



# Chair of the Board Candidate Pack 2026



# Welcome

## Welcome, and thank you for your interest in becoming a Trustee of Calibre Audio

Calibre Audio exists for a simple but powerful reason: everyone deserves access to books, stories and information, regardless of how they read. For people who are print-disabled, audiobooks aren't a luxury, they're a lifeline to learning, imagination, independence and connection.

As the CEO, I'm proud of the impact Calibre has and the role our trustees play in shaping it. As our current Chair's term comes to an end, we are looking to appoint a new Chair who will lead our trustees with confidence and help shape a strong, positive culture across the organisation.

Our trustees help steer Calibre's strategy, support and challenge our leadership team, and ensure we continue to serve our members with integrity, ambition and care. Calibre Audio's new strategy is centred on widening our impact and ensuring long-term sustainability. We are committed to improving the lives of both older and younger people with print disabilities, growing and diversifying our membership, and strengthening our reputation as a leading accessibility charity. Underpinning all of this is a clear focus on financial sustainability, ensuring we can continue to deliver high-quality services for years to come.

We recognise that becoming a trustee is a commitment of time and energy, and we are transparent about what the role involves. But for those who share our values and want to use their skills for good, it is a deeply rewarding way to make a difference.

If Calibre's mission resonates, we would be delighted to hear from you.

Anthony Kemp  
*Chief Executive Officer*





# About our charity

**Calibre Audio is a charity dedicated to making books and reading accessible to people who are print-disabled, including those who are blind or partially sighted, people with dyslexia, and individuals with physical or neurological conditions that make reading standard print difficult.**

For our members, audiobooks are far more than entertainment. They support education, mental wellbeing and independence - helping children keep up with school, enabling adults to stay connected to culture and ideas, and allowing older people to continue enjoying reading when print is no longer accessible.

Calibre offers a large and diverse audiobook library for adults and children, available through an accessible digital platform as well as physical formats, so members can choose what works best for them. We work closely with publishers, authors and partners to ensure our collection reflects the interests, needs and diversity of the people we serve.

Guided by a commitment to inclusion, dignity and choice, we believe access to reading should never be limited by disability or financial circumstance. As demand for accessible content grows and digital delivery evolves, Calibre is focused on strengthening services, increasing reach and ensuring long-term sustainability, with Trustees playing a vital role in shaping this work.

Over the past 12 months, Calibre Audio has also launched two new initiatives: Calibre Learning, delivering assisted audiobooks in schools for children with learning disabilities, and Calibre Communities, creating book groups and social connections for people isolated by print disabilities. Together, these initiatives increase the social value we deliver across our services.





# Joining our Board

Becoming a Trustee at Calibre Audio is an opportunity to use your skills and experience to make a meaningful difference. Trusteeship at Calibre offers:

- A chance to contribute to a clear and compelling social mission
- The opportunity to influence strategy and long-term direction
- Insight into the governance of a well-established charity in a changing landscape
- A chance to develop or broaden experience in a supportive environment

The Board of Trustees is responsible for Calibre's overall governance and strategic direction. This includes:

- Setting and reviewing strategic priorities
- Ensuring the charity operates in line with its charitable objectives and values
- Overseeing financial sustainability and risk
- Supporting and constructively challenging the senior leadership team
- Acting as ambassadors for Calibre and its mission

Calibre's Board culture is collaborative, inclusive and purpose-driven. We value open discussion, diverse perspectives and constructive challenge. New Trustees receive an induction and ongoing support to help them contribute with confidence.

## Although the role is voluntary, Trustees often tell us they get:

**Insight into charity  
governance and  
leadership**

**The satisfaction of  
applying a range of  
professional and life skills  
to causes that create real  
social impact**

**Exposure to social issues,  
public service challenges,  
and different  
organisational models**

**To strengthen decision-  
making, governance,  
and oversight skills at  
board level**

**The opportunity to  
apply their skills in a  
meaningful context**

**To work alongside  
fellow trustees with  
diverse backgrounds  
and expertise**



# The Commitment

## Quarterly board meetings

The Board meets four times a year, typically in person, providing focused opportunities to guide the charity's strategy and impact. *Reasonable expenses are reimbursed.*

## Annual professionally facilitated strategy away day

Trustees come together for a dedicated day each year to review progress, review & develop board members, challenge thinking, and shape the organisation's future direction.

## Engagement with the charity community

Trustees are warmly invited to attend key events such as golf days, Dinners and donor gatherings. While attendance is optional, these occasions offer valuable opportunities to engage with supporters and see the charity's work in action.

## Opportunities to contribute your expertise

Trustees may choose to join a sub-committee or working group, allowing them to apply their skills and experience in areas aligned with their interests.

## Well-structured meetings

Board meetings typically last 2-4 hours, with papers circulated in advance to support thoughtful preparation and productive discussion.

**A meaningful but manageable commitment** – Trustee appointments are for an initial three-year term, with the option to renew.

