



The Art House

Trustee Recruitment  
Information pack

February 2024

We're the Art House and we are looking for new Trustees, including a new Chair and Finance Lead.

Thank you for your interest in The Art House.

We deeply understand the potential that creativity has for empowering and transforming communities.

In 2022 we won the Gulbenkian Civic Arts Award. The panel praised our 'unswerving commitment to co-creation, developing skills and creativity with local communities, championing diverse voices and dissolving barriers between art and social impact'.

We punch way above our weight, delivering high-quality, value-for-money work that puts people and creativity at the centre of social change.

We matter.



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## Message from the Chair

Thank you for your interest in The Art House, a charity that aims to make art accessible and inclusive for everyone. We are delighted that you are interested in becoming a Trustee for our organisation. This document will give you a brief overview of who we are, what we do, and why we need your support.

The Art House is an amazing organisation with a desire to make art a part of everyday life for everyone, regardless of their background, ability, or circumstances. We believe that art can inspire, empower, and heal people, and that everyone has the right to express themselves creatively. We are committed to promoting diversity, equality, and social justice through our work.

The current Trustees are delighted to request applications to join our Board to support us with our ambitious plans.

This is a pivotal time to join our Board of Trustees. We are excited to be embarking on the first year of a recently developed five-year strategy.

Working with us, you can help us deliver our ambitious plans, making a huge difference to some of the most vulnerable individuals in society and the wider community of Wakefield.

## Our Work – About The Art House

The Art House is a visual arts centre in the heart of Wakefield in West Yorkshire. We believe in the power of art and creativity, and the ability it has to transform people's lives and the places they live in. We're always asking ourselves 'What is the ultimate role that an arts organisation can play in its community?' We believe that role is quite radical, and sometimes quite unexpected.

Our approach is holistic, circular, entrepreneurial, people-centred and creative. Over the last five years, The Art House has become a vibrant, diverse, accessible and entrepreneurial arts organisation for the people of Wakefield.

Originally founded in 1994 by a collective of disabled and non-disabled artists who shared a vision to remove barriers to arts participation, our buildings now house three galleries, 45 artist studios, three professional Maker Spaces (Print Studio, Ceramic Studio, and Photography Darkroom), three onsite flats for artist residencies, meeting rooms, a shop, and a coffee house.

We are the only studio space in the region that was purpose-built for access and inclusion, and we are a home for diverse artists and arts professionals. Our high-quality sector-leading residencies, exhibitions and artistic programme platform artists who have been traditionally marginalised due to disability, mental health, race, gender, sexual orientation, class, and/or escaping persecution. Currently, 92% of our residencies, exhibitions and artistic programme feature artists from traditionally marginalised backgrounds.

We ignite our community's creativity through free events and exhibitions both at The Art House and across the city, as well as through open studios, affordable classes, workshops and events.

We also co-create with artists, communities, and cross-sector partners to creatively address gaps in provision across the Wakefield District, including the Culture and Public Health Departments of Wakefield Council, NOVA, City of Sanctuary, Unlimited, Hepworth Wakefield and the BID. Our programmes develop skills, broaden horizons, encourage entrepreneurial ventures, build relationships, promote tolerance and cross-cultural understanding and engage audiences who normally feel like arts and culture 'isn't for them'.

We were the first Studio of Sanctuary in the country, supporting asylum seekers to rebuild their artistic practices and begin new careers in the UK. In 2023, we also became a Gallery of Sanctuary.

Through these programmes, we build community cohesion and help to dispel bias by bringing together asylum seekers, refugees and people from the wider Wakefield community to engage in a range of free creative workshops and events.

We also run an innovative and award-winning interim use space management programme, **Well-Placed**, which helps to create place partnerships and ground-up regeneration through enabling artists, creative entrepreneurs and community groups to activate empty shops.

We deeply understand the potential that creativity has for empowering and transforming communities. In 2022 we won the Gulbenkian Civic Arts Award. The panel praised our 'unswerving commitment to co-creation, developing skills and creativity with local communities, championing diverse voices and dissolving barriers between art and social impact'.

We punch way above our weight, delivering high quality, value for money work that puts people and creativity at the centre of social change. We matter.

