



**Take  
A Part**

**BOARD RECRUITMENT**  
INFORMATION PACK FOR APPLICANTS

**AUGUST 2024**



## BOARD RECRUITMENT

### INFORMATION PACK FOR APPLICANTS

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# WELCOME

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## FROM OUR CHAIR AND CEO

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The Board of Take A Part are a welcoming, friendly group of people who are developing inclusive and accessible ways of working, while taking account of the need for care, oversight, and responsible governance. Over recent years, we have supported the CEO and the delivery team as the company has shifted from being a CIC to a CIO, entered and then left the ACE NPO stable, and embarked on a significant step change in terms of ambition and reach.

Recognising that we have now come to a major point of expansion and rethinking, where TAP is stretching beyond our home base in Plymouth to engage more nationally and internationally we feel this is a good moment to bring new people onto the Board of Trustees.

The new trustees will be joining a healthy Board who bring a mix of experience and skills to their roles. We operate as a community of practices, with involvement and interest in contemporary art, socially engaged practices, arts education, social and climate justice, and community empowerment.

As Trustees we oversee the operation of TAP, supporting the CEO and Executive Director with their strategic thinking, giving feedback on business planning, bringing awareness of good governance, and offering direct advice where this is requested. As a small company with a small team the Board has a good sense of the activity of TAP, and can consider it in the context of other operators in the field, as well as linking to academic research and social contexts.

In the coming year or so we plan to shift to a co-chair model, where the responsibility can be shared by two Trustees. This will allow for some added flexibility around scheduling meetings and reflect the intention to flatten the hierarchy across the charity.

We will also develop a social practice model of governance that is closer to the ethos of the charity, and is less 'off the peg' as a structure. This would allow us to bring in young people, or members of communities we work with as advisory or contributing trustees.

We plan a supportive programme of onboarding for new trustees, and a review of regulations and guidance for existing trustees, to ensure that we are

all familiar with current guidance and rules. This will give new members time to get to know the board, and learn more about the work of TAP, and develop plans for the charity together.

This is an exciting moment for the TAP Board and Director, as we look to extend and diversify our team of trustees, alongside an expansion of activity and a restructuring of operations. We look forward to your interest in joining us.

Yours sincerely,

Mark Leahy  
Chair of the Board of Trustees of Take A Part CIO

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## FROM THE CEO, KIM WIDE MBE

Since its inception in 2009, Take A Part has been leading the way in terms of experimental, long-form and diverse approaches to creative community building, place making and rebalancing social justice via socially engaged arts (SEA) practice.

Since the global pandemic and its continued socio-political reverberations, we have seen a rapid increase in the call for socially engaged arts and a more civically minded cultural world. We are excited about this prospect but also careful to really understand and unpick it and ensure that quality of approach, ethical ways of working and robust and sustainable approaches are embedded in how the SEA sector might respond to this demand. We feel that now is a time to support a more national and international dialogue and recognition of SEA, its future and how we further develop and sustain our work within it.

We are looking for people to help us. People who are passionate about developing cultural confidence, rebalancing social injustice, testing new approaches and doing things in new ways. We believe that local communities hold huge knowledge, experience, care and understanding of how to approach and challenge national and global issues. We want to support those communities and voices who have really honed experiences and expertise to have more of a space in creative change making and civic engagement in the arts.

We are hoping that is you.



# WHAT WE DO, AND WHY

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TAKE A PART:  
MAKING SOCIAL CHANGE  
IN THE COMMUNITY,  
BY THE COMMUNITY,  
THROUGH ARTS,  
HERITAGE &  
ENVIRONMENT.

Take A Part is the UK's leading socially engaged arts development organisation.

Take A Part's **mission** is to work with communities of geography and identity that are historically and systemically underserved to celebrate, connect and learn together by engaging and empowering people to have the skills, ambition and bravery to lead creatively on their own change.

