



TONIC

Chair of Trustees

RECRUITMENT INFORMATION PACK

Tonic Theatre CIO



Tonic is seeking a new Chair to provide inclusive and collaborative leadership to the Board of Trustees. The Chair will be key in helping deliver Tonic’s charitable objectives and optimising the skills and experience of the Board.

For over a decade Tonic has been at the forefront of driving change within the performing arts and wider arts and culture, supporting the sector to achieve greater equality, diversity and inclusion. Our mission is to ensure that the broadest range of people can have art and creativity in their lives, whether engaging as professionals, amateur participants, or audiences. We do this via our thriving programme of sector-wide projects, one-to-one support for arts organisations, training, events and the creation and publication of books and resources.

Founded in 2011, we have successfully developed from an aspirational one-person start-up to a robust, mature charity which has steadily grown its income and workforce. We are now at a stage where we can further professionalise the way in which we operate and govern the organisation, providing a sustainable business model for our planned growth. We are seeking a Chair who will be excited to have the opportunity to review how the organisation is run and promote good governance and best-practise in all aspects of Tonic’s operations.



Tonic Celebrates, Hoxton Hall

About Tonic

For over ten years [Tonic](#) has been supporting arts and cultural organisations to achieve greater equality, diversity and inclusion through a combination of [training, consultancy, research and cross-sector projects and programmes](#). The impact of our interventions, both on the organisations we have worked with, and, by extension, the wider sector is palpable. We take a thoughtful, never tokenistic, approach to change, supporting organisations to understand the underlying causes of inequalities and then work with them to reimagine and redesign their working practices and structures so that they become more equitable. Focusing on empathy and emotion as much as systems and processes, we build collaborative and empowering relationships with the organisations we work with and help them to understand how diversity is crucial to their success. All our work is driven by the firm belief that arts and culture improve people's lives but will only be at its best - and have the widest reach possible - if it is inclusive of the broadest range of talent. Since 2011 we have been infusing organisations across the UK and beyond with our enthusiasm and positivity about what a more equitable, diverse, and inclusive sector could achieve.

"Tonic has become increasingly pivotal in helping the entire industry, through organisations and individuals, raise its game."

- Rufus Norris, Director, National Theatre

Having initially been established in the theatre industry, the success of Tonic's approach saw demand for our work extend into other areas of the performing arts, particularly dance and opera. Today we continue to work extensively in these fields whilst also increasingly expanding into a range of other areas including music, heritage and museums, television drama and the wider cultural sector. When we began, Tonic's focus was purely targeted at improving the situation for women and girls in the theatre industry. While this remains an important aspect of what we do we now look at equality, diversity and inclusion (EDI) more holistically. In particular, we are keen to take an intersectional approach so that our work supports organisations to create working practices and policies that are inclusive of **everyone**.

"What's great about Tonic is that it's not superficial. The work it's doing is subtle, nuanced and in depth and that's what I really appreciate about Tonic."

- Indhu Rubasingham, Artistic Director, Kiln Theatre

Tonic takes pride in working across the arts and cultural ecosystem. We work with venues, producers, commissioners, festivals, training and educational institutions, businesses in the arts ‘supply chain’, professional membership bodies, networks, and amateur and community groups. We’ve developed multi-year relationships with some of the biggest arts organisations in the country (such as the National Theatre, Royal Opera House, Royal Shakespeare Company, Sadler’s Wells), work with micro-companies operating on a hyper-local basis, and with organisations of all shapes and sizes in between. Through our [books, resources](#) and [industry-facing events](#), freelancers and others can engage in our work too.

Tonic is a small but growing [team](#) which is led by our Founder and Director, [Lucy Kerbel](#). We currently have eight salaried staff all of whom work 3 or 4 days per week. Although Tonic is a London-based organisation, increasingly our staff live elsewhere in the country, and we are therefore operating in a hybrid manner with the team either working from home or from Tonic’s office in Herne Hill. In addition to this core team, Tonic works with a pool of [freelance associates](#) who deliver various parts of our work and has a highly-engaged [Board of Trustees](#).

As a charity, Tonic takes an entrepreneurial approach to our financial model. We generate the vast majority of our income ourselves, meaning we are not reliant on grant funding, either to cover core costs or to underpin projects. Being financially autonomous has contributed significantly to our longevity as an organisation and gives us the freedom to pursue those lines of work which we feel will enable us to deliver our charitable objectives in the most impactful way.



Guests at Tonic Awards

Role Description – Chair of the Board of Trustees

Responsible to	Board of Trustees
Responsible for	Line management of the Director
Start date	Winter 2023
Term	Three years, potentially renewable for a second term of three years subject to a performance and suitability review.
Location	Trustees meet in London and occasionally online. The Chair must be able to travel to London for the Board commitments.
Time commitment	Around 20 days per year, including four Board Meetings per year, subcommittee meetings and one or two yearly away-days. This also includes the Chair arranging to meet and discuss matters arising with the Director on a regular basis, generally once monthly or more often around specific issues arising. These meetings are preferably to be held in-person in London. The Chair may also need to attend Tonic events and take part in Trustee recruitment, which may add to the time commitment.
Remuneration	The role of Chair is not accompanied by any financial remuneration, although certain expenses may be claimed, in line with guidance provided by the Charity Commission.

