



After 8 years in office, our founding Chair will be standing down in September 2018 so we are now looking to recruit a new Chair of Trustees.

Over this period the organisation has grown from a start up with no staff and no guaranteed subsidy and a first year turnover of £90k to a thriving arts centre employing 17 permanent staff and a budgeted turnover of £750k supported by a range of local and national funders.

We are seeking an outstanding individual who will bring creative vision and act as a passionate champion of the role art plays in public cohesion and transforming people's lives.

Arts at the Old Fire Station (AOFS) is known and respected for its values-led approach and passion for social change, and all trustees are expected to share that commitment.

We value diversity and welcome and encourage applications from everyone.

If you would like to be part of our next chapter we would be delighted to hear from you.

Please see the details at the end of this document.

Key dates are:

Expressions of interest	October 2017 to January 2018
Full application	By 5.00pm 31 st January 2018
Interviews	26 th February 2018
Provisional appointment	April 2018
Formal appointment to Board	12 th June 2018
Formal adoption as Chair	12 th September 2018

www.oldfirestation.org.uk

Registered as a Company Limited by Guarantee in England and Wales No: 7371445.

Registered as a Charity No: 1140525.

VAT number: 219550996.

ABOUT ARTS AT THE OLD FIRE STATION

AOFS is a creative laboratory and pioneering charity and company based in The Old Fire Station, in central Oxford. We share the building with Crisis, the national homeless charity. Our central belief is that Art is for everyone, and everyone has potential. We have four charitable aims: great art for the public; the professional development of artists; building the confidence and skills of homeless people; creating an inclusive public space.

Since opening to the public in 2011, we have hosted hundreds of public artistic events and shows across art forms in our theatre and gallery as well as over 25 regular weekly dance classes. We have helped emerging artists develop their professional skills – making, showcasing and selling work - and fostered the development of talent through workshops and networking. We also provide homeless people with the opportunity to cultivate their skills, develop networks and grow resilience as audience, participant, volunteer, trainee and/or artist. We provide a shared, inclusive and creative public space.

We work very closely with Crisis and Oxford City Council and collaborate with cultural partners across the county and beyond. We also run a social business through our box office, hires, bar, shop and various services.

We have secured a significant place in the cultural landscape of Oxford with a strong presence on social media and a reputation for high quality, easy-to-access art across forms through strong partnership working.

We have received funding and backing from Arts Council England, Lankelly Chase Foundation, Esmée Fairbairn Foundation, Monument Trust, Big Lottery Fund, Paul Hamlyn Foundation, Tudor Trust and Oxford City Council amongst others.

We also host national and regional debates and events about public space, arts provision and funding, and social innovation. And we co-produce major events such as Marmalade (social innovation conference) and Off Beat (performing arts festival).

We have been cited as good practice by the Cabinet Office, Local Government Association and Culture Hive as well as our funders.

Independent evaluators published a series of reports about our work which, along with our accounts, can be found here: <https://oldfirestation.org.uk/about/reviews-reports/>

Our Foundations

Mission

Great art for the public

We want our reputation to be good quality art aimed at adults which takes a risk, asks a question and entertains. We want our audiences to have fun and be open to new ideas and different people.

Professional development of artists

We support local early to mid-career artists from all disciplines with advice, subsidy, networks and promotion to help them become more successful.

Building the confidence and skills of homeless people

We help homeless people choose their own labels by including them as audience, participant, trainee, volunteer, contributor or artist. This helps develop networks, build resilience and leads to more stable lives.

A new kind of public space

We offer a public space which is shared by very different people and helps to break down barriers and promote solidarity.

Belief

Art is for everyone. Everyone has potential.

Focus

- Great art for the public
- Professional development of artists
- Building the confidence and skills of homeless people (through our partnership with Crisis Skylight).

Outcomes

Enabling:

- **The public**, through arts and culture, to have fun and to become open to new ideas and different people
- **Artists** to become more successful
- **Homeless people** to become more resilient and lead more stable lives.

Values

Inclusion and participation: We want everyone to feel welcome and able to participate

Excellence: We strive to present work that is high quality in terms of art, technical skill and engagement of the public.

Creativity and Fun: We think it is important for everyone to be able to access art, to experiment, create and learn.

Diversity: We celebrate diversity and appreciate positive difference

Enterprise: We look for enterprising ways of creating a sustainable business and help others do the same

Risk: We recognise the need to take risks so we can learn and develop.

