

TRUSTEE RECRUITMENT & INDUCTION PACK



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“You know, this project is pretty special. The talent, the approachability of people behind the scenes, all of it. It’s nice coming from where we’re coming from, the stigma and all that. The team are second to none,”
Ex-prisoner participant on *Sounding Out*

Dear Applicant,

Thank you for your interest in becoming a Trustee at the Irene Taylor Trust (ITT). ITT was founded in 1995 by late Lord Chief Justice Peter Taylor, in memory of his wife Irene, who had a strong interest in penal reform and the role of the arts in rehabilitation. ITT has become an internationally recognised leader in the prison arts sector for 25 years and counting, delivering creative music projects which transform the lives and aspirations of those often seen as on the fringes of society.

Music has proved a powerful means of engaging prisoners who wish to change their lives, often encouraging them to continue into further education opportunities in prison and to use music to express themselves and reconnect with their families. From our original prison model, we have developed and expanded our work into three interconnected programmes: *Music in Prisons* with prisoners; *Sounding Out* with ex-prisoners; and *Making Tracks*, with young people not in education employment or training and/or engaging with community youth offending teams. All our work uses creative collaborative music-making to break down barriers and build up new confidence, whilst creating important transferable social skills and raising our participants' aspirations for the future.

In addition to our core activities, we run special projects which support our objectives, with a range of partners, including the Royal Philharmonic Orchestra on the Lullaby Project (writing original lullabies with parents), which is supported by Arts Council England. In the community we partner to deliver projects with youth offending teams and The Prince's Trust. Our valuable expertise in prisons is in demand in the UK and beyond; we sit on the steering group of the National Criminal Justice Arts Alliance; internationally we have been regularly commissioned for special training projects by the Chicago Symphony Orchestra since 2013 in the US, and by Bergen prison in Norway. Our Artistic Director is currently developing plans to create bespoke training packages for other orchestras and organisations.

ITT is championed by patrons including pianist Stephen Hough CBE, musician Mark Knopfler OBE, filmmaker Roger Graef OBE and all the Lord Chief Justices since Lord Taylor, including Lord Woolf, who has said of our work: *"Music in Prisons can help break the vicious circle of offending, imprisonment, release and reoffending resulting in return to prison, so we must ensure we provide the resources to enable it to reach more people."*

We are very proud of the work we are doing at ITT and look forward to welcoming new Trustees who can help us to continue to develop and grow. If you would like to apply to join us, please send your CV with a covering letter telling us why you would like to get involved and how you can help us as someone with expertise around criminal justice (see particularly page 10). Your application should be sent to info@irenetaylortrust.com by 30/04/21. We will invite successful applicants to meet us for an interview online. If you would like an informal discussion before applying, please pass on your details via info@irenetaylortrust.com and I will be in touch to arrange a time to talk.

Yours sincerely,
Jane Anderson, Chair of Trustees

Irene Taylor Trust structure

Board

Jane Anderson – Chair
Paul Meitner – Hon. Treasurer & Vice Chair
Jonathan Adams
Alice Beal
Sarah Davis
James Maloney
Peter Renshaw
Carolyn Taylor

