

1. Opportunity

Phoenix is looking for up to 3 new independent Trustees to join the established Board of 10 experienced Trustees - and its management team - to build upon its success.

Phoenix is where people experience, create and learn through world cinema, digital arts and media. Open to all, Phoenix provides a cultural programme with a reputation for high quality independent cinema and digital art that is based on a world perspective and is locally relevant.

We are looking for strategic thinkers who have the confidence, integrity and credibility to interact persuasively with people at senior leadership levels.

Phoenix regularly reviews the collective skills and expertise of its board to ensure that it has the right balance to further our strategic aims.

At this time, we are particularly interested to hear from people who have business sector leadership experience and specific skills in: digital marketing, creative media production, community engagement and economic development.

In order to complement the public-sector orientation of the board, we are seeking these skills from the business sector. We are also encouraging applications from women and people from black, Asian or minority ethnic backgrounds.

Applications are encouraged by the **21st August 2015**, when the first short-listing panel will take place. The opportunity will then close, or could remain depending on profile of applications received.

Information on how to apply is on our website at www.phoenix.org.uk/vacancies

2. About Phoenix

Phoenix is a charity (formed in 1988) specialising in world cinema, digital arts and education relating to film and digital media. Phoenix provides a popular programme of world cinema, digital arts, courses and community activities in Leicester that engages approximately 200,000. The cafe is a hub for people who live and work in city as well as cinema and gallery visitors. Many businesses and community organisations enjoy the stimulating contemporary environment for conferencing, training, networking and social events.

Phoenix is a high profile and rapidly developing cultural organisation whose stakeholders include Leicester City Council, De Montfort University and Arts Council England. It is a relatively small charity with a turnover of £1.8 million.

Phoenix moved into new purpose-build premises at 'Phoenix Square' in Leicester's Cultural Quarter in November 2009. We are a lively and friendly and all areas of our cultural programme are growing. The last 12 months have been its busiest ever, with income from ticket sales up 26%, and from the popular Phoenix Café Bar by 31%.

3. Our Vision

Phoenix is where people experience, create and learn through world cinema, digital arts and media. Open to all, Phoenix provides a cultural programme with a reputation for high quality independent cinema and digital art that is based on a world perspective and is locally relevant.

4. Governance Context

Phoenix is the trading name of Leicester Arts Centre Ltd., a registered charity and company limited by guarantee (company registration 2276987, charity registration 701078). Phoenix has a trading subsidiary called Firebird Trading Ltd., to separate café and conferencing activity from the primary purpose of the charity. Phoenix operates within the regulatory frameworks for companies and charities. New Trustees are offered a structured introduction to Phoenix and its governance.

Phoenix receives public funding from local authorities and other public bodies. Its stakeholders include Leicester City Council, De Montfort University and Arts Council England.

Phoenix aims for excellence standards of governance that are appropriate to its operating context and resources.

5. Our Priorities

Phoenix Square opened at its new venue in November 2009 and audiences have grown in all facets of our cultural programme. We enjoy very high levels of customer loyalty and satisfaction and have established independent cinema and digital art as an important part of Leicester's cultural life. A thriving economy of local digital artists and media practitioners is clustered around Phoenix.

Phoenix became an Arts Council England National Portfolio Organisation in 2012 and had a significant role in Leicester's City of Culture 2017 plan providing the ambitious digital programme and contributing to bid preparation and presentation.

Phoenix is a lean organisation following several reorganisations in the first 2 years at Phoenix Square. A new CEO was appointed in August 2011 and most of the management team are local graduates in their first arts management role. The enthusiastic staff includes local students and graduates who are pursuing parallel careers as artists and media practitioners.

Sustained growth in cinema income has been achieved by increasing attendances and better pricing. Similarly we have produced sustained and significant growth in cafe income. Phoenix has one of the busiest cafés in Leicester. Fundraising is going well with a focus on grants and sponsorship producing higher levels of overhead contribution as well as funds for programme activity.