Our **vision** is to see communities setting their own cultural agendas and asking for more and better representation, agency, accountability and action in terms of how the cultural and social justice sectors collaborate with and represent their cultures.

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## OUR VALUES



### Trust

We know we can only do the work we do if we build trust - with our communities, with our partners, with our stakeholders. This takes...

### Time

We move at the speed of trust. Our work is longitudinal, and intentionally so. It takes time to listen, to build relationships, to develop confidence and empower creativity. And when we do invest time and build trust it means we can be...

### Brave

To be ambitious about how we develop and apply socially-engaged practice, to take and support risk, to challenge approaches and outcomes, to be respectfully disruptive, to embrace the stretch and to stand up for what we believe in. This courageous approach creates spaces for learning and with all that we learn we are committed to being...

### Generous

Our mission is to further the field of Socially Engaged Arts practice, and we will share our learning, our toolkits, our case studies and our impact reports openly to encourage and enable others to apply the approaches we have successfully tried and tested.

# HOW WE DO IT

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We are based in Plymouth and work across the South West of England, nationally and internationally.

We focus on a community-first approach to culture, giving communities the voice and skill to create cultural opportunities that are relevant to their lives and build and support their own community ambitions and capacity.

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## WAYS OF WORKING

Our work is:

- **Asset/strengths based** - We value the expertise and resources that people and communities already have and build from there, working with what we have to hand and honouring people's knowledge and lived experience.
- **Inclusive** - We believe everyone has a creative voice which deserves to be heard, and we actively seek to remove the barriers that may prevent people engaging in creative activities and exploring their creative voice.
- **Creative** - Creativity is at the heart of everything we do. We use art and creativity to create spaces; start conversations; problem solve; understand ourselves, our identities and our sense of belonging in our communities and the world; express concepts/thoughts/emotions; bring people together, challenge and celebrate.
- **Collaborative** - We recognise the breadth and wealth of knowledge and expertise held in our communities and by our peers and partners. We believe that by pooling ideas, skills, knowledge and resources we can achieve greater and more meaningful impact.
- **Intentional** - Our work must always be led by our vision, mission and values. We carefully consider how each new development augments our core and enhances our ability to achieve impact.
- **Developmental** - We test, research, reflect and refine ideas and approaches which we share as toolkits & case studies, and through consultancy and conference content.

## OUR PROGRAMME IS OUR PRACTICE



Core to the work we do is not to be predetermined about the art form, the approach or the outcomes. We are led by communities setting their own agendas and we work through an Asset Based Community Development approach (working with people, places and resources as assets and strengths to start from), placing communities as the experts. We also don't work with or to any one art form, we bring in the right artists and practices to respond to the ambitions the community set for themselves or what their cultural appetite is. So we could be creating play sculptures or running a community radio station; writing and illustrating books or holding beach cleans; setting up a community market or building new access bridges; making placards for a community activism march or taking people on gallery tours; skateboarding for civic justice or harvesting to make jam.

We work across a number of projects and programmes that explore heritage, identity, environments and ambitions which you can access via our [Business Plan](#). But core to our work are two key models of working:

### Arts Action Group

Building Local Knowledge,  
Strategy and Action

Our Arts Action Group (AAG) model is a throughline in all our work. We spend time bringing together people in an area that work with a diverse range of clients or groups (faith, education, young people, older care etc) and we set out local plans, ambitions and ideas together to form a way of working or a strategy for change. This could be about improving educational attainment and access to creative education; investing more in local infrastructures; community cohesion; employability; health and wellbeing and/or environmental actions. Once we set these agendas, we work with the groups to bring in the expertise and embed skills in the community so they can continue on with the work beyond engagement with Take A Part. So the community will run the meetings, write funding applications and artist briefs, produce and market the work, evaluate it with us and do it again and again to ensure that they can sustain the work for themselves, know who to talk to at a local authority level to leverage support and how to share impacts widely.

