



# Phoenix

Chair and Trustee roles  
information for applicants

**Leicester Arts Centre Ltd.**

**April 2019**

## 1. The opportunity

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Phoenix is looking for a Chair and several new independent Trustees to join the established Board of 12 experienced Trustees and its management team. Our current Chair of Trustees, Sir Alan Tuckett OBE, is retiring after two terms of office having steered the charity to this exciting point.

You will be joining Phoenix at exciting time following Arts Council England's confirmation of a £4M capital grant towards Phoenix 2020 - our ambitious project to expand our Phoenix Square venue in Leicester.

Phoenix 2020 aims to double the annual participation in our independent cinema, digital arts learning and business programmes to 400,000.

We also aim to improve Phoenix's financial resilience by earning more of our own income and relying less on public subsidy.

With our partners, we are helping to make Leicester an even better place in which to live, work, study and visit; and we will attract over £4.6M inward investment to the city.

The plans will see a 1,200 square metre extension added to the existing building for two further cinemas; a larger and more prominent digital art gallery with an atrium; a bigger café bar; and new spaces for making and learning.

Phoenix is closer to raising the £6.85M needed to complete the full project by the end of 2020. Planning permission has been awarded and Phoenix expects to have 83% of the funding in place by the end of April. The charity is working hard to raise at least £500,000 more in the coming months to enable building to start later this year.

The challenge now is to find the remaining funding to enable Phoenix 2020 to be completed. We must manage the business through the building phase to the expanded venue and operation within tight budgetary constraints. And then we must realise the business plan to achieve the growth expected from the development.

More information about Phoenix 2020 is on our website:

<https://www.phoenix.org.uk/phoenix2020/>

## 2. The Roles

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

The Chair will need to engage confidently and persuasively with a range of stakeholder executives, board members and politicians. The person will need to have sufficient time and flexibility to do this working and coordinating with the Chief Executive. A general understanding of the city, its leadership, economy, politics, communities and development aspirations is also needed to effectively engage strategically.

Phoenix regularly reviews the collective skills and expertise of its board to ensure that it has the right balance to further its strategic aims. At this time, we are particularly interested in applications from people with specific skills in the following areas:

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- Engaging business through high value networks of individuals and organisations that can sponsor and support Phoenix.
- Capital projects management.
- Business development - particularly business-to-consumer and more specifically catering, conferencing and retail – offering specific sector knowledge, strategic advice and insight.
- Expertise in arts-education and/or film making and creative production talent development.

We aim to improve the diversity profile of the Board by, in particular, encouraging applications from women and people from black, Asian or minority ethnic backgrounds and younger age groups.

### **3. Applying**

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Phoenix will advertise Trustee vacancies from time to time. Information and instructions for applying will be available on our vacancies web page:

<https://www.phoenix.org.uk/about-phoenix/vacancies/>

De Montfort University and Leicester City Council may each nominate 2 Trustees to serve on the Phoenix Board through their Executive Officers.

### **4. About Phoenix**

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Phoenix is a rapidly growing charity whose purpose is to enrich lives and celebrate diversity and ambition in film and art. Our Phoenix Square venue is a centre for digital arts, creative media and independent cinema in Leicester's Cultural Quarter where annual participation has grown to 220,000. We also engage communities in diverse neighbourhoods and locations through digital arts, film making and community cinema – extending our work across Leicester and the three counties of Leicestershire, Rutland and Northamptonshire.

Our talented management team curates a cultural programme of high quality world cinema, digital arts and education that offers diverse cultural perspectives, stories and themes. We aim to provide people from all walks of life with a wider 'window on the world' which seems ever more important in the current political, economic and social context. The charity provides opportunities for a broad range of people to learn through film and digital arts. We work with local, national and international partners and creatives to produce an ambitious programme that is locally relevant.

Phoenix is one of the area's long lasting "cultural brands", established in 1962 and incorporated as a charity in 1989. In 2009, the charity moved to a purpose built venue Phoenix Square to help transform a de-industrialised run down part of the city into Leicester's nascent Cultural Quarter. The focus of Phoenix's cultural programme changed at that time to one of digital arts, film and creative media; however throughout its history the charity has sustained an ethos of cultural innovation and support for emerging talent whilst firmly anchoring itself in the affections of the community.

Nine years later, and the Cultural Quarter is an attractive place to live, work and visit. Phoenix has a unique role in fostering digital arts and culture and the creative industries of Leicester. A cluster of creatives including filmmakers and artists has grown around us. The spending of Phoenix's 220,000 visitors a year creates jobs, supports our local supply network and spreads

out to other businesses in the city. Phoenix is strategically important to the Leicester area contributing to its strategies and initiatives for the creative and cultural sector, visitor economy and city centre development.

Phoenix has become one of just a few regional centres in the UK specialising in digital culture and creativity. Other major cities, such as Manchester, Bristol and Newcastle, have comparable centres that have invested in similar expansion projects to Phoenix 2020. Phoenix is attracting an increasing share of national revenue funding for film and creative media that is invested directly in the arts and the local creative and cultural sector through commissioning and our supply chain. We are enhancing the area's reputation with national funders and agencies.

