Recruitment of Chair of the Board of Trustees - Castlefield Gallery.

Castlefield Gallery is a contemporary art gallery with agency that champions North West talent within a national context.

Its exhibition programme explores cultural trends and deepens audience's relationship to contemporary art through work which is edgy, unclassifiable, and outside of the mainstream, or that challenges the social or political conditions that diminish our society.
Castlefield Gallery is also known for its artist development focus - prioritising training and networking activities for emerging and more established artists to enable their critical engagement and career progression.

Having been through an intensive period of organisational development, business planning, rebranding, and premises refurbishment, Castlefield Gallery is seeking to appoint a new Chair of the Board of Trustees to be an active and energetic ambassador for the Gallery.

The new Chair will lead the Board and Organisation in meeting the Vision, Mission and Values outlined in the business plan for 2012-15. The business plan outlines Castlefield Gallery's aims, objectives and programme and forms part of a broader 10 year business strategy. It is hoped that the appointment of the new Chair will precede Castlefield's forthcoming fundraiser auction and the relaunch of the re-furbished Gallery scheduled for 30 May 2012.

The ideal candidate will be committed to the organisation's goal of championing artists, and the place that Castlefield Gallery inhabits in the cultural ecology of Manchester. It will be someone who has a strong interest in contemporary art, has acknowledged success in a leadership role, and track record of business management. The right candidate will have the charisma to be a figurehead for the organisation and able to use their strategic connections to further the reputation and resources of Castlefield Gallery.

Castlefield Gallery is a non-profit making company limited by guarantee and is also a registered charity. It is run by a dedicated team of 5 staff and numerous volunteers. Overseeing the operations of the company is the Board of Trustees which at present comprises 7 members. Castlefield Gallery has introduced a Portfolio Board model to ensure a broad spread of specialisms and expertise at Board level. The Chair has ultimate legal responsibility for the Organisation ensuring it complies with its governing document and all relevant legislation. The position is not remunerated although expenses are met.

For a recruitment information pack please email kwong@castlefieldgallery.co.uk
or download a pdf from: http://www.castlefieldgallery.co.uk
Closing date: 30 April 2012

Recruitment Pack

Chair of Board of Trustees Castlefield Gallery

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March 2012

Introduction

Castlefield Gallery - a gallery with agency.

Vision: Castlefield Gallery leads the North West as a region that champion's talent within a national context.
Mission: To nurture talent, explore cultural trends and deepen the audience's relationship to contemporary art.
Values: Transforming through excellence; Empowering through creativity; Generating wealth for the public good; Being accountable.

Castlefield Gallery's exhibition programme is well known and respected nationally by contemporary art professionals and artists. This standing has enabled the gallery to showcase internationally significant artists and invite leading critical thinkers to explore poignant cultural themes – often before the flagship UK galleries. Particularly over the last decade exhibitions have embodied the 'agency' of contemporary visual arts, for example showing work which is edgy, unclassifiable and outside of the mainstream, or that challenges the social or political conditions that diminish our society. This high level of inquiry stems from the organisation's approach to real collaboration with artists and strong exhibition partnerships. Its programme nurtures talent, explores cultural trends and deepens audience's relationship to contemporary art.

Castlefield Gallery is also known for its artist development focus, by prioritising training and networking activities for emerging to more established artists to enable their critical engagement and career progression. Past examples include portfolio feedback sessions, mentoring schemes, and strategic marketing through its listings website www.TheArtGuide.co.uk which creates better visibility of artist-led projects alongside those by known contemporary art organisations.

Castlefield Gallery is a non-profit making company limited by guarantee and is also a registered charity. The Gallery relocated to a purpose built venue in 2002 with the support of a Capital National Lottery Grant. The Gallery does not currently have Arts Council NPO status but has secured project funding from Grants For the Arts for 2012/13/14. Additional income is sourced from Trusts and Foundations and earned income streams

Castlefield Gallery is run by a dedicated team of five staff and numerous volunteers. Overseeing the operations of the company is the Board of Trustees which at present comprises seven members. Castlefield Gallery has introduced a Portfolio Board model to ensure a broad spread of specialisms and expertise at Board level.