## Crazy Glue

### Building Appetite and Audiences for Creativity



Crazy Glue is a means to build confidence in communities and people who may not have had a lot of opportunity in their lives to engage with art. By going on trips to galleries and museums, working closely with artists in workshops and events, making their own work in their own way and learning how to share and discuss it with their community, we are supporting people to try something new, think in a different way and to have space to explore. In doing this, we develop cultural ambassadors in communities who are inviting their neighbours to take part in more cultural activities in their towns and cities. Through Crazy Glue we are building larger audiences for arts and culture.

Plymouth is our home, and we are deeply committed to working with communities in the city to increase opportunities to engage with arts and culture as a means to connect and learn together, and to nurture the skills, ambition and bravery residents need to lead creatively on their own change.

In 2024-27 we will place a geographic focus on Cattedown, Prince Rock & Coxside - the East End. It is the city's 3rd most 'deprived' ward, with high levels of crime (notably domestic violence and antisocial behaviour) and unemployment, and the proportion of children in need is double the city average. It is a Refugee Dispersal Area for Plymouth.

We will be embedded within the community, working with schools, community groups, cultural partners and peer organisations whose values and objectives for social impact align with ours.

We will collaborate and co-create projects through which we can continue to build on our established best practice to test ways of working and develop approaches to Socially Engaged Arts practice; researching, applying, reflecting, learning and refining the thinking, methodologies and processes.

Our work in Plymouth will be informed and enriched by our national and international partnerships, commissions, research and consultancy and our national and international work will create new learnings that we will, in turn, bring back to our home city.



# WHO WE ARE

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## OUR BOARD



### **Mark Leahy (Chair)**

*Artist, educator, and administrator*

MARK LEAHY is a writer, artist and teacher. From Ireland, he now lives and works in Southwest England. He makes performances, radio work, and artist publications. He is active in peer-networks supporting artists' activity in his region, teaches part-time at University of Plymouth and Falmouth University, and works with several arts and creative organisations.

### **Zoe Li**

*Artist*

### **Sarah Bowden**

*Academic*

### **Sophie Hope**

*Artist & educator*

### **Karen Pilkington**

*Community co-ordinator & community activist*

### **Jazz Moreton**

*Artist & disability rights activist*

## TAP STAFF



### **Artistic Director & CEO**

#### **Kim Wide**

KIM WIDE is Founder, CEO and Artistic Director of Take A Part. Hailing from Canada, Kim started her work in museums and the disability arts sectors before founding Take A Part in 2009. Kim is a Clore Fellow (2022), a Clore Social Fellow (2020). She received an MBE in the 2021 Queen's New Year's Honours List for 'Services to Social Engagement in the Arts' the first time social practice has been honoured on this level.



### **Executive Director (interim)**

#### **Anneliese Kesteven**

Anneliese studied at University of Winchester and University of Exeter, achieving a BA and MA Performing Arts and a PGCE (Post-Compulsory Education). Early in her career, Anneliese worked at Theatre Royal Winchester. In 2005 Anneliese joined Arts Council England, working in a number of roles before becoming Relationship Manager (Dance in 2010), providing support and advice to artists and organisations across the South West. Last year Anneliese joined Exim Dance as Strategic Operations Lead, a post she held until their closure earlier this year and joining Take A Part. Her work is underpinned by a belief in the importance of compassion & kindness, collaboration and communication in the workplace.



### **Head of Engagement Programme Gem Smith**

Gem has worked with Take A Part for the last 15 years; heads up Take A Part's engagement work, with a focus on Plymouth and a particular skillset around creative education, community engagement and work with families. In 2022 Gemma won a Marsh Award for Excellence in Visual Arts Engagement and in 2023, on behalf of Take a Part and in collaboration with Prince Rock School, she received a MaxLiteracy Award. She was part of the Extend Leadership cohort during 2023.