Advisory Board

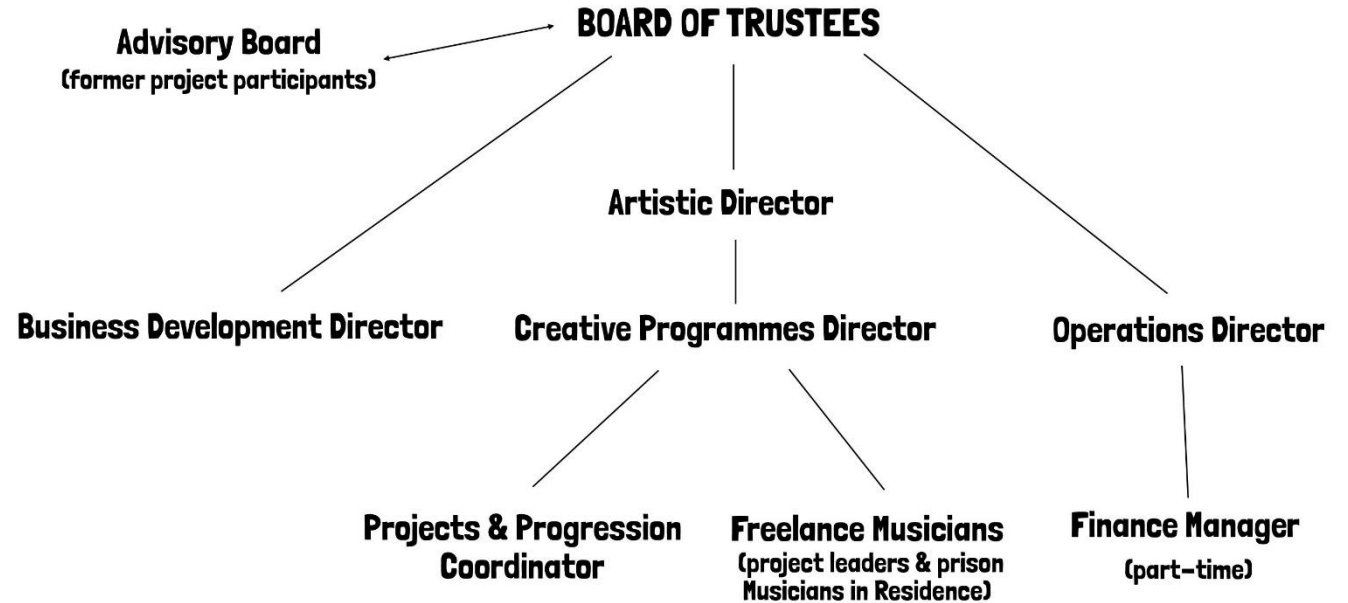
Currently recruiting, to start Spring 2021

Staff

Artistic Director – Sara Lee
Business Development Director – Rupert Tate
Operations Director – Luke Bowyer
Creative Programmes Director – Jake Tily
Projects & Progression Coordinator – Louiza Lambrianide
Finance Manager (part time) – currently vacant (Operations Director covering)

Subcommittees

Finance & Fundraising: Jonathan Adams, Paul Meitner, Rupert Tate & Luke Bowyer
Governance review: Jane Anderson, James Maloney, Carolyn Taylor
HR: Jane Anderson, Carolyn Taylor



Our history and vision

Established in 1995 by the late Lord Chief Justice Peter Taylor, the Irene Taylor Trust's objective is to inspire positive change in individuals in and on the fringes of the Criminal Justice System through creating music. Our programmes amplify the aspirations of prisoners, ex-prisoners and young people.

ITT became a company limited by guarantee (No. 3637201), incorporated on 23 September 1998 and registered with the Charity Commissioners (No. 1073105) on 23 December 1998. The charitable company was established under a Memorandum of Association, which established its objects and powers and it is governed under its Articles of Association. ITT is administered by a Board of Trustees who are also its Directors for the purposes of company law.

Building Skills for a Brighter Future

Creating original music collaboratively can make a powerful impact on people's lives, bringing them new confidence, important transferable skills (such as communication, team working, problem solving and perseverance) and raised aspirations for the future. Our programmes – *Making Tracks*, *Music in Prisons* and *Sounding Out* – support young people at risk, people of all ages in prisons and ex-prisoners rebuilding their lives on release.

We work with some of the most disadvantaged and marginalised individuals in our society, who have faced a range of issues, such as abuse, violence, substance misuse, mental health problems, exclusion from school and homelessness.

Our projects empower participants by allowing them to create and perform the music themselves under the guidance of our exceptional team of professional musicians. In doing so, they are able to share their own musical and cultural influences, experiment with music that interests and excites them, and make their voices heard. The benefits of our projects are experienced not only by the individual participants, but also by their peers, friends, families and the wider community.