## **Vision**

The Art House continues to envision a world where access to art and creativity unlocks personal transformation and social impact so that all individuals and communities can thrive.

## **Mission**

The Art House's mission is to remove barriers and provide access to creativity. This includes supporting and removing barriers to practice for artists who are disabled or who have been traditionally marginalised for other discriminatory reasons.

It also includes access to creative and educational experiences for people in our community across all ages and backgrounds – particularly those who are facing barriers, and those who don't usually engage with arts and culture.

Finally, it includes developing creative solutions to social, economic and community problems, such as those around health inequality, empty shops, migration and community cohesion.



## Values

Through all this work runs a strong sense of values.

- **We are strategic and partnership-oriented.** We know we deliver more meaningful and effective impact when we are joined up with others and working to create impact in the long run. We collaborate, create networks and partnerships, and work across sectors. We share knowledge.
- **We are entrepreneurial and reflective.** We identify problems and gaps, then innovate and learn from our mistakes as much as from our successes. We believe in a culture of learning.
- **We are creative.** The creative cycle is mirrored all the way across the organisation, so we work organically and iteratively in everything from artist support, to programme development and delivery, to the development of our business model. We trial, we learn, we reflect and we build on our learning.
- **We are compassionate and empower others.** We are compassionate and people-centred. We take the time to deeply listen to our audiences, participants and stakeholders and to understand where they are coming from. Together we find ways to empower them to create solutions to artistic, personal and social challenges.
- **We are a team, committed to each other and to our community.** We are a team, not a hierarchy. Everyone feeds into the direction we are going and the choices we make. We go the distance to support each other professionally and personally. We are committed to our community and to using art and creativity to enhance and celebrate.



## Our Work – How We Deliver

We deliver our mission through a range of programmes and activities, including:

### Artistic Programme

- Providing studios and workspaces, both permanent and temporary
- Artist Residencies
- Exhibitions – both onsite and offsite
- Studio Holder support and Open Studio Days
- Misc Professional Development Activities and Events
- Classes, Courses and Workshops for the public – paid for and free
- Term time classes for children and young people, both paid-for and free
- ‘Adopt a School’ primary school programme
- Community events

### Arts and Health

- Maternal Journal
- Creative Ageing
- Action Research Projects

### Placemaking

- Well-Placed’ national interim use space management programme (including Makey Wakey, Salford Loading)
- Misc Festivals and Public Events
- TAH Foyer, Café and Shop

### Studio and Gallery of Sanctuary

- Artist Residencies for asylum seekers and refugees
- Community Engagement Programmes (Talk and Draw, Skill Share, Sanctuary Gardeners)
- Sector Support (Wakefield Strategic Network, Streams of Sanctuary)

## Our Impact

In 2022/23 The Art House welcomed 23,217 people through our door. 25% of those people (5,800) engaged in our learning, participation and/or social impact programmes.

Our 45 studios are full to capacity – with 25 of them housing individual artists for their practice and the other 20 housing creative businesses, entrepreneurs, social enterprises and charities

Our Maker Spaces welcomed 1,841 people, all who used the spaces multiple times both for paid classes and free engagement activities. 59 artists used the Maker Spaces as Members for over 1,677 hours of professional work.

Our Studio of Sanctuary Programme worked with an astonishing 2,184 people, 586 of them being local and 1,592 being either refugees or people seeking asylum. Most of these people participated multiple times – these are not one-offs.

Our Arts and Health Programme worked with 129 people for multi-week workshops, usually for not less than 4 weeks.



MOHAMMAD  
BARRANGI  
**DREAMLAND**  
30 March–5 June 2022



Mohammad Barrangi, 'The House of the Bird', 2017. Oil on canvas. 100 x 100 cm. The artist's work is characterized by a vibrant use of color and a focus on nature, particularly birds. This piece is a large-scale work that combines traditional Islamic art motifs with contemporary techniques. The artist's work is characterized by a vibrant use of color and a focus on nature, particularly birds. This piece is a large-scale work that combines traditional Islamic art motifs with contemporary techniques.

