

Chair & Trustee Recruitment Information

September 2017

National arts and culture charity The Audience Agency is seeking a new Chair to lead our Board of Directors and guide our mission and development. We are passionate about the power of great culture to transform communities and society, and committed to enabling brilliant public engagement through developing better insight, dialogue and strategic thinking. We are seeking trustees who share our passion and commitment and have the knowledge and experience to support the organisation and its Executive.

This pack gives more information about [The Audience Agency](#), [governance](#) of the organisation, our current [recruitment](#), and how to go about putting in an [expression of interest](#).

The deadline for EOIs is Thursday 9 November 2017.

We are also seeking directors to join the board over the next 3 - 18 months, and are running adverts for Chair and Trustee roles simultaneously.

We value diversity of perspective and lived experience and particularly welcome disabled candidates, people of colour, from all regions.

The Audience Agency Mission and Activity

The Audience Agency is a mission-led organisation that exists to give people better access to culture, for the public good and the vitality of the sector. We hope to contribute to increasing the number and diversity of people engaging with a broad range of culture, and the depth and scope of their involvement.

Our purpose is to lead insight-driven, audience-focused practice and policy. We put our knowledge and skills in creating and using insight at the disposal of the sector, as agents for positive change.

According to our intelligence only about a third of people in the UK take part in publicly supported culture regularly, most of them infrequently. We'd like to see more people



getting more involved - everyone should be able to enjoy the proven benefits of arts and culture. To bring about that change, our sector needs to learn more about our communities and audiences and what they need. We all need to take inspiration from that insight in the way we engage: make, curate, channel and communicate. This is what we mean by audience focus, and we think it is the key to being relevant, resilient and democratic.

We work alongside hundreds of cultural organisations in all parts of the sector, especially in England and Wales but also internationally, supporting them to connect with their audiences through research and insight, strategy design, coaching and capacity development. We manage the national Audience Finder programme, a world-first “big cultural data” initiative which provides free insight about actual and potential audiences to cultural organisations everywhere. Funded by Arts Council England, Audience Finder aggregates audience data from 700+ cultural organisations creating a total population view of engagement in publically supported culture. Find out more [here](#).

THE AUDIENCE AGENCY was recently accepted as part of Arts Council England’s National Portfolio of regularly funded organisations, awarded one of the largest 4-year grants. This will enable THE AUDIENCE AGENCY to develop ambitious plans for innovative new data-driven initiatives that will empower audiences and communities. We anticipate a new Chair taking a leading role in shaping the ambition.

The Audience Agency Governance

The Audience Agency is a registered charity and a company limited by guarantee governed by its charitable objects and Memorandum and Articles of Association. It owns a trading subsidiary which covenants profits back to the charity. THE AUDIENCE AGENCY has a turnover of circa £2million, a staff of 45 - 50. We work with over 800 cultural organisations every year, often in partnership with other agencies and professionals.

Members of the Board are Directors in company law and Trustees in charity law, with certain legal, financial and fiduciary duties. The Board is also responsible for conditions placed on grants from public and private funds.

Current Board Members & Executive

Information on our current Board members can be found [here](#):

Sheila Healy - Chair, Steven Parker - Vice Chair/ Chair of Finance Group,

Executive Team: [Anne Torreggiani](#) - Chief Executive. Chief Business Development Officer (in recruitment), [Cimeon Ellerton](#) - Chief Operating Officer [Richard Turpin](#) - Chief Research Officer

Chair Recruitment 2017

To be effective, the Audience Agency needs to understand a wide range of practices, sectors and perspectives. We are committed to maintaining a diverse Board which is regularly refreshed through a transparent and inclusive approach. Recruitment is a rolling process, as Board members join for a three-year term, a maximum of two terms.

We are looking for a new Chair to lead the board, and new Trustees to join the Board over the next 18 months.

The Audience Agency has developed a successful mixed economy, mission-led model which combines a thriving research/ strategy agency and a world-first data platform which aggregates data and insight on UK Cultural consumption, with multiple applications at policy level but also at a practical one, for cultural organisations on the frontline. We are particularly looking for a chair that can extend the vitality and impact of this model.

Benefits of joining The Audience Agency Board include:

- Engaging with key audience engagement issues facing the cultural sector
- Developing a better understanding and deeper relationship with sector
- Helping to drive access and to develop more democratic culture
- Shaping a rapidly developing organisation and realise the potential of its national role
- Extending networks of contacts
- Driving innovation in data-driven decision-making

Chair responsibilities:

Leading the Board

- Convene and Chair Board meetings, enabling contributions from all Trustees, and that sound decisions are made.

