

# Trustees

Recruitment Pack

October 2024



Sound and Music



Supported using public funding by  
**ARTS COUNCIL  
ENGLAND**

# Sound and Music

## About Sound and Music

Sound and Music is the UK's charity for new music and sound.

Our vision is a future where the frontiers of new music and sound are closer to every person.

Our mission is to be the base camp for anyone in the UK who wants to make, experience or support new music and sound to shape the modern world. We deliver artist-centred development programmes and essential funding to young, emerging and established artists breaking new ground across music-making in the UK. We lead research, campaigns, networks, archives and collections to further originality, discovery and equity within music. For over 15 years, we have worked with thousands of music creators and hundreds of organisations to boost musical creativity, careers, cultures and communities; progressing inclusion and representation within new music in the UK.

We are guided by our [Fair Access Principles](#), a code of best practice which ensures our work is open and inclusive for all.

Sound and Music is supported by [Arts Council England](#) and proud to be a [National Youth Music Organisation](#).




The creative programme for Sound and Music makes a unique and distinctive contribution to the arts in the UK. We are a National Portfolio Organisation of Arts Council England. NPO funding is confirmed until March 2026.

## Our values

- **Artist-centred:** We place the strengths, needs and voices of artists at the heart of all we do
- **Curious:** We actively explore, listen, learn and collaborate – always open-minded
- **Agile:** We innovate, respond creatively to ever-changing contexts and prioritise momentum over perfection
- **Ambitious:** We foster originality, lead on equity and inclusion and drive progressive change across the industry

Sound and Music



-  @soundandmusic
-  @soundandmusic
-  @soundandmusicuk

Front image

Melanie Wilson  
© Tom Baker

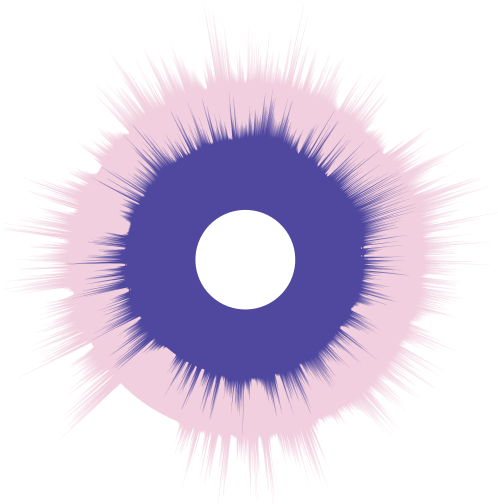
Right images

Top. BULLYACHE  
present TOM  
© Genevieve Reeves,  
2023

Bottom left. Gwen  
Sion AKA catHEAD  
© Gwen Sion

Bottom right. Chris  
Jacquin at the  
Piaodrome  
© Chris Scott





Bring the frontier of new music  
and sound closer to every person

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## Sound and Music

# Trustee profile

## What we are looking for

We are looking for up to three new Board members (one of whom to be Vice Chair) as we continue our exciting journey through The Trail: Our Strategic Plan 2023-28.

We seek candidates passionate about encouraging creativity, cohesion and innovation through supporting composers of all ages to create new music and sound and enabling a wide range of audiences to engage with and be enriched by it.

### General attributes required of all board members:

- Passionate about music but not necessarily working in the music sector
- Potential to contribute constructively and effectively as Board/committee member
- Ability to provide strategic direction, set policy, define goals, set targets and evaluate performance
- Ability to attend four full Board meetings and one away day per year; also, to give time to providing expert advice to the executive, as appropriate
- Potential to bring new financial and strategic partners to benefit Sound and Music

# Essential

Candidates should also demonstrate their suitability in the following essential areas, which they will be scored against:

- **Knowledge and skills**  
Expertise in one of the following:
  - Finance
  - Accountancy
  - Creative practice (as composer or music creator)
  - Broad knowledge and understanding of the Arts and Culture sector and current issues affecting it
  
- **Strategy**
  - A strong alignment with our vision, mission and values
  - Open-minded strategic thinker, able to take strategic view across the full range of issues affecting Sound and Music
  
- **Communication**
  - Strong interpersonal skills, including emotional intelligence, empathy, listening skills
  - Excellent judgement, analytical and comprehension skills
  - Attentive to detail while handling a varied and demanding workload

# Desirable

Other desirable but not essential areas include:

- Previous Trustee experience
- Good understanding of charity governance issues
- Strong personal and professional networks and the willingness to bring them to bear for the benefit of the organisation