"What you do genuinely changes lives, you have brought a moment of happiness to a family who have struggled with an incredibly hard time."

Family member of *Music in Prisons* participant on receiving a CD of music created

Music in Prisons

Music in Prisons involves intensive projects for groups of around ten prisoners, leading to the creation of original music and performances as a band. *Music in Prisons* participants learn and work collaboratively, requiring the rapid development of team working, communication and negotiation skills to achieve a high quality musical performance and recording.

In several prisons we support a *Musician in Residence*, who provides regular music sessions to complement and sustain the impact of the intensive projects.

“My interest in Music in Prisons is a hope that the beauty of music can make a difference in the lives of those who have had beauty stripped away; that music can be a messenger of hope and of new purpose.”
Stephen Hough CBE, pianist and patron

Sounding Out

Our *Sounding Out* programme offers a ‘through the gate’ progression route for people who have taken part in our *Music in Prisons* projects or attended sessions with our *Musician in Residence*. The programme supports ex-prisoners to get their lives back on track following release through a combination of live music performances, training opportunities and trainee placements shadowing the delivery team on our *Making Tracks* projects.

Sounding Out allows participants to demonstrate on a very public platform the positivity, talent and creativity locked inside our prisons, challenging the often negative perceptions of people who have spent time in prison. The programme also gives participants the opportunity to make a fresh start, to voice their feelings and experiences, and to connect with audiences on a level as fellow human beings.

Participants receive pastoral support and bespoke guidance to further development opportunities from our Projects & Progression Coordinator.

“Being reformed and having a chance to creatively express myself outside is what it’s about for me. I see it as an opportunity to come out and get on with my life, but with the music relationships I had inside guiding me. It’s now going to be professional and with an audience!”
Sounding Out participant

Making Tracks

Making Tracks targets young people at risk of offending, including those on the fringes of the criminal justice system and those who are NEET (Not in Education, Employment or Training).

The programme is designed to expand the horizons of young people through an intensive workshop week, culminating in a live performance to the local community, followed by a series of music sessions over several weeks, through which participants can achieve an Arts Award qualification. The music is recorded, professionally mixed and bespoke artwork is designed for the CD distributed to participants and their families. As with *Sounding Out*, participants are also supported by our Projects & Progression Coordinator.

“Through music we gain confidence in ourselves, learn by working with others, learn to trust others.”
Making Tracks participant

Special Projects

In addition, we work with partner organisations on a range of smaller projects which take our work to a wider range of beneficiaries and build on the experience and expertise we have developed.

Young Producers offers an opportunity for talented young people from *Making Tracks* to learn about and produce their own performance event as a first step towards developing a career in the music industry, and *Young Workshop Leaders* gives them the chance to train with our project team, experience co-facilitating projects and earn a Prince’s Trust Award Personal Development & Employability Skills (PDE) qualification.

In partnership with the Royal Philharmonic Orchestra (RPO), the Lullaby Project enables a range of parents in challenging circumstances to write a personal lullaby for their children.

Since 2013, we have been invited annually to share our expertise of running programmes in prisons with the Chicago Symphony Orchestra. We also work in Norway, and we are in the process of expanding our consultancy, training and delivery work in Europe and further afield.

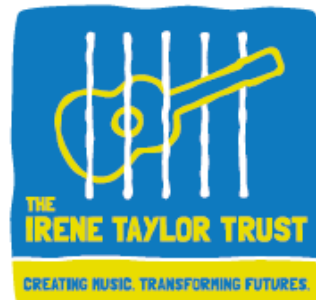
Looking ahead

We are proud of our achievements to date: our projects have reached over 6,000 participants and audiences of more than 23,000. The impact of our work is clearly demonstrated by a number of [independent studies](#), including the ‘Beats & Bars’ evaluation of *Music in Prisons* by Institute of Criminology, University of Cambridge, a 2019 evaluation of *Sounding Out* by the Institute for Community Research & Development, University of Wolverhampton, and evaluation of the pilot *Lullaby Project* by researcher Sara Ascenco in 2017. There are opportunities to expand our existing programmes to reach a wider audience and to grow our special projects into mainstream activities, in line with our **strategic objectives** (see page 9). During 2020, we adapted our projects for delivery online and remotely to ensure we still reached our vulnerable participants despite the restrictions resulting from Covid-19.