## Our Impact (cont.)

Our Makey Wakey Programme directly impacted 3,400 participants, and supported the development and sustainability of 7 social enterprises, 5 charities and 5 individual artists. It has also launched 2 successful businesses who now rent spaces on their own: My Eco Baby (also the BID award winner Best New Business) and Hamid The Tailor.

Our Artist Residencies and Exhibitions involved 32 artists, with 92% of them being either disabled or traditionally marginalised by other protected characteristics.

## The Business Model

The Art House business model is a mixed economy. There is earned income, charitable income and statutory income.

Our earned income is generated in two ways – mission related trading through the provision of creative facilities and creative activities, and commercial trading, which is made up of our Coffee House, Shop, catering services and room and event space hire.

Some areas of our mission related trading, for example our Maker Spaces, also play a key role in raising charitable income, such as workshops delivered for mothers in our **Maternal Journal** programme, or for the children in our **Adopt-A-School** programme. As such, the Maker Spaces are not simply supported through commercial sales of memberships, classes or courses, but also through grants and public service contracts.

In the past, the distinction between our commercial trading income and our mission related trading income has not been reflected clearly enough in our budgeting or accounting. Nor has the fact that some areas like our Maker Spaces earn income across both trading and charitable sources. However, we have now addressed both of these issues, and a format reflecting this will be used in the budgets and accounts moving forward.

The commercial trading components – the Coffee House, Shop, room hire and catering – are similarly integrated and, while we want to raise income from each of these components, their success should not be solely measured by the clear profit or loss from any one area. For example, we cannot deliver a room hire service or catering without the capacity that the coffee house staff bring, and this staff also provide the 3 day a week Front of House/Admin team member we have to enable us to greet visitors during all opening hours.

## The Business Model (cont.)

Charitable fundraising is the third slice of our mixed economy, and this is made up of our statutory funding from Arts Council England, as well as income from trusts and foundations, individual donors and corporate giving.

The Art House benefits from a number of core assets and competencies (See Appendix) that we are able to exploit in a variety of ways to maximise income generation across all areas of our income mix.





## Why trustees are so important

Our trustees play a big part in helping us keep our strategic promises and meet the needs of those we're here to support.

### Equity, Diversity and Inclusion

We know the value that bringing more individuals with lived experience can bring to our Board of Trustees. It is known that diverse boards make better decisions, which results in better outcomes and greater stability for organisations. We would like our board to be representative of the communities that we support, so encourage applications from people who are disabled, with experience of migration and/or who are from the global majority.

As a trustee some of your vital activities will include:

- Ensuring we are meeting the needs of the people we exist to support
- Effectively managing our finance and wider resources
- Ensuring effective governance and risk management
- Making sure we are accountable and do what we say we will do
- Collaborating and celebrating each of our unique skills and experiences to drive impact

Between meetings, board members are expected to take up some duties relevant to their area of expertise and attend subgroups where necessary. Meetings or calls with the CEO/team to discuss specific issues are expected as well as working closely with the CEO as and when needed to support performance. Trustees are expected to attend an annual strategic away day and the Chair will lead the annual AGM.

The majority of roles within the organisation are covered by a paid staff team, with expert support as required from freelance consultants.

### **Trustee time commitment**

We currently have four trustees who meet a minimum of six times a year. At least three of the meetings will take place in person at The Art House in Wakefield.

These meetings are always open, lively and friendly. Together we discuss, make decisions and ensure we're delivering on our objectives. There is one sub-committee (Audit and Finance) who meet remotely four times a year. Appointed for a three-year term, trustees can serve up to two terms if they choose to. Although this role is unpaid, we reimburse travel and other agreed expenses.

We understand everyone has different things going on in their own lives including children, ageing parents, caring responsibilities and work – and then there's the unexpected stuff.

That's why we're adaptable. If you can't meet in person, or at a particular time or date, we will do whatever we can to work around it so you can take part.

### **Eligibility**

The law places certain restrictions on becoming a charity trustee. For example, you cannot be under the age of 18, previously have been removed from trusteeship by a charity by a Court or the Charity Commission, disqualified under the Company Director's Disqualification Act 1986, or have been convicted of an offence involving deception or dishonesty (unless the conviction is spent).

