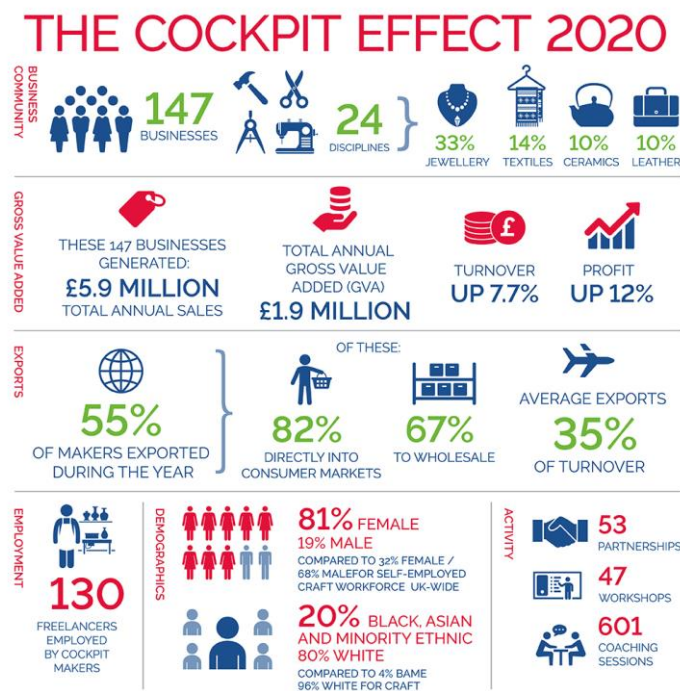
We also recommend you read our [Annual Report and Financial Statements](#) for the year ended 30th September 2019, our impact report [The Cockpit Effect 2020](#), and the overview of our [Midsummer Festival](#).

The deadline for applications is 5pm on 7th September 2020.

ABOUT COCKPIT

Cockpit Arts is London's leading studios for contemporary crafts and a pioneering business incubator for makers and designers. We are home to over 140 independent creative businesses at our two sites in Deptford and Holborn, supporting a total of 300 jobs. Through public showcases and bespoke business support, we provide exceptional makers and materials-based artists with the tools to succeed. Many of the artists and makers based at Cockpit are recognised internationally as leaders in their field.

Established in 1986, Cockpit is an award-winning social enterprise, recognised in 2019 and 2020 on the NatWest SE100 index of top performing UK social enterprises.



For makers: We offer an expert business support package and dedicated studio space to enable makers setting out on their careers, as well as those more established, to make the most of their talent. Some 20% of our studio holders are supported through Awards and Bursaries, funded by City of London Livery Companies, trusts and foundations, and individual and corporate sponsors.

For visitors: Cockpit is a destination for private collectors, museum curators, luxury retail buyers, interior designers and craft enthusiasts. We open our doors twice a year at our famous Open Studios events, where visitors can buy and commission direct from our makers. We also offer bespoke studio tours for businesses and special interest groups, schools and colleges, and international delegations. In 2020 we attracted an audience of 160k to our first ever digital festival.

Consultancy: We frequently provide consultancy to other studios and craft/design business incubators in the UK and internationally. We have a strong and continuing relationship with the British Council, supporting international social enterprises.

Impact: We are proud of our social, economic and cultural impact. Alongside our core offer, we provide dedicated schemes for creative individuals facing barriers in setting up their business.

Finance and fundraising: As a social enterprise, we generate over 80% of our income through earned revenue, and raise the rest from patrons, trusts, foundations, and sponsors.

Our Trustees

Cockpit Arts has a strong and committed Board. Our current trustees bring experience in law, finance, communications, property, IT/tech, enterprise, design and contemporary craft.

Our Board meets four to five times a year at our studios in London (and, currently, online). Meetings are held in the early evening. Once a year, Trustees hold an awayday in January or February for in-depth strategic planning. Meeting dates are set a year in advance.

The main Board is supported by three committees, comprising Trustees and co-opted members: Nominations Committee, Fundraising Committee, and Audit and Risk Committee. There is also a property sub-group.

Our meeting style is dynamic, collegiate and action-focused. The CEO attends all Board meetings, and other staff join meetings as appropriate to support specific agenda topics.

Trustees are appointed for an initial three-year term, after which, if they wish, they can be re-elected for up to two further three-year terms.

Following a highly successful recruitment initiative in 2019, Cockpit currently has 15 serving Trustees. We purposely expanded the Board to ensure continuity of organisational knowledge following recruitment of a new CEO. Three Trustees, including the Chair and Deputy Chair, complete their final term by March 2021.

Our Team

We have a staff of 12, including a four-strong business incubation team, and communications, fundraising and studio management specialists.

Our CEO, Annie Warburton, joined Cockpit in 2018 after five years as Creative Director at the Crafts Council. Annie has over 20 years' experience in the creative industries, in the private, public and social enterprise sectors. She holds senior voluntary roles in creative industries policy and skills development, and is a respected writer and presenter on art, craft and design.

Covid-19 Response

We have steered with care through the Covid-19 crisis, putting the continued resilience of our makers at the core of our strategy whilst maintaining the long-term stability and viability of the organisation. This has involved weekly meetings of an emergency sub-group including the Chair. Our approach has been recognised as an example of best practice by the Mayor of London's Culture at Risk office.