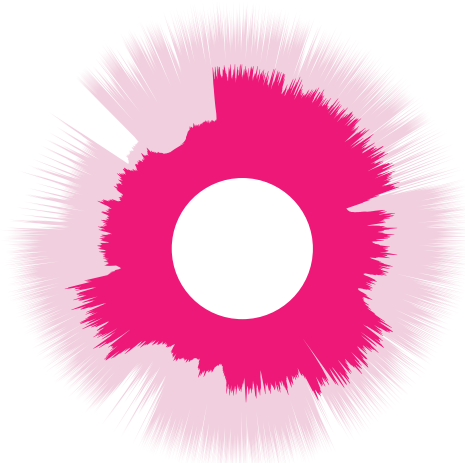
We strongly encourage you to apply if you are from an under-represented background in the sector, including but not limited to identifying as gender minority, gender diverse, d/Deaf/disabled, neurodivergent, Global Ethnic Majority, working class parents and/or carers. We are committed to expanding the diversity of Board members as part of our [Equality, Diversity and Inclusion policy](#) and action plan, we want to ensure our Board is reflective of the people we work with and are best placed to support the diverse artists on our programmes.

Right images

Top. Holyseuss Fly  
© Khali Ackford

Bottom left.  
Elena Persaud  
© Elena Persaud

Bottom right.  
Danielle Kidd  
© Mark Stimpson



**More careers sustained  
More creativity progressed  
Greater equity achieved**

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## **Sound and Music**

# About the role

## What the role involves

The Charity Commission defines charity trustees as “the people who share ultimate responsibility for governing a charity and directing how it is managed and run”.

The Charity Commission also outline the key legal duties of charity trustees – you can read about this via their publication [The Essential Trustee: what you need to know, what you need to do.](#)

In practice, being the Chair of Sound and Music means that you will be involved in:

- **Strategic leadership**
  - Time spent in preparation and planning regarding governance and strategy
  - Ensuring that the organisation is clear about its purpose and mission
- **Board development**
  - Attending quarterly Board meetings
  - Participating in subcommittees and working groups enabling collective decision-making
  - Appointment of new trustees
- **Collaboration**
  - Agreeing and reviewing plans for the future
  - Annual budgets
  - Discussing matters relating to the charity, for example relating to changes in the external environment, or brainstorming ideas for the future
  - Supporting and offering reflection to Senior Management Team
- **Communications**
  - Being a powerful ambassador for Sound and Music
  - Attending events and performances that Sound and Music is involved in

A strong and strategic business plan is in place until 2028 and a key task for Board members will be to oversee its delivery and lead the organisation in its preparations for the next National Portfolio Organisation (NPO) application round (expected in 2026).

Trustees will support the development of an organisation that is agile and responsive, spotting business opportunities and creating environments where new ideas and new approaches can flourish, as well as giving new music the voice, support and recognition nationally and internationally that it deserves.

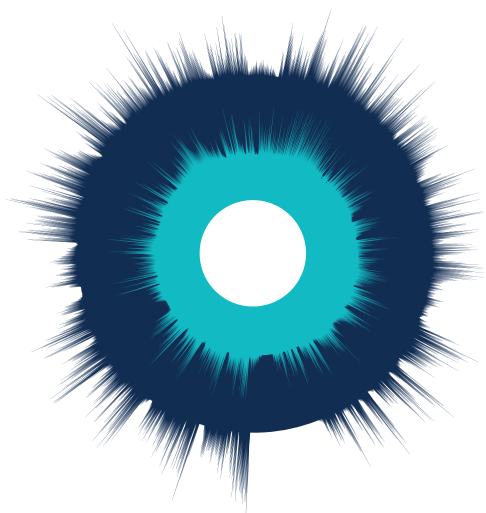
Right images

Top. Mathis Saunier  
© Coralie Degeneve

Bottom left.  
Tara Lily Klein  
© Patrick Young

Bottom right.  
Rylan Gleave  
© Rylan Gleave





Support composers to transform  
the way they make music and sound

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## Sound and Music



## Time commitment

We normally have four Board meetings a year, a small number of standing subcommittees and working groups and meets for an Awayday annually. In between meetings, Trustees engage on an ad hoc basis with the Chair, Chief Executive and other members of the Senior Management Team. This is a commitment of approximately 0.25 working days per month (up to three days per year).

Being a Trustee is a voluntary position, but we can cover necessary travel expenses and costs associated with any access needs you may have. These need to be agreed in advance.

The Trustee term is for an initial, minimum three years; ideally to be renewed for a second or third term to a total of nine years. A full induction is provided and training is available.