If you are in any doubt about your eligibility, visit the Charity Commission website at:

<https://www.gov.uk/government/publications/confirmation-of-charity-trustee-eligibility>

**Our minimum requirements as per our constitution for trustees are as follows:**

- Trustees must have a demonstrated interest and involvement in the arts and culture sector, either as practitioners, patrons, or advocates.
- Trustees must commit to attending at least 80% of the board meetings and events each year.
- Trustees should serve for a term of three years, renewable once.

**Our trustees are encouraged to grow and develop**

You will receive an induction and on-going training to support you in your role. You'll join a friendly team where different experiences and perspectives are valued and will be encouraged to engage in mentoring and being part of other relevant bodies e.g the Association of Chairs.

Being a trustee opens up a whole new world. Not only do you get to meet and work alongside a variety of

people, you also get the opportunity to develop new skills and knowledge. It can also provide meaningful grounding in a leadership role.

*“Being a Trustee at The Art House has been an enjoyable and fulfilling experience. It has been an opportunity to use my skills and knowledge to advise on leadership and problem-solving approaches, contribute to an exciting new business plan and lead the continuing strategic development and evolution of this charity.*

*Being a part of such a thriving organisation and being part of The Art House ‘family’ is a privilege and I have learnt so much from other Trustees, the staff team and the community that contribute to The Art House.”*

– Emma Adair (Interim Chair)

# What are Trustee responsibilities

To be a trustee you don't have to have experience already as a trustee, but most organisations will want your positivity, commitment and passion to help change lives.

## Responsibilities

Alongside other trustees, you will usually:

- Ensure the organisation operates in a manner that enables it to fulfil their objectives as effectively and efficiently as possible.
- Provide strategic direction, setting overall policy, defining goals, setting targets and evaluating performance.
- Use resources appropriately to achieve the organisation's purpose, ensure it's financial stability and increase it's reach.
- Have a balanced approach to risk – one that protects the organisation but doesn't hold them back from developing.

- Act in accordance with their governing documents and comply with charity and company law and other relevant legislation or regulations.
- Safeguard the organisation's reputation and live their values.
- Appoint and support the Chief Executive Officer and monitor their performance.

In addition to the above statutory duties, each trustee-director should use any specific skills, knowledge and lived, learned and practiced experience, to help the organisation reach sound decisions.

## The Art House are looking for people who:

- Bring a variety of experiences, expertise and perspectives to our existing trustee group including - the arts, Commercial strategy, Charity-related law, Financial accounting and strategy, Governance, Operational service delivery, IT, EDI/HR/people,

- Fundraising, Buildings/placemaking.
- Are passionate, enthusiastic and enjoy building relationships with others.
  - Are willing to share their views and respect the views of others, even if they have different ideas and opinions.
  - Have an understanding or willingness to learn about the role of a trustee.
  - Are able to work effectively as a member of a small team and make decisions for the good of the charity.
  - Will actively promote our purpose, values and strategy.
  - Will understand the need for, and actively demonstrate, confidentiality.
  - Are comfortable in the use of IT, including video conferencing.
  - Will ensure that other Trustees and staff can rely on you to provide the time and commitment needed to carry out the role.

**More information and full details of the roles that The Art House is looking for can be found in the Supporting Information, from page 30.**





# Interested?

## Here's how to apply

We all have our own preferred ways of communicating, so you can either send us your CV and a covering letter or a video clip to [sydney@the-arthouse.org.uk](mailto:sydney@the-arthouse.org.uk)

In the covering letter or video clip please address the following questions:

- Why are you interested in becoming a trustee with us?
- What skills, knowledge or experience would you bring (this could be lived, learned or practiced)?
- How do you meet the personal qualities outlined on pages 30-37?

If you'd like to have an informal chat to find out a bit more, please contact Sydney, Chief Executive Officer, on [sydney@the-arthouse.org.uk](mailto:sydney@the-arthouse.org.uk) or call **01924 312 000**

### Recruitment timeline

Closing date for applications  
**Thursday 29 February 2024**

Shortlisting, Monday 4th March 2024

Conversations, visits and meeting with the shortlisted candidates, between 4th March–18th March 2024

Interviews and appointments, to be confirmed

Board induction and Board meeting, April 2022

First meeting of the new board, May 2024

# Supporting Information





# Strategic Plan

The Art House is embarking on our next five years with no illusions about how competitive or challenging the landscape is, particularly due to the financial and internal struggles we have had over the last year.