Future Castlefield Gallery

Culturally, Castlefield Gallery has punched way above its weight and the future programme will strengthen this intelligent curation and programming, looking ahead to increase international partners. Going forward the gallery will have 4 main exhibitions (typical of larger institutions) that will be tied by an annual theme - annual programmes will have an open read-across theme, and outline 4 strands of inquiry which resonate with current contemporary practice. The main exhibitions will be punctuated with week-long exhibitions called Launch Pad to highlight emerging artists.

Artist Development programmes will centre on empowering and showcasing talent, supporting artist-focussed research (e.g. with University partners), and brokering opportunities for artists.

Castlefield Gallery will establish an Artists Associate Membership Scheme which will maximise artists' access to both staff knowledge and networks, and, opportunities in the programme. The events programme will consist of talks coinciding with the exhibitions for the general public and professionals and events for the Artist Associate scheme. It will launch the 'Opening-Up Greater Manchester to Talent' programme addressing the need for affordable temporary studio, documenting, rehearsal or pop-up gallery spaces.

The Board: The Castlefield Gallery Board currently comprises:

- **Mary Griffiths** Curator of Contemporary Art Whitworth Art Gallery; Artist. Portfolio responsibility: Artists and Artistic Policy.
- **Kate Jesson** Manchester Art Gallery Curator: Collectors Circle. Portfolio responsibility: Advocacy & PR.
- **Jude Macpherson** Artist; Freelance Administrator. Portfolio responsibility: Acting Chair.
- **Ian Rawlinson** Artist; Route Leader of MA Fine Art, Manchester Metropolitan University. Portfolio responsibility: Artists & Higher Education.
- **Adrian Slatcher** Senior Digital Development Office, MDDA; Writer. Portfolio responsibility: Social & Digital Media.
- **Peter Southeran** Lawyer; Owner of Independent Art Gallery. Portfolio responsibility: Legal.
- **Roger Stephenson** OBE. Architect.

Following a skills audit of the current Board the organisation has identified the following areas which require further expertise at Board level: HR; Audience Development; Creative Industries; Business Networks; Diversity Agenda.

Person Specification
Chair of the Board of Trustees of Castlefield Gallery

The Chair is a figurehead for the Company with sound business skills and political clout. The ideal candidate will have the following essential attributes:

- Experience of working in the arts sector or business sector - with acknowledged success in a leadership role.

- Enthusiasm for the Visual Arts and commitment to Castlefield Gallery's aims and objectives.

- A commitment to equality and diversity.

- A good understanding of the cultural, artistic, economic and political context at local, regional and national levels within which Castlefield Gallery operates.

- Excellent communication and networking skills.

- Willingness to devote time and effort to the role including chairing quarterly Board meetings, attending meetings of sub committees, working groups and ad hoc meetings and events as required.

- Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship.

- Strategic vision and good independent judgement.

- Tact, diplomacy, impartiality, fairness and the ability to respect confidences.

Job Description - Chair of The Board of Trustees

Role

- Champion the work of Castlefield Gallery and act as its advocate at the highest level.
- Provide leadership and be the spokesperson of the Board.
- Lead the Board in giving overall strategic direction to Castlefield Gallery to ensure that the vision, mission and values of the organisation are achieved.
- Lead debate and decision making in respect of Castlefield Gallery's business planning and lead approval of organisational development plans where appropriate.
- To evaluate Castlefield Gallery's performance against its business plan.
- Ensure that the organisation complies with its governing document, charity law, company law, and any other relevant legislation.
- To review and approve financial reports including its audited accounts.
- To protect and manage the property and resources of Castlefield Gallery and ensure the financial stability of the organisation.

Responsibilities

- Develop prioritised agendas with Gallery Director for each Board Meeting and chair and facilitate these meetings.
- Agree the annual Board decision-making cycle with the Gallery Director and attend and chair the Annual General Meeting.
- Monitor that decisions taken at Board meetings are implemented
- Maintain close contact with the Company and its activities and provide support as appropriate.
- Line manage the Gallery Director.
- Monitor the work of Board working parties.
- Lead the Annual Board Review and monitor Board progress.
- Negotiate retirements / resignations from the Board and formulate a succession plan for the role of Chair.
- Lead the recruitment of new Board members
- Liaise with the Gallery Director to facilitate the development of the Board as a team.
- Facilitate change and address conflict within the Board and within the organisation, liaising with the Gallery Director to achieve this.
- Be active in relations with funders and play an active part in fundraising activities.
- Represent the Board & Company at key events, functions, meetings and outside events.