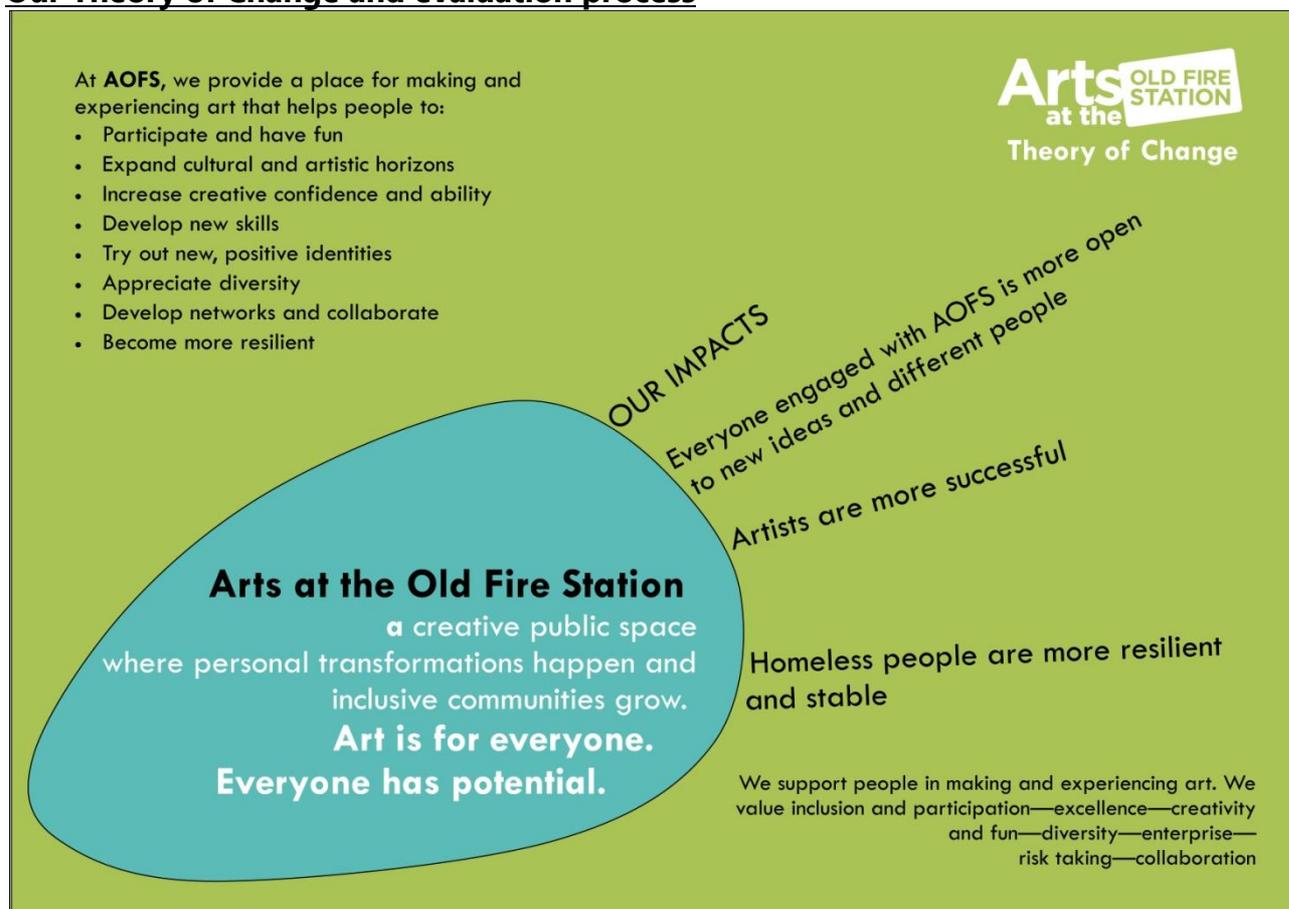
Networks and collaboration: We believe in strong supportive networks and communities

Public space: We think everyone should be able to occupy public space with confidence in a way that does not impinge on the ability of others to do so.

Sustainability

We will create a sustainable social enterprise enabling us to secure enough income from supporters and customers to be able to make the impact we are seeking.

Our Theory of Change and evaluation process



We have developed a series of measures which help us describe whether and how we are achieving the impacts we are seeking. These consist of numbers counted over

the year, surveys/interviews conducted in relation to specific projects and activities and a storytelling evaluation methodology identifying most significant change.

WHAT IS INVOLVED?