Our Mixed Economy model is made up of earned income, charitable income and statutory income. This is a time-tested, proven successful model for Charities operating in the sector, and while we aim to be innovative in many ways, we don't need to reinvent this wheel.

Our earned income is generated in two ways – mission related trading through the provision of creative facilities and creative activities, and commercial trading, which is made up of our Coffee House, Shop, catering services and space and event hire.

Some areas of our mission related trading, for example, our Maker Spaces, also play a key role in raising charitable income, through delivering engagement workshops.

In a nutshell, over the next five years, The Art House needs to generate more income to rebuild reserves, strengthen our internal systems, grow our profile and footfall, and continue to deliver the high-quality and innovative services that our community now knows us for.

## Generating More Income

To increase Earned Income over the period from both Mission Related and Commercial Trading, we have three primary business strategies:

1. Well-Placed – this is our most significant strategy, and is a national roll-out of our interim use space management programme to 9 areas across the country. Two are already at the contract stage. This will add an additional £800K/year into the organisation by 2029, with a surplus margin of 50%.
2. Increase income from Maker Spaces through better marketing, new customer acquisition and retention, upselling and cross-sales between offers.
3. Increase income from our Commercial Trading Offer – F&B, Space Hire and Shop. We will integrate them to work more strategically together to maximise up-selling, cross sales, new customer acquisition and retention. We will also improve marketing.

To generate more Charitable Income over the period, we are focusing on the following key areas:

1. The ‘Donor’s Circle’ – after five years, and with the support of our new Trustees, TAH is finally at a point where it is attractive to High Net Worth Individual Donors. We aim to capitalise on our networks by creating a ‘Donor’s Circle’ of 10 donors each pledging £5K/year by 2029.
2. Enabling charitable giving at all points – website, till, course sign-up and online sales.
3. Embedding our recent success with Foundations and Trusts and securing at least 2 multi-year grants.

## Strengthening our internal systems

Throughout this plan, we double down on ensuring that our systems and organisational structure is robust. We know that without this rigour, we cannot achieve our potential scale or meet the needs of our stakeholders, staff and community. Strategies to achieve this include embedding the good governance review cycle in Meetings, outsourcing our accounting and bookkeeping to an external accountancy, embedding a new CRM system, Reviewing all policies and procedures, reviewing staffing structure, developing a 'Culture of Learning' quality assurance systems.

## Growing our profile and footfall

We will Increase our Marketing efforts, review our strategy and implementation, use our CRM to create a 'Single Customer View' for analysis and to drive retention, and develop and implement a PR strategy.

## Continuing to deliver high-quality programming and impact

We will deliver artistic residencies, exhibitions, professional development, our Studio and Gallery of Sanctuary and **Arts and Health** programmes. We will also deliver paid for and free workshops and programmes for Children and Young People, including our **Adopt-a-School** programme and also free holiday courses.

This five-year strategic plan is about moving The Art House beyond last year's difficulties and setting the organisation on the path to a financially sustainable future. We are excited about this plan because it unlocks The Art House's potential for growth and innovation, while also embedding the excellent practice and relationships we have developed over the last five years.

We know this is a time of unprecedented funding challenges for the arts sector as a whole, particularly after the double whammy of Covid and the cost of living crisis. By far the easier option to solve our financial problems would have been to cut staff, cut services and downsize the organisation.

But it's also a difficult time in the world, and in our community. And it's during these times when arts and creativity are the most needed and can have the biggest impact.

So, we've dared to be brave, to hold fast to our vision and values and to meet these bleak times with ambition and innovation. To settle for less would fly in the face of what creativity and the arts are all about.