Board Membership Policy

Board Members have certain legal and financial duties in law, and whilst many operational duties are delegated to staff, the ultimate responsibility for every aspect of the Company's operation lies with the Board of Directors. It is therefore important that all Board Members ensure that they understand the history of Castlefield Gallery and its current situation, and keep abreast of other issues that might affect the company.

The membership policy is based on the principle that the Board of Castlefield Gallery should consist of people who are able to fulfil the skills requirements of the organisation and will thereby support the work of the company.

Personal Attributes of Board Members

- An enthusiasm and genuine interest in the work of Castlefield Gallery.
- A commitment to carry out the duties of a Board Member.
- To be a respected member of the community with good networks.
- 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 the views of other people.
- A willingness to deal openly with staff and colleague Board Members whether pleased or displeased about an issue.
- A preparedness to offer personal and business skills and experience to support the work of staff when required.
- A commitment to be well informed about the work of Castlefield Gallery.
- A willingness to act as a champion for Castlefield Gallery.
- The ability to treat sensitive information confidentially.

Board Protocol

- To promote the success of the Company
- To exercise reasonable care, diligence and skill
- To act within its powers
- To exercise independent judgement.
- To declare interests in proposed transactions or arrangements
- To avoid conflicts of interest
- Not to accept benefits from 3rd parties.
- Not to receive financial remuneration from Castlefield Gallery for Board role.

Collective Duties and Responsibilities of the Board

Legal and Financial Duties

Directors should be aware that if the Company is not run within the limits of its financial resources it is possible that they could be held personally liable for the Company's debts and disqualified from being a Director of any Company if they are not seen to have acted prudently. It is therefore essential that Directors ensure that they remain well informed of the Company's financial position.

- To ensure that the Company operates in accordance with Company and Charity Law. This includes the filing of statutory returns at Companies House, returns to the Charity Commission and the keeping of a Company Register of Directors interests.
- To ensure the prudent financial management of the Company: to exercise financial control; to scrutinise quarterly statements of the financial position; to discuss and decide on annual budgets and to review and, if required, approve revised budgets; to decide on and, if necessary, assist with applications to funding bodies; to approve the financial regulations.
- To ensure the Company keeps proper accounts and that appropriately audited or examined accounts are prepared annually and submitted to Companies House, the Charity Commission, and funding bodies.
- To ensure the payment of taxes due to HM Revenue and Customs.
- To appoint bankers and cheque signatories and to make clear decisions about staff spending powers.
- To ensure that the Company assets are safe guarded and are well managed and maintained.
- To ensure the Company is properly insured.

Employment and Personnel Duties

The Board of Directors is the employer of the staff who work for CG. The Board have the following HR responsibilities:

- To appoint the Executive Director.
- To define the Company's employment policies including: equal opportunities; recruitment; pay; grievance & disciplinary; appraisal; sickness; expenses; holidays; training; child / vulnerable adults protection etc.
- To approve the staffing structure and to take part in recruitment if required.
- To agree the job descriptions, person specifications and terms & conditions of employment for staff and review levels of pay annually. To agree the job description / role specification and terms & conditions for Board appointments.

- The Chair of the Board, or an appointed deputy, acts as the Gallery Director's line manager in terms of support and appraisal and grievance and disciplinary procedures.
- To ensure the safe and efficient use of premises for both staff and the public.
- To comply with all employment law and have employer's liability insurance.

Policy

- The Board defines Company policies, sets policy priorities and determines strategies for the implementation of the policies, always bearing in mind CG's charitable objectives.
- It is the Boards responsibility to regularly review all areas of policy and policy implementation documents and make appropriate revisions.

Planning

The Board is responsible for ensuring that the organisation has a clear and specific annual business plan & annual budget consistent with the long-term vision, aims and objectives, available financial resources and the skills of the staff. The plan will:

- Provide a clear statement of the organisation's vision and the artistic policy and aims and objectives which it proposes to pursue in the long term.
- Determine how it proposes to implement the vision and achieve its aims by setting realistic strategies with measurable goals and targets.
- Specify the total resources that are likely to be available and match and allocate these to overall strategies and plans in priority order.

Advocacy

- It is the role of the Board to promote CG and its activities and needs to the private, public and voluntary sectors so as to enhance the company's profile and assist with fundraising for the company. Board Members are ambassadors for the Company at all times.
- The Board acts as a listening post in order to provide any information which may be of assistance to the Company.