INTERESTED?

If joining Cockpit Arts as our new Chair sparks your interest, please read the supporting documents and the description of the role and responsibilities that follows on the next page.

How to apply

Please send your CV and a covering letter of up to two pages outlining your relevant experience and your interest in becoming Chair of the Board of Trustees of Cockpit Arts to maxine@cockpitarts.com by the **application deadline, Monday 7th September at 12 noon.**

Please also complete and return the equal opportunities monitoring form found [here](#). Completed forms will be kept securely and separate from your application. They will not be seen by the nominations panel and do not form any part of the assessment of your application.

Interviews will be held in mid-late September / early October.

If you would like an informal conversation about the role with our current Chair Cornelius Medvei or with our CEO Annie Warburton, please contact Maxine Clark maxine@cockpitarts.com

CHAIR OF THE BOARD OF TRUSTEES COCKPIT ARTS: ROLE, RESPONSIBILITIES AND ATTRIBUTES

PURPOSE

The Chair leads the Board of Trustees and sets its agenda. Their role is to enable Trustees to fulfil their responsibilities for overall governance and strategic direction. The Chair is responsible for ensuring that Cockpit Arts complies with its governing document, charity law, company law and other relevant regulations. The Board supports and empowers the CEO to lead the staff to achieve the organisation's vision and aims.

MAIN RESPONSIBILITIES

Board and Governance

- Set strategic objectives with the CEO and lead the Board in meeting the organisation's aims, vision and goals, ensuring that appropriate strategies, plans, funding and governance arrangements are in place.
- Ensure the provision of accurate, timely and clear information to trustees, and ensure the effectiveness of individual trustees and the board as a whole in supporting Cockpit Arts to deliver its mission.
- Ensure that the Board has the appropriate mix of experience and expertise to discharge its legal and governance responsibilities, and that Trustees are fully aware of those responsibilities.
- Sustain a culture that enables Cockpit Arts to focus on its core artistic, cultural and social objectives whilst maintaining its studios, property and commercial interests.
- Ensure effective communication and implementation of Board decisions.
- Champion and challenge Cockpit Arts to be a leader in diversity and inclusion.

Executive

- Together with the Board, guide, monitor and support the Executive Team in delivery of objectives, including managing financial performance within any relevant financial constraints.
- Create a meaningful and productive working relationship with the Chief Executive in order to ensure harmonious working and the achievement of overall objectives.
- Ensure that the Chief Executive is fully supported to undertake their role, including agreeing annual objectives, as well as managing the CEO's annual performance review.
- Ensure that the management of the organisation and its procedures (including audit procedures) are effective and appropriate; oversee the Executive's management of risk and arrangements to comply with all relevant legal and other stakeholder requirements.

External

- Help retain and cultivate key constructive relationships with funders (including Livery Companies, trusts and foundations), Local Authorities, the Mayor of London, and other relevant bodies.
- Ensure that the organisation is suitably accountable to its donors and supporters.
- Play a leadership role in attracting funding and sponsorship.
- Uphold the highest standards of integrity and probity, both personally and in relation to Cockpit Arts, ensuring the organisation aspires to the highest standards in all its dealings, internally and externally.
- Act as an ambassador and advocate for Cockpit Arts, and as a spokesperson where appropriate.

ATTRIBUTES

Experience and Skills

- Experience of chairing an organisation or as a senior non-Executive member of a company or Board.
- Experience in successfully running a complex organisation.
- Demonstrable financial acumen.
- Commercially astute and strategically adept with a balanced and sound attitude to risk.
- Ability to bring together Trustees' different perspectives and skills to achieve consensus through balanced discussion at Board level.
- Proven ability and willingness to lead on fundraising activities in relation to specific campaigns.
- Strong leadership and interpersonal skills to deal effectively with internal and external relationships.
- A fluent and persuasive communicator, who can represent the organisation publicly as well as internally and build relationships with a diverse range of stakeholders.
- Strong networks and connections and a willingness to draw upon contacts, where appropriate, for the benefit of Cockpit Arts.
- An understanding of the civic context of the creative industries in London and the importance of the creative industries to the UK.

Approach and Outlook

- Empathy with Cockpit Arts and its objectives, and an interest in craft, making, and widening access to careers and business support in the creative industries.
- A proven commitment to promoting diversity and inclusion in the workplace and society.
- An appreciation of the non-executive nature of the role, and a readiness to support and mentor the executive team when required.
- Sound judgement, with a proven record of handling, and successfully resolving, difficult issues.
- Ability to collaborate and get the best out of people.
- Compatible with the Executive. They should, therefore, be lively, quick-thinking, of a high intellect and independent spirit, who can act as a useful sounding board to the Chief Executive.
- Approachable and outgoing whilst having the strength and resilience to chair an organisation with challenging commercial objectives.

Time Commitment

- The role of Chair is a voluntary, unpaid, non-executive appointment.
- In addition to up to five Board Meetings and at least one Away Day per year, the Chair is expected to attend Cockpit Arts events, including Open Studios and fundraising events.
- The Chair also serves on key Committees.
- In total, the commitment required equates to two full days per month with the capacity to flex upwards should the need arise.