Revenue in 2013/14 comprised: 35% café and conferencing, 28% box office, 16% Leicester City Council grant, 8% Arts Council, and 13% in membership, other grants and shared services.

Our Chair of Trustees, who was appointed in July 2015, is leading revision of Phoenix's strategy working with the Trustees, our stakeholders and management team. In addition, our main priorities include:

- Influencing and retaining the strategic support our stakeholders at a time of significant pressure on public sector finances.
- Continuing to improve governance and board administration.
- Supporting management to sustain the growth in cinema, café and fundraising income.
- Sustaining and supporting our lively, friendly and collaborative organisational culture, which is a critical success factor in retaining staff and the customer experience.

6. Role and Composition of the Board

The Board provides strategic direction and sets overall policy, goals and evaluates performance against agreed targets. The Board is responsible for ensuring the charity's objectives are adhered to and that appropriate mechanisms are in place to protect its assets.

Day-to-day operation of charity is delegated to the CEO and management team. The Board provides support through expertise and guidance whilst ensuring effective management controls are in place and developed.

The Board typically comprises:

- 4 stakeholder nominees
- 7 independent Trustees
- 2 stakeholder observers
- 1 company secretary

Trading Subsidiary and sub committees:

- Finance & Audit Committee
- Firebird Trading Board (3 independent directors and 2 Executive Directors).

Our Articles of Association provide for Leicester City Council and De Montfort University to nominate up to 2 Trustees each. All nominee positions are occupied.

Our Articles also require a defined majority of independent Trustees and we may be unable to accept applications from other members and staff of Leicester City Council and De Montfort University.

7. The Benefits of a Phoenix Board Member

All Trustees and Directors are volunteers. Apart from making an important contribution to Leicester's cultural life and the development of people and the local economy; the role of Phoenix Trustee offers new and interesting governance challenges.

Board members also widen their professional contacts and are encouraged to engage in, and be advocates for the Phoenix cultural programme. The role of board member is equivalent to a public appointment with the responsibilities and kudos that implies.

Phoenix is lively, friendly and collaborative in style and organisational culture. The charity and subsidiary boards meet every two months in the evenings at Phoenix Square and Trustees are also encouraged to be involved in our cultural events.

8. The Role of Trustee

- To ensure the organisation pursues its objectives as defined within its governing document, vision and business plans.
- To ensure the organisation complies with its governing document, company and charity law, and any other relevant legislation or regulations, including health and safety.
- To protect and manage the assets of the organisation, ensure the financial stability of the charity and the proper investment of its funds.

- To contribute actively to the Board's role in giving strategic direction to the organisation setting overall policy, defining goals, and evaluating performance against agreed targets.
- To be an advocate for Phoenix, representing the charity at functions and meetings as appropriate, and to act as an ambassador including identifying opportunities for fund-raising and income generation. To ensure the effective and efficient administration of the organisation.
- To promote the equal opportunities policy.
- To ensure the organisation is properly insured against all reasonable liabilities.
- To appoint the CEO and support the employees.
- In addition to the above duties, each Trustee should use any specific knowledge or experience they have to help the Board reach sound decisions. This will involve scrutinising Board papers, leading discussions, focusing on key issues, and providing advice and guidance requested by the Board and its staff on new initiatives, or other issues relevant to the area of the charity's work in which the Trustee has special expertise.
- To attend and contribute to meetings, and to read papers in advance of meetings.
- To contribute to sub-committee meetings as appropriate.
- To participate in other tasks as arise from time to time, such as interviewing new staff, helping with fundraising etc.
- To learn about the activities of Phoenix and research external issues that may affect its future.

As Charity Trustees each member will:

- Safeguard the good name of the organisation.
- Ensure the organisation applies its resources exclusively in pursuance of its objectives.
- Declare any conflict of interest or duty whilst carrying out the duties of a trustee.
- Be collectively responsible for the actions of the organisation and other trustees.