### **Head of Curatorial Programme Lucy Elmes**

Lucy Elmes née Rollins is a Contemporary Art Curator and Producer based in Plymouth. She holds an MFA in Curating from Goldsmiths, University of London. She is a Director of Flock South West and Rame Projects, a Non-Executive Director of Pollenize and the working group lead for Making Things Happen in CAMP. Lucy's ongoing research explores ideas of how art can be used as a vehicle to support communities through creative processes; tackling important societal concerns.

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The team is supported by a number of freelancers, working with the organisation to provide additional skills/capacity in production, artistic delivery & commissions, evaluation, fundraising, finance, design, marketing and communications etc.

# WHAT LIES AHEAD

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Post pandemic and the responsive way we worked to answer to community appetite and sector change was a really interesting, challenging and reactive time for us at Take A Part.

We want to refocus our work now to be more strategic, more sustainable and take on more of a leadership approach to how SEA is applied against strategies (e.g. Arts Council England's Let's Create Strategy). We want to support the cultural sector to increasingly lead on more collaborative and co-creative approaches to working with communities of practice.

To do this, in 2024-2027, we plan to invest in the development of our frameworks of support and sharing, expand our skills as a team and board, broaden our capacity and reach so we can enhance our ability to support the development of the socially engaged arts/creative social justice sector in the UK.

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## TO DO THIS WE WILL:

### **Build our Skills**

By investing in our communities, our team and our board, we will ensure we continue to develop our own networks, skills and criticality to lead in the SEA field. We invest in personal CPD such as mentors and coaching, learning new practice at conferences and Go See trips.

For a board member, this may look like working with Critical Friends with specialism brought into meetings when needed, whole board and team away days to build ideas together and will bring in training in board leadership and some brass tacks (e.g. reading accounts) to ensure we are really working strongly. Of course, as a board member you will be welcomed to Social Making when it happens and will be invited to all our Take A Part projects and events, so you can experience our work and get to know it intimately yourself.

### **Network Nationally/Internationally to Understand the Sector Better**

We will continue to build and widen our partnerships and networks to get a better sense of and more partnership working at a national and international level. By working across the UK, we can highlight and signpost to best practices happening in various regions and ensure that we can develop the sector by

developing awareness of those working in it. Our flagship Social Making international symposium is the showcase of this work, but we are also fostering and developing exchanges and integrating new forms of practice from colleagues in Ireland, India and Malaysia.

For a board member, this means we are seeking to work with people from a variety of backgrounds, practices and geographies and we are seeking to bring in more international representation so we can learn from other situations how SEA can practice well. This means as well we may be taking part in research, bringing new conversations into the UK that may be of interest to your own networks or can bring some of your networks closer to ours. We want to widen our networks and work with yours!

### **Build More Capacity for our Team to Give More**

SEA as a practice takes a lot of time and resources to be strong and meaningful, so we are seeking to invest in toolkits, resources etc so we can front load our support to communities and artists and ensure our team can work smoothly. We are also keen to look at ways in which we can work more effectively and efficiently so we can take care of our team well and deliver to quality.

As a board member, this means we need you to look across the piste at our work and help us to perform well, to see the opportunities and pitfalls and help us shape ways of working that are smart. To help us have the confidence to be clear on our offer.

## OUR ASK OF OUR BOARD

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We want to work with people who are interested in working with us on this change creation journey. We need people to get stuck in, to take on some tasks to help us push forward and to be sure to be responsive when our team needs it. We are on a change-making journey and change-making needs action and attention.

The board meets as often as it needs to be effective. The Chair, working with board members (and where they exist) staff, plans the board's work and meetings, making sure trustees have the information, time and space they need to explore key issues and reach well-considered decisions.





We are a community of practice as a board and operate as such. This means:

**We are relational**

We are socially engaged in how we make decisions, we are open to varied views and are collaborative in how we solve problems and support each other and the organisation through change. We would ask any board members be ready to listen, to challenge, to be challenged and to make room for compromise and change in the process of working with us. The board regularly discusses its effectiveness and its ability to work together as a team, including individuals' motivations and expectations about behaviours. Trustees take time to understand each other's motivations to build trust within the board and the chair asks for feedback on how to foster an environment where trustees can constructively challenge each other.