**Strategic Aim**

By 2029, The Art House is a vibrant, well run and financially sound organisation; loved and valued by its diverse community and stakeholders, with a local and national reputation for being accessible and welcoming, values lead, innovative, entrepreneurial, collaborative, high quality and fun

<b>Objective 1</b>	<b>Be well run, well resourced &amp; environmentally sustainable</b>	
<b>What that looks like</b>	With strong systems, appropriate staffing and governance, and facilities that are fit for purpose, accessible & carbon neutral	
<b>Goals</b>	Unrestricted Reserves of £150K by 2028	Carbon Neutral by 2029
<b>Strategies</b>	<ul style="list-style-type: none"> <li>Strategic Plan &amp; Reporting System</li> <li>Establishing Strong Systems</li> <li>Good Governance</li> </ul>	<ul style="list-style-type: none"> <li>Staff Development</li> <li>Building Maintenance System and Repair Strategy</li> <li>Carbon Neutral By 2030</li> </ul>
<b>Measures</b>	<ul style="list-style-type: none"> <li>Increase reserve by £30k annually</li> <li>First Good Governance review undertaken and actioned</li> <li>Set baseline for staff satisfaction and improve by 10% per year</li> </ul>	<ul style="list-style-type: none"> <li>Reduce carbon emissions by x% per year (to be confirmed once plan has been finalised)</li> </ul>

<b>Objective 2</b>	<b>Increase resources for our work</b>	
<b>What that looks like</b>	Growing earned income and fundraising income, maintaining healthy cashflow, generating a surplus and having reserves in line with policy	
<b>Goals</b>	Earned Income = Generating a minimum of £900K/vr by 2029	Fundraising Income = Generating a minimum of £150K/vr of unrestricted income from non-statutory sources by 2029
<b>Strategies</b>	<ul style="list-style-type: none"> <li>Well-Placed</li> <li>Coffee House</li> <li>Shop</li> <li>Courses and Classes</li> </ul>	<ul style="list-style-type: none"> <li>Maker Spaces</li> <li>Studio Rental and Room and Event Hire</li> <li>Fundraising</li> </ul>
<b>Measures</b>	<ul style="list-style-type: none"> <li>Increase coffee house profits by 30% a year</li> <li>50% occupancy rate for all available bookable spaces</li> <li>9 Well-Placed sites across the country</li> <li>10% annual Maker Space Membership growth</li> <li>30% increase in Courses and Class Sales</li> </ul>	<ul style="list-style-type: none"> <li>2 multi-year grants in place at any one time</li> <li>25% success rate in grant applications</li> </ul>

<b>Objective 3</b>	<b>Be self-reflective and data-informed</b>	
<b>What that looks like</b>	Collecting and using data to drive business, demonstrate impact and identify need, evaluate, monitor, reflect, share learning	
<b>Goals</b>	80% of Programme Leads and SMT are using organisational data in project planning and business decision making	90% of Programme Staff feel that internal communication between then team is 'Strong' and that programme and business development reflects learning and feedback
<b>Strategies</b>	<ul style="list-style-type: none"> <li>CiviCulture CRM</li> <li>Morphologic</li> <li>Xero</li> </ul>	<ul style="list-style-type: none"> <li>Data Strategy</li> <li>'Culture of Learning' Strategy and Process</li> <li>Evaluations and Research</li> </ul>
<b>Measures</b>	<ul style="list-style-type: none"> <li>Produce annual report with infographics demonstrating our impact</li> </ul>	<ul style="list-style-type: none"> <li>Annual Staff Survey</li> <li>Away Day Reflections</li> </ul>

<b>Objective 4</b>	<b>Be known, networked and collaborative</b>	
<b>What that looks like</b>	Raising profile through marketing, PR, forming/leading/participating in networks and collaborating with partners	
<b>Goals</b>	Footfall increases by 30% by 2029	Social Media engagement across all platforms increased by 50% by 2029
<b>Strategies</b>	<ul style="list-style-type: none"> <li>Marketing and Communications Strategy</li> <li>PR Strategy</li> <li>Website</li> <li>Signage</li> <li>Conferences &amp; Events</li> </ul>	<ul style="list-style-type: none"> <li>Creative Wakefield</li> <li>Wakefield Sanctuary Strategic Network</li> <li>Partnerships, Professional Associations &amp; Networks</li> </ul>
<b>Measures</b>	<ul style="list-style-type: none"> <li>Footfall Counter count</li> </ul>	<ul style="list-style-type: none"> <li>Social media targets</li> <li>3 articles in national publications</li> <li>Establish stakeholder survey</li> </ul>