While the role requires engagement and preparation, we aim to ensure the commitment remains realistic and respectful of trustees' professional and personal responsibilities.

## Equality, diversity and inclusion

Calibre Audio is committed to equality, diversity and inclusion. The Chair plays a vital role in embedding these principles in Board culture and practice. A diverse and inclusive Board leads to stronger governance and better reflects the communities Calibre serves.

We particularly welcome applications from people with lived experience of print disability, disabled candidates, and individuals from backgrounds currently underrepresented in the charity sector and at board level.



# The role of the Chair

The Chair of the Board plays a pivotal leadership role in ensuring that Calibre Audio is well-governed, financially sound and focused on delivering its charitable purpose. As Chair, you will lead the Board of Trustees, create the conditions for effective governance and work closely with the Chief Executive and Executive Management Team to ensure the charity continues to meet the needs of people who are print-disabled while remaining sustainable for the long term.

The Chair acts as a steward of Calibre's mission and values, providing strategic leadership, enabling constructive challenge and ensuring that the Board functions as an effective, collaborative and inclusive team.

## Key responsibilities

As Chair, you hold overarching responsibility for the effectiveness of the Board and its governance. This includes:

- Providing leadership to the Board and setting the tone for open, respectful and constructive discussion
- Leading the Board in supporting Calibre Audio's strategic direction and monitoring progress against agreed priorities
- Ensuring the charity operates in line with its charitable objects, values and legal obligations
- Overseeing financial performance, risk management and long-term sustainability, and ensuring appropriate scrutiny and assurance
- Working in close partnership with the Chief Executive, offering support, guidance and constructive challenge
- Ensuring effective governance frameworks, policies and controls are in place and regularly reviewed
- Chairing Board meetings and ensuring they are well-planned, inclusive and focused on strategic matters
- Supporting the recruitment, induction and ongoing development of Trustees, including succession planning

## Collective responsibility

While the Chair provides leadership, the Board operates as a collective body. All Trustees share responsibility for Board decisions and governance, and the Chair ensures that individual skills and perspectives are drawn out to support high-quality decision-making. The Chair is responsible for fostering a culture where Trustees feel confident to contribute, challenge appropriately and act at all times in the best interests of the charity.



# Skills and attributes

## The Chair is expected to:

- Ensure Board members are well prepared for meetings and that discussions are balanced, focused and productive
- Encourage high standards of conduct, accountability and integrity across the Board
- Manage conflicts of interest appropriately and uphold confidentiality
- Act as a key ambassador for Calibre Audio, strengthening relationships with donors, funders, partners and stakeholders
- Champion Calibre's work externally and support fundraising and sustainability efforts through introductions and advocacy
- Attend and, where appropriate, host or champion Calibre events.

## Skills and experience

You will bring significant experience of working at board level in an organisation of similar size and complexity, with strong governance credentials gained as a Chair in not-for-profit or commercial organisations.

We are particularly interested in candidates with a strong track record of strategic leadership, in chairing boards or committees, as well as experience or insight into one or more of the following areas:

- Charity governance or senior leadership
- Finance, audit or risk management
- Digital, technology, AI or data
- Fundraising, income generation or partnerships
- Marketing, communications or audience development
- Lived experience of print disability or accessibility needs
- Special Educational Needs education

This list is not exhaustive. We welcome applications from individuals who believe they can add value to Calibre Audio in other ways.

## Personal qualities

The Chair of the Board is expected to demonstrate:

- A deep commitment to Calibre Audio's mission and values
- An ability to develop and lead an effective board of trustees
- Strategic insight and the ability to guide long-term direction
- Sound judgement and confidence to support and challenge constructively
- Strong interpersonal skills and an inclusive leadership style
- Integrity, discretion and a clear sense of accountability
- A visible commitment to championing Calibre's work and strengthening its profile, influence and funding base



# Interested in joining us?

## We'd love to hear from you.

If you'd like to apply, please send us your CV and a short supporting statement (up to two A4 pages) telling us a bit about your experience, why the role interests you, and what you feel you could bring to the Board.

Please email your application to [eddie@charitybegins.org](mailto:eddie@charitybegins.org) with "Chair of the Board – Calibre Audio" in the subject line.

If you're curious about the role but not quite sure yet, we're very happy to have an informal conversation first. Getting in touch for a chat doesn't commit you to applying - it's simply a chance to find out more.

We want our Board to reflect the communities we serve. We are committed to fair and inclusive recruitment and warmly welcome applications from people from all backgrounds and abilities.

If you need any adjustments or support with the application process, just get in touch and we'll do our best to help.

In your application, it would be helpful if you could highlight any governance or board experience you have, and let us know which areas of experience you might bring — for example SEN or education, publishing, lived experience of sight loss, or charring experience.



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More than 80% of members are satisfied with our service, and over 90% would recommend us to others with a print disability\*

*\*Based on a 2024-25 survey*