**We are respectful**

We are a diverse cohort of people and understand intersectionality, varied backgrounds and levels of experience make an organisation rich. We would ask that those joining our board are supportive of where others are coming from, honour the needs of those in the space to participate in open and generous ways and ensure equity in the space. Where significant differences of opinion arise, trustees take time to consider the range of perspectives and outcomes, respecting all viewpoints and the value of compromise in board discussions.

**We are experimental**

We are not afraid to look at new ways of doing things. We like to think differently and to try (and maybe fail, but learn) about new approaches and practices when it comes to operating as a board. So we are open to ideas of how we could improve or do 'different' to benefit us all. The board collectively can get independent, professional advice in areas such as governance, the law and finance. This is either on a pro-bono basis or at the charity's expense if needed for the board to discharge its duties.

# THE BOARD MEMBER ROLE

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Trustees are vital to our organisation. They ensure that we are operating as we said we would when we set up Take A Part CIO in 2020. They provide oversight and ensure we are delivering to our values and promises.

You will work with the other board members and the senior leadership team to shape our vision and mission, track our progress on achieving our strategic goals and ensure that we are compliant with all legal and regulatory requirements. You will also be our sounding board and critical friend, bringing your skills and experience into conversations to help us shape our programme and organisation for the better.

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## WHAT A BOARD MEMBER FORMALLY NEEDS TO DO IS:

- Help develop and maintain our vision, mission and values.
- Work with Senior Leadership to create a firm strategy so we deliver to quality and with care as well as understand and evaluate our targets.
- Be an ambassador for our work with funders, local authorities, cultural organisations, research bodies, community and voluntary sector leaders etc.
- Help us work through challenges and see our goals by being open for discussions and see things from new perspectives.
- Ensure we are compliant with charity laws, company laws and other relevant legislations.
- Ensure that we have good financial management and controls in place and manage any risks well.
- Be active with our board and collaborate with them to ensure everyone feels supported and part of the team.
- Protect Take A Part as an asset that supports so many communities of practice to develop.
- Take on safeguarding responsibilities for our young people and adults at risk as well as understand the needs of care in our own team and how to nurture and support their wellbeing.
- Have oversight of policies and procedures and help us to develop and manage them well.
- And to always have the best interest of the charity in mind.

As mentioned already we will support Trustees to ensure they have the skills / capacity / knowledge to carry out this role, - so you don't need to know it all beforehand - we are looking to bring on board people who are interested in what we do, aligned to our wider view of arts, culture and social justice.

## WHO WE ARE SEEKING

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We want to work with people genuinely interested in supporting the cultural sector to be more responsive, relevant and supportive of those who do not normally have the opportunity to engage in it. We recognise that expertise doesn't come from degrees or job descriptions, but a genuine love and desire for cultural experiences to be openly accessed by all.

In the appointments we make we want to mirror our programme and reflect the ambitions our communities of practice share with us as important to them. For this we are seeking people who have experience in the following areas:

### **Supporting untold stories to be told**

Our communities of practice tend to be those that are underserved and underrepresented in our cultural sector who have rich tales to tell. This could be in the heritage sector and how museums and galleries collect; community journalism and regional press; how our galleries collaborate with our communities; how we are amplifying voices and creating new platforms.

### **Developing community-led climate action**

We have our models of practice to support climate justice, but we know there are real experts out there. We could be learning and creating applied frameworks for action; supporting communities to create and lead their own environmental action agendas; how to engage people in caretaking for local environments.

### **Scaling-up sustainably and structuring well**

The ability to sustain and develop the work that is undertaken with care is key. Maybe you have initiated an organisation that has blossomed and can share your learning; perhaps you know how to run campaigns that bring opportunities forward; maybe you have partnered effectively for greater impacts - we need to support the work we enact to be generative.