“Being able to look forward to something as well ... You think differently. I’m not taking all those mad risks I used to take, you get offers to do things and that, and I say no, no I’m in a band...”
Sounding Out Participant

THEORY OF CHANGE

HOW OUR PROGRAMMES AMPLIFY THE ASPIRATIONS OF PRISONERS, EX-PRISONERS AND YOUNG PEOPLE



MUSIC IN PRISONS

- Open to all prisoners
- Intensive projects
- And/or Musician in Residence weekly music sessions

SOUNDING OUT

- For ex-prisoners who have participated in Music in Prisons
- Two year training programme

MAKING TRACKS

- For 16-25 years olds not in education, employment or training
- Intensive week plus follow up sessions and personal development support

TAKING PART IN OUR PROJECTS LEADS TO...



OPPORTUNITY TO EXPRESS



LEARNING BY STEALTH



INCREASING SELF-EFFICACY & CONFIDENCE



NEW IDENTITY



NEW ASPIRATIONS

LONG-TERM OUTCOMES

STARTING POINT FOR PARTICIPANTS...

- STIGMATISED INDIVIDUALS ON THE FRINGES OF SOCIETY
- NEGATIVE EXPERIENCES OF FORMAL EDUCATION
- LACKING IN SKILLS, SELF-CONFIDENCE AND ASPIRATIONS



OUR VALUES

QUALITY

Professionalism and excellence underpin every aspect of our work

DIVERSITY & EQUALITY

In both the programmes we deliver and in the range of people we engage with

HUMANITY

Showing compassion, empathy and understanding and promoting well-being

FAIRNESS

Promoting equality and mutual respect; working towards relationships that are inclusive, trusting and that encourage participation

FUN

Recognising the value of enjoyment in creating a friendly, positive and productive working environment

CREATIVITY

Encouraging a safe and supportive space for experimentation and innovation

DEVELOPMENT

Responding to the developmental needs of individuals, the organisation (via research, evaluation and CPD) and the sector (by sharing practice)

- Work with professional musicians to write songs and learn instruments
- Form a band with peers
- Feel able to express, explore and experiment

- Tap into emotions through song-writing
- Share own life experiences through the music
- Learn to listen and communicate effectively
- Learn to share ideas, compromise, collaborate

- Provided with a safe and encouraging 'space' for development of skills
- Record music
- Perform at a gig to an audience
- Feel supported musically and emotionally
- Increased confidence to work with others

- Share CD with friends and family
- Earn Arts Award (Making Tracks)
- Change perceptions of others, showing talent, bravery, commitment and perseverance
- Improved relations with prison staff and case workers
- Confidence boost to try new things
- Emerging sense of identity as a musician

- Supported by our team to find progression routes to further build skills
- Trained to become Support Musicians (Sounding Out)
- Trained to become Young Producers (Making Tracks)
- Motivation to take part in other learning or training
- Refrain from offending or re-offending
- Embraced as part of community

OUR MISSION

To inspire positive change in individuals in and on the fringes of the Criminal Justice System through creating original music

OUR VISION

A safer and more just society

Outputs

What ITT enables participants to do

Outcomes

Changes participants experience as a result

CHANGED MINDSET, READY TO TAKE ON NEW CHALLENGES

INCREASED SKILLS (INTERPERSONAL & MUSICAL) & ASPIRATIONS

IN EDUCATION, EMPLOYMENT OR TRAINING

Trustee responsibilities and time commitments

The Trustees of the Irene Taylor Trust are responsible for ensuring the charitable company delivers its mission, guided by its current strategic plan. In partnership with the Chair and Artistic Director, the Board is responsible for ensuring that ITT achieves these strategic objectives. This is a non-executive position with a duty to promote the long-term future of ITT