The Chair of Trustees has a leadership role in the following:

- Strategic development
- Governance
- Supervision of senior staff
- Running of Board meetings
- Board performance review
- Representing the charity externally
- Fundraising

Main duties include:

- Ensuring that the charity is run in accordance with the decisions of the trustees, the charity's governing document, and appropriate legislation
- Acting between full meetings of the board in authorising action to be taken *intra vires*,
e.g. banking transactions and legal documents in accordance with relevant mandates
- Supporting and appraising the performance of the Director and other appropriate members of the executive leadership team
- Leading disciplinary and appointment committees, where appropriate and in line with the charity's agreed procedures
- Liaising with the Company Secretary and Director with the drafting of agendas and papers for trustee meetings, and ensuring that the business is covered efficiently and effectively in those meetings
- Leading on, with the assistance of the Company Secretary and Director where appropriate, the development and implementation of procedures for board induction, development, training, performance review and board renewal
- Representing the charity at functions, meetings and in the press and broadcasting media, in line with the charity's agreed media strategy

All Trustees are expected to

- promote and support AOFS' vision, mission and values
- contribute to the development of strategy, business planning and policy
- ensure that policies, operations and priorities are in keeping with the aims and values of AOFS and in line with relevant legal frameworks
- ensure the charity is well managed in terms of finance and accountability
- monitor the charity's performance in terms of meeting agreed goals and objectives

- attend board meetings
- contribute to fundraising and development through funder/donor cultivation
- be an active advocate for the organisation by supporting wider networking
- support the Director and where necessary meet Director and staff between Board meetings
- attend events, performances and workshops where possible

Every trustee is expected to prepare for and participate in regular AOFS Board meetings (currently five per annum, each lasting 2.5 hours and held in Oxford, plus one annual away day, usually held in Spring), and may also be asked to serve on a working group.

The Chair is also expected to provide supervision for the Director and represent the organisation at events.

The minimum time commitment is likely to amount to 15 days per year.

All AOFS trustee appointments are unpaid, although reasonable travel and other out of pocket expenses will be paid for.

The usual term of office is 5 years extendable by a further 3 years to a maximum of 8.

WHO ARE WE LOOKING FOR?

We are looking for someone who can demonstrate or evidence the following skills, qualities and experience

Experience of being on the board of a charity
Experience of successful leadership and strategic thinking
Ability to manage meetings well
Understanding the importance of and a commitment to art and culture in Oxford
Understanding of and commitment to the significance of shared public space and social inclusion
Have a connection with Oxford and be able to devote enough time to engage fully with the organisation
Prepared to be involved with fundraising and donor development and show some experience of these activities.
Experience of supervising and supporting senior staff

CURRENT TRUSTEES

Tammy Bedford	Arts Consultant and former Arts Manager, Reading Borough Council
Andrew Fairweather-Tall	Head of Humanities Research Support, University of Oxford
Keith Felton	Director of Corporate Services, Crisis
Joanna Foster CBE	Former Chair of Crafts Council, Nuffield Orthopaedic Centre NHS Trust, Equal Opportunities Commission, National Work-Life Forum, Welsh National Opera and Lloyds TSB Foundation.
Vicky Graham	Independent theatre producer, Vicky Graham Productions
Lucy Mangua	Arts/Education Development Consultant, Journalist and Cumnor Parish Council member.
Margaret Ounsley	Former Head of Government and Community Relations, University of Oxford
Sue Raikes OBE	Former Chief Executive, Thames Valley Partnership
Katariina Valkeinen	Administrator, Crisis member, ex-media professional
Jennie Walmsley (Chair)	Communications consultant and broadcast journalist
Chris Wright (Treasurer)	Chairman Faradion Ltd., Xeracarb Ltd, Garsington Parish Council and member of finance committee BBOWildlife Trust
Peter McQuitty (Observer)	Corporate Lead – Culture and Events, Oxford City Council

EXECUTIVE LEADERSHIP

Jeremy Spafford	Director
Becca Vallins	Deputy Director
Matt Turner	General Manager and Company Secretary

HOW TO APPLY

If you would like to be part of this unique organisation, please email Justine Malone (justine.malone@oldfirestation.org.uk) with the following

- A comprehensive CV
- A supporting statement of around 500 words, explaining how you believe your skills and experience match the requirements of the role and why you wish to become Chair.

We would also be grateful if you could provide us with the details of two referees who will only be contacted with your prior consent.

Deadline for applications: 5.00PM 31st January 2018

If you would like to discuss the role before submitting an application please contact the Director, [Jeremy Spafford](#), or the current Chair, [Jennie Walmsley](#), for an informal conversation.

Please note that Jeremy will be away from 12th to 28th January inclusive so will be unavailable during this period.

IF YOU NEED HELP APPLYING, DO NOT HESITATE TO CONTACT US HERE:

[Company Secretary](#)



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