### **Widening networks**

We are interested in SEA practices from other places and spaces across the UK and internationally (but especially from the Global South), away from the networks and frameworks of our current learning. Perhaps as an artist, academic or organisational leader who is keen to share another viewpoint on SEA and its applications or maybe as part of a growing national or international dialogue you think we ought to be part of too.

### **Testing new models of practice**

SEA art is generally a very localised art form that does not tour or iterate often, and we want to seek to challenge or test this. So perhaps you are a curator or part of an institution that wants to collaborate with us on this; maybe you are a researcher that would like to help us understand this more.

### **Leaning into differences**

Our communities are intersectional. No community is a monoculture and we want to be as robust, supportive and active as possible in holding conversations and approaches in place that support diverse ideas and agendas. So perhaps you are an EDI specialist, or you work deeply with intersectionality in your work; maybe you have networks you want to share or approaches we should be mindful of.



## WHAT WE WILL REQUIRE OF YOU

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We are focussed on supporting Take A Part to step change towards more dynamic, relevant and ambitious leadership for the sector. This means we need:

- A regular presence at our board meetings (these are generally online and quarterly - lasting 2 hours). This means reading the papers in advance, having an active part in setting agendas and suggesting speakers or critical friends to support and build the expertise when we need it.
- To be able to call on you when we need your specialist support (this could be through supporting an individual team member, being part of a Board sub-group, or reviewing a policy document). When you are working with Take A Part, your expertise really matters. You are joining us because you have something unique and we want to be able to learn from you. Your time with us is so important and we want to ensure we use it well.
- You to join us for deep dives. We have yearly in person Board and Team days when we get together to really think about the future, the strategy and what TAP needs to support our continuing journey. And we want you to be there.
- You to come and to celebrate. Our amazing team work hard to bring out the highest quality of SEA practice. There are times when we would like to invite you to celebrate with us. This could be at our flagship event (Social Making) or at a community event where a project culmination is celebrated, or at the launch of a publication or by taking part in a conference.
- You to advocate and share your networks. Take A Part is an organisation built on trust and relationships. We want your network to be ours too.

# WHAT NEXT

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The Chair and Directors are inviting those who are interested in the role of Trustee to get in touch for an informal conversation.

To do so, please email either:

Kim Wide (CEO) at [kim@takeapart.org.uk](mailto:kim@takeapart.org.uk)

or Mark Leahy (Chair) at [mark@takeapart.org.uk](mailto:mark@takeapart.org.uk)

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## HOW TO APPLY

**Please submit an Expression of Interest by email to [mark@takeapart.org.uk](mailto:mark@takeapart.org.uk) no later than September 30<sup>th</sup> 2024.**

Applicants are also asked to complete an anonymous [Monitoring Survey](#) when submitting their EOI. This will help Take A Part to better understand the protected characteristics of those interested in our opportunities and how we can improve our applications process to broaden the diversity of those we are working with.

Please confirm in your email that you have completed the anonymous Monitoring Survey.

Late submissions cannot be considered. Please email your submission well in advance of the deadline to avoid the possibility of technical issues and lateness.

For access support please contact: [anneliese@takeapart.org.uk](mailto:anneliese@takeapart.org.uk)

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## EXPRESSION OF INTEREST (EOI)

**To apply please submit the following as a single PDF or a video attachment (up to 4 minutes):**

- Your name
- Contact details including email, phone number and current address
- Links to your website and/or CV
- A 400-500 statement outlining your interest in Take A Part and what you feel you can bring to the Board.

## TIMEFRAMES

- Deadline for applications is 30<sup>th</sup> September 2024.
- Interviews will take place online on 21<sup>st</sup> and 22<sup>nd</sup> November.
- Any onboarding 1-1 conversations will take place during November to December.
- 13<sup>th</sup> January 2025 (online): Board Welcome to new members and Away Day planning.
- 8<sup>th</sup> February 2025 (in person): Board Away Day (venue and location TBC).

## OUR FUNDERS



Take  
A Part