ITT's strategic objectives for 2021–2024 are to:

1. Meet the needs of more men, women and young people in and on the fringes of the Criminal Justice System
2. Strengthen its profile (locally, nationally and internationally)
3. Share its experience, knowledge, and evidence to promote the wider use of music in prevention and rehabilitation
4. Innovate and collaborate artistically, developing its projects, approach and team
5. Diversify its funding model and grow its activities sustainably
6. Develop and establish on-line and face to face working practices developed during covid-19 restrictions as part of our offer

Trustees are responsible to:

- The Chair of the Board
- All stakeholders, including the Charities Commission, registrar of Companies, funders and other interested parties

Trustees are responsible for:

- Managing the Artistic Director, Business Development Director and Operations Director

Term of office:

- 3 years, with the option to renew twice (maximum term 9 years)

Time commitment:

- 5 Board meetings a year, including the AGM (October); meetings are held in the evenings, usually 5:30 - 7:30pm, in central London locations; conference call participation can be arranged when necessary (all meetings currently being held online due to Covid restrictions)
- Trustees are expected to attend ITT events and performances whenever possible (at a minimum 2 or 3 annually)
- Trustees should be available on an ad hoc basis to support ITT's staff on issues relevant to their skills/experience when requested
- New Trustees will need to familiarise themselves with ITT's policies and undertake safeguarding training (run by the Creative Programmes Director)

Current gaps on the board: What we're looking for and how to apply

We are currently looking for two new Trustees who work, or have worked, at senior levels in the **criminal justice system**, to join our welcoming and productive Trustee board.

We are looking for one Trustee with:

- **Experience of working in custodial settings** such as a Governor, Deputy Governor, Head of Learning and Skills or an Education Manager

And another Trustee with:

- **Experience of working in community settings** such as a Youth Offending Team Head of Service or Team Manager, or a Probation Officer in a senior role

What we would welcome most is your professional knowledge, advice and ability to help us to navigate and network in the world of criminal justice. We have substantial experience of engaging with participants and we know our way around the criminal justice system as it relates to our current work. We are looking for support from a broader viewpoint. We would welcome people who can act as a sounding board and generator of new ways forward and who can alert us to changes and to funding, partnership and working opportunities (and threats).

We would particularly welcome applications from those from BAME backgrounds.

Previous board experience is not required – an induction will be provided.

Person specification

Essential

- Knowledge of the criminal justice system
- Interest in and commitment to becoming a trustee

How to apply

Please send a CV and a covering letter to info@irenetaylortrust.com telling us about yourself, why you would like to become involved and how you would be able to contribute, by 30/04/21. If you would like an informal discussion with our Chair Jane Anderson about the position before applying, please email info@irenetaylortrust.com with your contact details to pass on.

What you will need to sign up to on becoming a Trustee

The Irene Taylor Trust's approach to governance:

An effective Board will provide governance and leadership by:

1. Understanding its role
2. Ensuring delivery of the organisations vision and purpose
3. Working effectively both with individuals and as a team
4. Exercising effective and appropriate control
5. Behaving with integrity
6. Being open and accountable

1. Understanding its role:

- All Trustees will understand the extent and boundaries of their role as non-executive directors
- They will understand the strategic role of the Board and not engage in operational matters
- They will safeguard the vision and values of ITT
- The Board will act in accordance with its Memorandum and Articles of Association and other relevant governance regulations

2. Ensuring delivery of the organisation's vision and purpose:

- All Trustees will ensure, through a variety of means, that ITT is acting in line with its vision and purpose.
- The Trustees will receive regular and timely information from the staff
- The Trustees will ensure that ITT has appropriate procedures and systems for monitoring the outputs, outcomes and impact of its work
- The Trustees will ensure key stakeholders are involved, as appropriate, in ITT's planning and decision making