Artistic Duties

- To approve artistic policy and aims and objectives.
- Collectively approve CG's annual programme of activities, being satisfied that policy and other agreed priorities, as well as financial projections will be met.
- Establish a monitoring methodology.

Management

- Board Members work together to establish a cycle of meetings with appropriate paperwork to service the Board efficiently.
- Board Members work together to establish a system of communications and delegated decision making so that urgent decisions can be made and acted upon between Board meetings.
- The Board will decide to appoint additional Directors with specialist knowledge and skills as required.
- The Board will establish fixed term working parties on specific issues if required.

Attendance and Availability

- Board members are required to attend quarterly Board meetings, interim or ‘emergency’ meetings, and also Annual General Meetings (which coincide with Board meetings). Board members will be required to attend working party meetings if appropriate.
- Board members are invited and encouraged to attend exhibition openings and other promotional events run by Castlefield Gallery.
- Board Members should be available to provide advice and support to the senior staff, either by telephone or in person, if required.

Portfolio Board Roles

In addition to the generic job description, each Board Member will be assigned one or more areas of specific responsibility, according to their skills and experience, from the following roles:

Deputy Chair

- In the absence of the Chair, the duties and powers of the Chair will be undertaken by the Deputy Chair.
- The Deputy Chair undertakes the role of overseeing the monitoring of performance and operations of the Board to ensure that the Board is providing effective governance to CG and staff.
- The Deputy Chair undertakes to ensure all policies and procedures are in place e.g.: mission statement; artistic policy; equal opportunities policy; all personnel policies & procedures etc.

Artists & Higher Education

- To broker relationships between CG and Higher Educational establishments regionally.
- To identify opportunities for CG to work with HE to fulfil its objectives
- To be an advocate for CG in the sector.

Artists and Artistic Policy

- To broker strategic partnerships with museums and galleries nationally.
- To identify opportunities for Audience Development

Advocacy & PR

- To play a crucial role in terms of public relations, fundraising and advocacy for the organisation.
- To act as an ambassador for CG to promote its activities and needs to useful individuals / companies / organisations to enhance the CG's profile. (Including press, local politicians, opinion formers, potential supporters.)
- To remain vigilant for information and opportunities that may be of interest and assistance to CG including lobbying for grants, donations, sponsorship and opportunities to earn income.

HR & Personnel

- To ensure that CG complies with all employment law and be familiar with relevant legislation including: Equality Act; Employment Rights Act; Employment Protection Acts; Health & Safety Law & Regulations; Human Rights Act etc.
- To ensure that CG has in place the following employment policies and procedures: equality & diversity; recruitment; redundancy; pay; holiday; maternity / paternity / compassionate leave; flexible working; sick leave; health & safety; training & staff appraisal; disciplinary & grievance; whistle blowing; harassment / bullying; working time directive arrangements; children / vulnerable adults; stakeholder pension; email / IT; volunteers; alcohol / drug abuse.

Finance

- To establish financial regulations and policies
- To ensure effective financial control systems are in place.
- To approve budgets.
- To monitor financial performance
- To keep a check on solvency.
- To safeguard the assets of the Company.
- To assess risk.
- To approve the Annual accounts.

Legal

- To ensure that the Company is operating within the law.
- To be familiar with current legislation including: Charity Law; Companies Acts; Employment Protection; Disability Discrimination; Race Relations Act; Health and Safety; Data Protection; Freedom of Information; Financial Services; Insolvency; Intellectual Property Rights; Human Rights Act.

Social and Digital Media

- Advising and making recommendations around the use of social and digital media by CG both in the short and long term.

Diversity Agenda

- To examine all aspects of the organisation to ensure that the diversity agenda is embedded within all policies and procedures.

Selection Process

If you are interested in the role of Chair of the Board of Trustees of Castlefield Gallery and you feel that your skills and experience would fit with the challenges of the position then please email a brief proposal with your CV to chair@castlefieldgallery.co.uk, or write to:

Jude Macpherson
Acting Chair
Castlefield Gallery
2 Hewitt Street
Knott Mill
Manchester
M15 4GB

The closing date is 30 April 2012. Following this a panel made up of representatives of the Board will interview a shortlist of candidates.

We hope to have a new Chair in post in May 2012.

For further information or an informal and confidential discussion about this opportunity please contact Kwong Lee, Gallery Director, Castlefield Gallery, on 0161 832 8034.