Responsibilities

The Chair will lead the Board, and in partnership with the Director, guide the strategic development of the charity. This breaks down across the following areas:

Strategy and planning

- Ensure that the board works closely with the Director to devise appropriate plans and that effective recording, monitoring and oversight of the implementation of those plans are in place.
- Work with the appropriate Trustees and team members to scrutinise budgets and ensure financial resilience.
- Ensure that the Board regularly reviews major risks and associated opportunities and satisfies itself that Tonic is in a place to take advantage of opportunities and manage and mitigate the risks.
- Sensibly encourage positive change and risk-taking where appropriate.
- Provide leadership and support through committing the required time to the role and being accessible and available to Tonic during periods of crisis.

Leadership of the Board

- Provide effective leadership, direction, and governance of the Board of Trustees, enabling them to fulfil their responsibilities for the overall governance and strategic development of the Charity.
- Ensure that the performance of the Board as a group and individual Trustees is reviewed routinely with appropriate frequency, that skills audits and other established or emerging good practices are undertaken and maintained.
- Build an inclusive, cohesive, and collaborative board culture ensuring clarity of purpose, accountability and effectiveness and support all Trustees in maximising their contribution and making good use of individual skills, experience and industry contacts.
- Ensure that the Board of Trustees is regularly refreshed and maintains the right balance of skills, knowledge and experience needed to govern and lead the charity.

Board meetings

- Plan, chair and facilitate Board meetings efficiently, collaboratively and ensuring that meetings are action-driven.
- Monitor that decisions taken at meetings are recorded and implemented.
- Lead on setting up appropriate sub-committees and appointing chairs. Monitor sub-committees' performance and check on actions arising from them.
- Ensure that professional standards are maintained within all Board meetings and processes and that Tonic's values of collaboration and respect are upheld in all the decisions and decision-making processes of the Board.

Governance

- Work with Trustees and the Director to further the growth and successful achievement of Tonic's charitable objectives.
- Ensure the Board of Trustees fulfils its statutory and professional responsibilities for the governance of the Charity, and that Tonic acts in accordance with regulatory, Charity Commission and financial reporting requirements.
- Review and ensure the governance of the Charity is compliant and suitable for its needs.

Support for the Director

- Review and appraise the performance of the Director regularly, as well as providing ongoing support and being a “sounding board”.
- Conduct an annual appraisal and remuneration review for the Director in consultation with other Trustees.
- Ensure that the Director has the opportunity for professional development and has appropriate professional support.

Advocacy

- Advocate for Tonic externally, building the profile of its brand and helping to establish and strengthen opportunities.
- Make the most of relevant professional and/or personal networks across the sector, to advance the interests of Tonic.
- Represent Tonic at its key events. Act as a spokesperson for Tonic when appropriate.

These tasks are indicative only and not exhaustive. The Chair will be expected to perform reasonable additional duties.



Tonic Advance Network, training session

Person Specification

The Chair of Tonic will be passionate about Tonic's mission and passionate and knowledgeable about the landscape in which Tonic operates.

Essential

- Commitment to Tonic's mission and values and a willingness to devote time to carry out the responsibilities of the role.
- Understanding and acceptance of the legal duties entailed in Trusteeship and charity governance.
- Awareness of and commitment to high principles and standards of charitable practice, always considering the reputation of Tonic.
- Previous experience as a Trustee.
- Experience of working (in any capacity) and building relationships in the arts sector.
- Experience in providing leadership at strategic level and bringing people along on the journey.
- Strategic and forward-looking vision.
- Integrity and an ability to exercise fair judgement.
- Ability to think creatively in the context of Tonic, its client base, and the arts sector.
- Ability to support, challenge and act as a sounding board to the Director.
- Self-aware, emotionally intelligent, strong interpersonal and diplomatic skills.
- Confidence and willingness to represent Tonic at events, workshops, and meetings in an ambassadorial capacity.

Desirable

- Experience as leading trustee / Chair of the Board in a charity.
- Experience of charity finance, charitable best practice and operating within the Charities act.
- Connections to networks that may be advantageous to Tonic.
- Experience and ability of managing external stakeholders, such as art bodies, grant makers, Government etc.

How to apply

Applications should consist of:

- Covering letter outlining why you are interested in applying for the role
- CV

Please also complete an Equal Opportunities Monitoring Form. The form can be found [here](#).

Applications should be submitted by **Monday, 16th October 2023 at 09.00am** via email to info@tonictheatre.co.uk.

If the application formats that we are providing don't work for you, please let us know by contacting us at info@tonictheatre.co.uk.

If you have any questions, or would welcome an informal conversation about the role to help you decide on whether to apply, please email chair@tonictheatre.co.uk and one of the team will be happy to respond/set this up.



Tonic presents Menopause - The Change in the Industry, Soho Theatre