## How to apply

If you think that being a Trustee of Sound and Music is for you, please submit your video or written application on [Airtable](#) before **23:59 on Sunday, 17 November 2024**.

### [Apply here via Airtable](#)

We can offer access support at any points in the process. If you have access needs, just let us know.

We are hosting a drop-in session called [Infrequently Asked Questions](#) on **Thursday, 7 November 2024**, open to anyone interested in being a Trustee.

### [You can sign up here via Zoom](#)

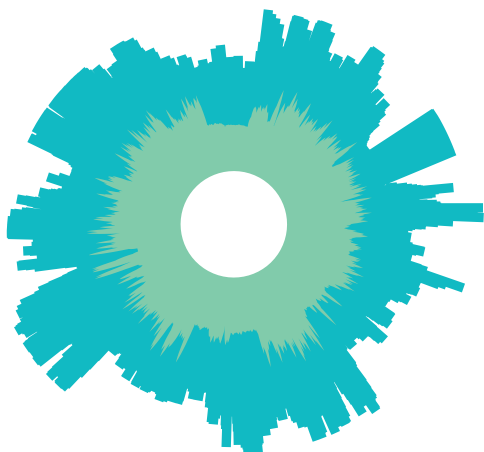
If you cannot join the session above and would like to have an informal chat about the role, then you are welcome to contact our Chief Executive, Dr Will Dutta ([Will.Dutta@SoundAndMusic.org](mailto:Will.Dutta@SoundAndMusic.org)), to arrange a short phone or Microsoft Teams conversation.

Right images

Top.  
Georgie Buchanan  
© Ruta Puzaitė

Bottom left.  
Alice Boyd at Eden  
Project  
© James Stier

Bottom right.  
Sonia Allori  
© Minttumaari  
Mantynen



Support composers to apply their creativity in new contexts

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## Sound and Music

# Further information

## What happens next?

If you are shortlisted, you will be interviewed by the Chair and the Chief Executive, alongside a second representative from the Board of Trustees. This is to allow you as well as them to explore more your reasons for applying, what experience and perspectives you will be bringing, and how you might align with the work, culture and values of Sound and Music.

If your application is taken forward, you will then be invited to observe a Board meeting. This is done with every Trustee about to join the Board. It is a chance for you to see a Board meeting, to see how the Board operates, and to decide whether this is the right thing for you. As an observer you can join in the discussion, but you aren't able to vote. Then at the following Board meeting you will be formally elected to join the Board.

## How are new Trustees inducted?

You will have access to an online induction pack, which includes a Trustee Handbook, contact details and the organisation's governing documents (its Memorandum and Articles of Association), together with access to past Board meeting papers. You will also be asked to provide some information which is needed for Companies House and the Charity Commission, and to complete a Conflicts of Interest register.

You will have time with both the Chair and Chief Executive, to discuss the organisation and its current situation, and answer any initial questions you may have.

You will have a "board buddy" from the Trustee team who will be on hand to answer any questions.

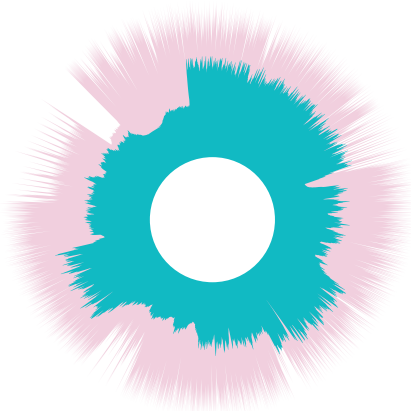
During the first year, you will have 1:1 meetings with other members of the Senior Management Team. All Trustees are invited to consider what training they would find useful and we have a budget to support this.

A full list of Board members may be found [here](#).

Right images

All.  
Composition  
Summer School  
© Sound and Music





Activate people's creative listening and composing skills

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## Sound and Music



## Key dates and times

What happens next	By when
Infrequently Asked Questions (online)	12:00 – 12:30, 7 November 2024
Deadline for applications	23:59, 17 November
Interviews with Chair, Chief Executive and Trustee	4 December
Board meeting (on Zoom; you will be an observer)	15:30 – 18:00, 11 December
Board meeting (you will be elected)	15:30 – 18:00, 26 March 2025
Awayday with the Board and team	Date to be confirmed

# Sound and Music

A close-up photograph of a woman with dark hair tied up, playing a harp. She is looking down at her hands, which are positioned on the strings of the instrument. The harp has a wooden frame and white strings. The woman is wearing a dark top and a ring on her finger. The background is softly blurred, showing the harp's structure and some fabric.

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[soundandmusic.org](http://soundandmusic.org)