<b>Objective 5</b>	<b>Be Great</b>	
<b>What that looks like</b>	Provide bold, innovative, ambitious and high-quality programmes, activities, workspace and leadership which engage and empower people – particularly those who are disabled or have been traditionally marginalised - and that helps to create social impact in our communities	
<b>Goals</b>	An average of 85% good or excellent response rate across NPS surveys from audiences, participants, peers and stakeholders	An average of 85% good or excellent response rate to questions related to quality and impact of artist professional development
<b>Strategies</b>	<ul style="list-style-type: none"> <li>Artist Residencies</li> <li>Exhibitions</li> <li>Professional Development Mentoring</li> <li>Open Studios</li> </ul>	<ul style="list-style-type: none"> <li>Arts and Health Workshops/Activities</li> <li>Public Events</li> <li>Adopt-A-School Programme</li> <li>School Holiday Programmes for CYP</li> <li>Sos &amp; GoS Workshops/Activities</li> </ul>
<b>Measures</b>	<ul style="list-style-type: none"> <li>NPS targets for individual strategies/programme</li> </ul>	<ul style="list-style-type: none"> <li>NPS targets for disabled and marginalised people</li> </ul>

# Role Descriptions – Chair of The Art House

## Objective

The Chair of The Art House is responsible for leading the Board of Trustees and ensuring that the charity fulfils its mission, vision, and values. The Chair works closely with the Chief Executive and other senior staff to provide strategic direction, governance oversight and stakeholder engagement. The Chair also represents The Art House externally and acts as an ambassador for its work.

## Principal responsibilities

### Strategic leadership

- Provide leadership to the charity and its Board, ensuring that the Charity has maximum impact for its beneficiaries.
- Ensure that Trustees fulfil their duties and responsibilities for the effective governance of the Charity.

- Ensure that the Board operates within its charitable objectives, and provides a clear strategic direction for the Charity.
- Ensure that the Board is able to regularly review major risks and associated opportunities, and satisfy itself that systems are in place to take advantage of opportunities, and manage and mitigate the risks.
- Ensure that the Board fulfils its duties to ensure sound financial health of the charity, with systems in place to ensure financial accountability.

## Governance

- Ensure that the governance arrangements are working in the most effective way for the Charity.
- Develop the knowledge and capability of the Board of Trustees.
- Encourage positive change where appropriate.
- Address and resolve any conflicts within the Board.
- Appraise the performance of the Trustees and the Board on an annual basis.

- Ensure that the Board of Trustees is regularly refreshed and incorporates the right balance of skills, knowledge and experience needed to govern and lead the charity effectively, and which also reflects the wider population.
- Work within any agreed policies adopted by the Charity .

### **External Relations**

- Act as an ambassador for the cause and the Charity.
- Maintain close relationships with key influencers.
- Act as a spokesperson for the organisation when appropriate.
- Represent the Charity at external functions, meetings and events.
- Facilitate change and address any potential conflict with external stakeholders.

### **Efficiency and Effectiveness**

- Chair meetings of the Board of Trustees effectively and efficiently, bringing impartiality and objectivity to the decision-making process.
- Ensure that Trustees are fully engaged and that decisions are taken in the best, long-term interests of the Charity and that the Board takes collective ownership.
- Foster, maintain and ensure that constructive relationships exist with and between the Trustees.
- Work closely with the Chief Executive to give direction to Board policy-making and to ensure that meetings are well planned, meaningful and reflect the responsibilities of trustees.
- Monitor that decisions taken at meetings are implemented.

# Role Descriptions – Chair of The Art House

## Relationship with the Chief Executive and the wider management team

- Establish and build a strong, effective and constructive working relationship with the Chief Executive, ensuring s/he is held to account for achieving agreed strategic objectives.
- Support the Chief Executive, whilst respecting the boundaries which exist between the two roles.
- Ensure regular contact with the Chief Executive and develop and maintain an open and supportive relationship within which each can speak openly about concerns, worries and challenges.
- Liaise with the Chief Executive to maintain an overview of the Charity's affairs, providing support as necessary.
- Conduct an annual appraisal and remuneration review for the Chief Executive in consultation with other Trustees.