Governance and finance:

- Ensure sound governance of the organisation, and compliance with Charity Commission and Companies House regulations.
- Ensuring the organisation complies with its Articles of Association and all applicable legislation and regulations.
- Ensuring the organisation pursues its objects as defined in Articles of Association and applies its resources exclusively in pursuance of those objects.

- Ensuring the financial stability of the organisation, and that proper accounting records are kept.
- Ensuring the effective and efficient administration of the organisation.
- Approving the business plan strategy and monitoring progress against it.
- Determining/approving the annual budget and monitoring progress against it.
- Supporting the board to approve the annual report and accounts.
- Protecting and managing the property of the organisation.
- Approving the organisation's policies, and ensuring these reflect current practice.

Fundraising and communications:

- Acting as a spokesperson and figurehead as appropriate.
- Safeguarding the reputation of the organisation.
- Supporting the organisation in the delivery of its fundraising plan.

Staff and trustees:

- Ensuring an effective relationship between:
the Board and the staff/volunteers
the Board and the external stakeholders/community
- Supporting the Chief Executive, and undertaking an annual appraisal.
- Providing leadership for the board, including monitoring and appraisal of trustee performance
- Overseeing the employment responsibilities of the organisation.

Personal Duties:

- Leading Board meetings.
- Taking an active part in Board meetings and deliberations.
- Sitting on other Council sub-committees and/or advisory groups as required.
- Exercising due care and attention and using reasonable skill in dealing with the organisation's affairs.
- Using own skills, knowledge and experience to help the Board reach sound decisions.

The above list is indicative only and not exhaustive.

Attributes of a Director

- A commitment to the work of The Audience Agency
- A clear passion for our work, and alignment with our values and mission

- Experience of supporting a senior leadership team, and ensuring good governance in the role of a Chair
- Understanding of the legal duties, responsibilities and liabilities of trusteeship
- Strategic vision
- Good independent judgement
- Possesses tact, diplomacy and powers of persuasion.
- Experience of business planning and financial management.
- An ability to think creatively.
- Experience of fundraising.
- The ability to work as a member of a team and a willingness to state personal convictions and, equally, to accept a majority decision and be tolerant of other views
- An established reputation or profile with a willingness to use their contacts to advance the Company's mission
- A preparedness to offer personal and professional skills and experience to support the work of the staff when required.
- Commitment to Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

Board members are also required to act with integrity and in the best interests of the Company, avoiding personal conflicts of interest, or misuse of the Company's funds or assets

Eligibility

Some people are disqualified by law from acting as a trustee including anyone who:

- Has an unspent conviction for an offence involving deception or dishonesty
- Is an undischarged bankrupt
- Has been removed from trusteeship of a charity by the Courts of the Charity Commission for misconduct or mismanagement
- Has been disqualified from being a company director under the Company Directors Disqualification Act 1986.

Terms of Appointment

The appointment will be made initially for three years and board members are eligible for two consecutive terms of three years before retirement. No remuneration will be made, but travel and out-of-pocket expenses can be reimbursed where required.

Attendance and Availability

- Board meetings (currently quarterly) ‘emergency’ meetings and Annual General Meetings (which coincide with Board meetings). Quarterly Board meetings are usually held in London with at least one in another English city, currently in the afternoon and during the week.
- Annual awaydays which may include an overnight stay or be held at the weekend.
- Sub-committee and working party meetings if a member. There is a standing finance sub-committee meeting which meets quarterly.
- To provide advice and support to senior staff as appropriate
- To keep up to date with both funding and artistic issues for the Company

Expressions of Interest

Expressions of interest should be made by emailed letter, highlighting what skills and attributes you can bring to the role. You should demonstrate your experience in any similar role, as well as your reasons for wishing to become a Board member of The Audience Agency. Please include a CV. Please complete and return the Equal Opportunities Monitoring Form also downloadable <https://www.theaudienceagency.org/careers> from our website. Please contact us on 0161 234 2956 or jobs@theaudienceagency.org if you require this information in an **alternative format**.

For an informal discussion about the roles, please contact our recruitment advisor Amanda Smethurst hello@amandasmethurst.com.

Expressions of interest should be sent to: jobs@theaudienceagency.org with “Board Recruitment” in the subject box. **Deadline for expressions of interest: Thursday 9 November.**

Appointment

Shortlisted candidates will be invited for a meeting with the recruitment sub-committee and the executive team. The prospective Chair will be invited to attend a Board meeting in an observer capacity (Thursday 7 December), prior to a decision on appointment. An induction will be offered to the new Chair.