Phoenix is a charity and company limited by guarantee registered as Leicester Arts Centre Ltd. and overseen by an experienced board of trustees who are leaders drawn from local business, education, arts and finance. Phoenix's main stakeholders and recurrent funders are Leicester City Council (LCC), Arts Council England (ACE), De Montfort University (DMU), and BFI (British Film Institute).

Our website has information about our work and history including our latest Annual Report:

<https://www.phoenix.org.uk/about-phoenix/>

## 5. Our Vision and Mission

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***Our purpose is*** to enrich lives and celebrate diversity and ambition in film and art.

***Our mission is*** to be a dynamic artistic and creative centre where everyone can enjoy, learn about and make inspirational film and art; enriching individual lives and stimulating economic growth in Leicester and beyond.

## 6. Governance Context

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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.

The Chair of Trustees was appointed in July 2015 and the CEO was appointed in August 2011. The enthusiastic staff includes local students and graduates who are pursuing parallel careers as artists and media practitioners. Phoenix is a lean organisation following several reorganisations and continuing improvement of expenditure.

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

Biographies of our Board and management team are available on our website:

<https://www.phoenix.org.uk/about-phoenix/phoenix-trustees/>

<https://www.phoenix.org.uk/about-phoenix/the-team/>

## **7. The Role and Composition of the Board**

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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 main Board meets 4-5 times a year and typically comprises:

- 4 stakeholder nominee Trustees
- 7-8 independent Trustees
- 2 stakeholder observers
- 1 company secretary

In addition to the main board, Trustees are usually expected to contribute to one or more of the following sub-groups and committees that focus on particular aspects of Phoenix:

- Finance & Audit Committee
- Equality and Diversity Group
- Development Group
- Search and Governance Group
- Firebird Board – the trading subsidiary of the charity.

Our Articles of Association provide for Leicester City Council and De Montfort University to nominate up to 2 Trustees each. These roles are nominated by the Executive Office of the two institutions. Our Articles also require a defined majority of independent Trustees and we are unable to accept applications from other members and staff of Leicester City Council and De Montfort University.

## **8. The Benefits of a Phoenix Board Member**

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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.

## 9. The Role of Trustee

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- 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 ensure the financial stability of the charity.
- To ensure the organisation pursues its objectives as defined within its governing document, vision and business plans.
- 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 represent the charity at functions and meetings as appropriate, and to act as ambassadors for the organisation.
- To ensure the effective and efficient administration of the organisation.
- To promote the equal opportunities policy.
- To protect and manage the assets of the organisation and to ensure the proper investment of the charity's funds.
- 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.

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- 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>

## **10. The Role of Chair of Trustees**

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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.

The Chair will have the ability to engage confidently and persuasively a range of stakeholder executives, board members, and politicians. The person will need to have sufficient time and flexibility to do this proactively. A general understanding of the city, its leadership, economy, politics, communities and development aspirations is also needed to effectively engage strategically.

### **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.

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- 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.

### **11. The Role of Vice-Chair**

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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.

### **12. Terms of Office and Time Requirements:**

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The initial term of office for the role of Chair is 3 years with an option to extend to a second term.

Trustee appointments are usually for a 2-3 year term and can be extended for a second term. (The exact term of office is governed by a rotational scheme of retirements and reappointments controlled by the Search Committee that aims to balance continuity with opportunity to acquire new skills and thinking as the charity develops).

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.
- In addition some Trustees contribute time and expertise to:
  - Engaging with Phoenix user groups.
  - Being advocates for Phoenix at events and through networks.
  - Supporting staff development.
  - Helping to develop and update organisational policies.

## Phoenix - Chair and Trustee roles information for applicants

### Person Profile:

	<b>Essential</b>	<b>Desirable</b>
<b>Achievement, experience, skills &amp; knowledge</b>	Significant management and leadership experience in business and/or social enterprise sectors.	Charity and/or company governance.
	Experience and achievement in developing productive partnerships with business.  Ability to contextualise strategic and specialist advice and guidance to the opportunities and capability of Phoenix.	<ul style="list-style-type: none"> <li>• Engaging business through high value networks of individuals and organisations that can sponsor and support Phoenix.</li> <li>• Capital projects management.</li> <li>• Business development - particularly business-to-consumer and catering, conferencing and retail.</li> <li>• Creative media production.</li> <li>• Community engagement</li> </ul>
	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.	Time to act as an advocate of Phoenix to support its business development aims.
<b>Personal qualities</b>	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 term of office. Good time management and prioritisation skills.	
<b>Eligibility &amp; other requirements</b>	<p>Must fulfil the legal requirements of a Company Director and Charity Trustee including: must be aged over 18.</p> <p>Employees and members of Leicester City Council and De Montfort University should re-read section 7.</p> <p>Trusteeships and Directorships are appointments that require disclosure of personal information registered at Companies House and the Charities Commission.</p> <p>Phoenix must also collect equality monitoring data on personal characteristics that is reported to funders and stakeholders an aggregate.</p>	Board appointments may require a satisfactory DBS check.