3. Working effectively both as individuals and a team:

- All Trustees will understand their duties and have appropriate documentation defining their roles
- The Trustees will ensure that they receive appropriate advice (internal or external) in their decision-making processes as appropriate
- The Board as a whole will include the appropriate range of skills, experience, understanding and backgrounds to run ITT effectively

- The Trustees will undertake induction and other relevant training as required
- The Trustees will ensure that they have appropriate performance management systems and processes in place to monitor the Artistic Director and the performance of the organisation as a whole
- All Trustees will ensure the Board as a whole monitors its own performance and ensures it has appropriate strategy for its renewal and development
- All Board recruitment should be open and transparent in line with the principals of public office
- All Trustees will act in accordance with ITT governing documents and relevant legislative and regulatory requirements

4. Exercising effective and appropriate control:

- All Trustees will ensure that ITT has an appropriate system of internal controls and that these are regularly monitored
- The Trustees will ensure the assets and property of ITT are appropriately protected
- The Trustees will ensure they understand the levels of risk involved in undertaking the work of ITT and that these are appropriately monitored and mitigated
- Any Trustees undertaking a specific role, such as Treasurer or Chair, will have a defined statement of the role and responsibilities
- The Trustees will ensure that clear terms of reference are set out for any subcommittees, advisory groups etc. and that their work is regularly monitored
- The Trustees will take appropriate professional advice before making key decisions that may impact on the future on ITT

5. Behaving with integrity:

- All Trustees will ensure that ITT's values and ethos are enshrined in its policies and its practices
- The Trustees will ensure that the Board as a whole fosters a working environment that encourages constructive challenge and respects different perspectives
- The Trustees will act honestly in all matters and declare potential conflicts of interest even if their relevance or impact is unclear
- The Trustees will ensure that no single stakeholder will exercise undue influence
- Where Trustees are in positions of representing ITT they will ensure that there is no confusion between their personal views and those of the organisation
- The Trustees will ensure there is a clear policy and procedure for whistle-blowing
- All Trustees will uphold the confidentiality of their meetings and the internal activities of ITT as appropriate

6. Being open and accountable:

- All Trustees will ensure there is a strategy for the regular and effective communication with all stakeholders

- The Trustees will engage in a process that ensures ITT learns from its past successes and mistakes and ensure external perspectives are taken into account where appropriate
- The Trustees will ensure that ITT upholds the principals of equality and diversity, ensuring it is fair and open to all section of its communities
- The Trustees will ensure that ITT engages in its responsibilities towards it's wider communities, society and the environment

The Charity Commission's guidance:

- **'The essential trustee: what you need to know, what you need to do' - read [here](#)**
- **On disqualification from being a trustee:**

The Charity Commission states: You must be at least 18 years old to be a charity trustee (16 if your charity is a company or charitable incorporated organisation (CIO)).

Some people are disqualified by law from acting as charity trustees. Subject to waiver provisions, this includes anyone who:

- has an unspent conviction for an offence involving dishonesty or deception
- is currently declared bankrupt (or is subject to bankruptcy restrictions or an interim order) or has an individual voluntary agreement (IVA) with creditors
- is [disqualified from being a company director](#)
- has previously been removed as a trustee by either the commission or the High Court due to misconduct or mismanagement

Full info from the Charity Commission about disqualification is [here](#).

More information about the Irene Taylor Trust, including full academic evaluations and the original music created on our projects, is on our website: www.irenetaylortrust.com

The Irene Taylor Trust is a registered charity in England & Wales (no. 1073105) and company limited by guarantee (no. 3637201). Our registered office is: The Irene Taylor Trust, Rich Mix 2nd Floor, 35-47 Bethnal Green Road, London, E1 6LA. Email info@irenetaylortrust.com