- Ensure that the Chief Executive has the opportunity for professional development and has appropriate external professional support.

The above list is indicative only and not exhaustive. The Chair will be expected to perform all such additional duties as are reasonably commensurate with the role.

## Person Specification

The ideal candidate for the Chair of The Art House will have the following skills, experience and attributes:

- A passion for the arts and a commitment to the charity's mission, vision and values.
- Significant experience of leadership and governance.
- Experience of leading growth in an organisation through innovative approaches.



- Excellent communication and interpersonal skills, and the ability to engage and influence a diverse range of stakeholders.
- Strategic thinking and analytical skills, and the ability to oversee and scrutinise the charity's performance and plans.
- A collaborative and supportive style, and the ability to foster a culture of trust, respect and accountability within the Board and the charity.
- Availability and willingness to devote the necessary time and effort to the role, including attending regular Board meetings, events and activities.

## Role Descriptions – Finance and Audit Lead

The Finance and Audit Lead Trustee is responsible for overseeing the financial management and governance of the charity, ensuring that it operates in a sustainable and transparent manner and complies with all relevant legal and regulatory requirements. The Finance and Audit Lead Trustee will:

- Work closely with the Chair, the Chief Executive, and Accountant to monitor the financial performance and health of the charity, and advise the Board on financial strategy, planning and budgeting.
- Lead the Board's oversight of the Charity's financial reporting, audit, and risk management processes, and ensure that the Board receives timely, accurate and clear information and advice on these matters.
- Liaise with the external auditors and the Audit Committee, and report to the Board on the annual accounts, the audit findings and recommendations, and any significant financial risks or issues facing the Charity.
- Contribute to the overall governance and leadership of the Charity as a member of the Board of Trustees, and act as an ambassador and advocate for the Charity and its beneficiaries.
- Support the development and implementation of the Charity's financial policies and procedures and ensure that they are aligned with the Charity's vision, mission and values.

## Person Specification

The Finance and Audit Lead Trustee will have:

- A professional qualification and significant experience in accounting, finance, or audit, preferably in the charity sector or a related field.
- Strong strategic thinking and analytical skills, and the ability to oversee and scrutinise the Charity's performance and plans.
- A collaborative and supportive style, and the ability to foster a culture of trust, respect and accountability within the Board and the Charity.
- Availability and willingness to devote the necessary time and effort to the role, including attending regular Board meetings, events and activities.
- A commitment to the vision, mission and values of the Charity, and an understanding of the challenges and opportunities facing the arts sector.

## Role Descriptions – Trustee

Our Trustees are responsible for working collaboratively with the Board of Trustees and supporting The Art House to fulfil its mission, vision, and values. Trustees also represent The Art House externally and act as ambassadors for its work.

The role of a trustee for The Art House is to:

- Ensure that the charity complies with its governing document, charity law, and any other relevant legislation or regulations.
- Contribute to the strategic direction and oversight of the Charity, ensuring that it pursues its charitable objects, uses its resources effectively, and delivers its public benefit.
- Protect and manage the property and assets of the Charity and ensure their proper investment and use.
- Support and challenge the executive team and hold them to account for the performance and quality of the Charity's activities and services.
- Act as an ambassador and advocate for the Charity, enhancing its profile and reputation, and developing relationships with key stakeholders and partners in the arts sector and beyond.
- Uphold the highest standards of integrity, probity and governance, and act in the best interests of the Charity and its beneficiaries at all times.

## Person Specification

The Trustee will have:

- A relevant professional background and experience, such as in the arts, place making/regeneration, health/wellbeing, law, fundraising, marketing, education, disability advocacy, arts management, social enterprise or business.
- Experience of serving on a board or committee, or in a senior leadership or advisory role, preferably in the charity or arts sector.
- Excellent communication, interpersonal and influencing skills, and the ability to work effectively as part of a diverse and collaborative team.
- Sound judgement, analytical and decision-making skills, and the ability to deal with complex and sensitive issues.
- A willingness to learn and develop as a trustee, and to participate in training and development opportunities.
- A passion for and knowledge of the arts, and an appreciation of the role and value of the Charity in promoting and supporting the arts sector.