Each Board Member must have:

- Integrity, skill and diligence.
- A commitment to the organisation and its objectives.
- An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship. If this is not the case, you should be willing to undertake training in this and other relevant areas that the role demands.
- A willingness to devote the necessary time and effort to their duties as a Trustee.
- An ability to think creatively, and considered independent judgement.
- A willingness to speak their mind and share expertise for the good of the organisation.
- An ability to work effectively as a member of a team.
- A commitment to the Nolan Principles of public life in governing Phoenix.

Further Information:

The Charities Commission provides comprehensive guidance about the role, expectations and regulatory framework for Trustees: <https://www.gov.uk/running-charity/trustee-role-board>

Our website provides more information about our activities: <http://www.phoenix.org.uk/>

The Nolan Principles of public Life have been incorporated into various codes of conduct for the governance of organisations: <https://www.gov.uk/government/publications/the-7-principles-of-public-life>

9. The Role of Chair of Trustees

The Chair of Phoenix has a key role in developing and realising the vision, reinforcing the ethos character of the organisation, and ensuring the development and effective operation of the Board of Trustees.

S/he will be the main liaison between Board and senior staff and particularly the CEO. S/he will lead the Board and be its main spokesperson and lead in developing stakeholder relationships.

In addition to the responsibilities of Trustees, the Chair will be expected to:

- Ensure the effective conduct of the Board and its meetings.
- Ensure Trustees can express their views before important decisions are taken.
- Organise the agenda of the Board with the support of the CEO.
- Facilitate strategy development and appropriate levels of monitoring and Trustee support.
- Ensure the board receives appropriate information and advice as needed.
- Lead the process of board self-evaluation and development.
- Line-manage and support the CEO and establish relationships with other senior staff.
- Lead the Board's relationships with Phoenix's stakeholders and be its spokesperson.
- Ensure effective delegation to the CEO and risk management on behalf of the Board.
- Represent the organisation when appropriate.
- In conjunction with other Trustees: appraise the CEO.
- Periodically review the composition of the Board, plan succession and appoint new Trustees with the support of the CEO and other Trustees.
- Support changes which the Charity deems necessary and occasionally the Chair may be required to chair appeals hearings.

10. The Role of Vice-Chair

The board will usually appoint a Vice-Chair from among its independent Trustees of who will deputise for the Chair of Trustees when needed and may also have a specific portfolio such as being the Chair of the Board of the charity's trading subsidiary.

Person Profile:

	Essential	Desirable
Achievement, experience, skills & knowledge	Significant management and leadership experience in business and/or social enterprise sectors.	Charity and/or company governance.
	Experience and achievement in developing productive partnerships between business and the cultural sector.	Sector knowledge and personal networks in any of the following: digital marketing, creative media production, community engagement, and economic regeneration.
	Ability to remain objective and retain an overview whilst guiding and supporting executive decision-making.	Knowledge and a commitment to film and the arts.
	Effective interpersonal communication with a diverse range of people.	Ability and time to act as an advocate of Phoenix to support its business development aims.
Personal qualities	Confidence, integrity, credibility and the ability to interact persuasively with people at leadership and all other levels.	Relevant personal networks that could support our work.
	A personal style that supports the organisational culture: lively, friendly, collaborative and creative.	
	Able to commit sufficient time to the role over the next 2 years. Good time management and prioritisation skills.	
Eligibility	<p>Must fulfil the legal requirements of a Company Director and Charity Trustee including: must be over 18 years of age.</p> <p>Employees and members of Leicester City Council and De Montfort University should re-read section 6.</p>	Board appointments may require a satisfactory DBS check.

11. Time Requirements

The appointment is usually for a 2-year term. It is important that the Trustees have the time to offer to the role. In summary, this includes:

- Preparing for, attending and contributing to board meetings.
- Contributing to relevant sub-committees as and when required.
- Reading governance papers and other relevant documentation.
- Offering advice and guidance where personal technical expertise can assist the charity.
- Attendance at Phoenix cultural events as and when required.

For informal discussions, please contact:

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