



BATTERSEA ARTS CENTRE

Appointment brief

Chair of Trustees

January 2023

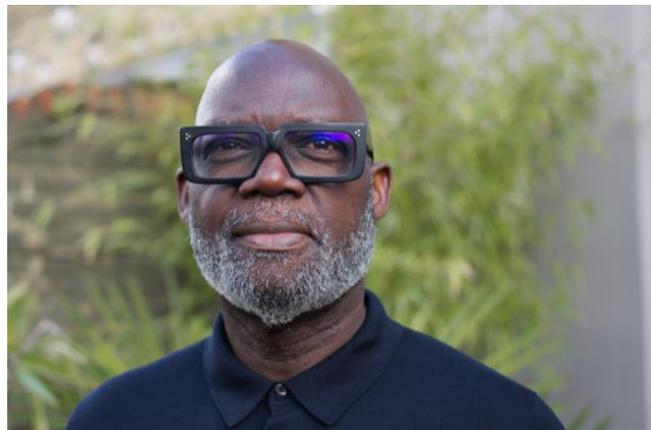
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Welcome from the outgoing Chair, David Bryan

I am proud that I leave BAC in a stronger place on all fronts. I've been the Chair of BAC for nearly 5 years. BAC has a history that demonstrates its willingness to adapt and innovate. Its recent transformation has had the support and endorsement of the board who play an active role in the organisation. We seek out people with experience, expertise or knowledge that will enrich the board. The board is a working board, actively sharing its expertise and knowledge. I joined BAC shortly after the building returned to full action following the famous fire. BAC initially an attempt to return to what it was. This endeavour changed following the appointment of Tarek and begun to explore what it could be going forward. Covid delayed that fulfilment, but the ground is set for that shift.

I was honoured to be Chair and fortunate that I joined at a point of renewal. I am now leaving at an opportune moment when BAC returns from the constraints of Covid to build for the next phase of renewal. Those of us that have survived Covid have been changed by the last 2 years and are all making plans to live more and do things differently going forward. BAC needs someone with more time and dedication than I can provide.

This is a phenomenal organisation that frequently punches above its weight.



Welcome from the Chief Executive, Tarek Iskander

One of the reasons I wanted to work at BAC, is it felt like a unique opportunity to change how things are done. It's small enough to be mischievous, but big enough that when BAC does something radical, others often follow.

BAC is an organisation that loves to take risks, to do things differently... all in the name of improving people's lives through arts and creativity. Nationally and internationally, we are rightly lauded for our pioneering work in access and inclusion, co-creation, our ground-breaking programme, and the dynamism of our business. Our work with communities and young people is central and fully integrated in the artistic programme. Everything that emanates from BAC is authentic, and reflects the passion, hard work and values of BAC's dedicated and diverse team.

We are at a crucial and exciting crossroad. We have ambitious plans to refresh our building, collaborate with young people on climate change, invest in digital technologies, expand our artist talent development programmes, deepen our international links, and innovate in terms of our organisational structure. BAC is in a fantastic place but needs to keep transforming itself to remain relevant and effective.

I am excited to work with a new Chair on this journey. Ideally, we would find someone who appreciates that spirit of innovation and risk-taking and will encourage us to keep pushing further to benefit our communities, artists, and young people. But who will also provide a firm hand where necessary, ensuring we are steering that course with prudence, kindness and rigour.

We have a fabulous group of Trustees on our Board, with hugely varied and valuable experiences, who have been critical to BAC's success. Getting the most out of them will be the crucial in this next phase. And BAC has a strong and capable staff team that is ready for every challenge that the world can throw at us.

BAC is always changing, always friendly, always fun. And it is absolutely vital to the people who we inspire and who rely on us. Of course, I'm biased, but I do think this is one of the best Chair roles in the cultural sector right now, and I'm excited to see who is up for the challenge.



About Battersea Arts Centre

Battersea Arts Centre is a place that reimagines what's possible. BAC supports artists, young people, and communities to spark positive change through their creativity in many different ways, and this social purpose is central to everything they do. Based in an iconic building at the heart of Battersea, their work revolves around an ambitious live and digital programme of performance, heritage, events, and creative and community initiatives. Projects developed at BAC can also be found in communities and on tour across the UK and the world.

Financial Model

Battersea Arts Centre is a charity with an annual revenue turnover in the region of £5million. This is made up of income from a variety of sources including from ticket sales for performances (7%); commercial income from Events, Hires, Bars and Retail (37%); fundraised income from trusts, foundations, and individuals (14%); and public investment from Arts Council England, Heritage Lottery Fund and Wandsworth Borough Council (41%). BAC's reserves policy states that it will hold unrestricted reserves equal to 8 weeks turnover (c.£750k).

Projects

Live & Digital Programme

BAC runs an acclaimed live and digital programme running over multiple seasons a year. Underpinning this, BAC is a critical artistic development hub for both national and international artists, with a busy programme of residencies running year-round. BAC's work focuses on innovative and ground-breaking devised-led work. We rarely programme 'plays' or theatre in a traditional sense.

Ticket sales have been very strong for BAC's exciting and eclectic programme. Some of the world's most acclaimed theatre makers have been bringing work to BAC - including Florentina Holzinger, Rimini Protokoll and Milo Rau - and the venue is increasingly recognised as a vital hub for international exchange. International artists present work alongside the most exciting, diverse talents in the UK theatre scene, including Dan Daw, Jess Thom, Demi Nandhra, Tim Crouch, and Javaad Alipoor.

Since 2020, BAC has been working with a Consortium of partners, to curate and deliver Arts Council England's national showcase (called Horizon) at the Edinburgh Festival. As part of this programme BAC supports 10 companies to present work to international programmers as part of the festival, the largest international showcase of its kind. As another example of BAC's commitment to supporting the internationalisation of artist practice, BAC is working with theatres in Belgium and the Netherlands to host artists exchange programmes across the 3 countries.

BAC prides itself on the diversity of the programme and is constantly pushing itself in terms of access and inclusion. It is often acknowledged by international partners as one of the 'most accessible venues in the world'. As examples of our pioneering work, in 2020 BAC launched as the world's first 'Relaxed Venue', and since 2021 it has been implementing a wide-ranging Pay What You Can system.

Community Creativity

BAC runs a significant programme of work, centred around the creativity of its local communities in Wandsworth. There is a particular focus on 11- to 29-year-olds.

BAC's Beatbox Academy has been running for 13 years and now tours the world. BAC recently launched a new Hip Hop Dance Academy, with partners Impact Dance – and are looking to launch further academies in the future.

Together with Contact Theatre and People's Palaces Projects, BAC runs the Agency, a hugely successful young people's creative development programme that has now been rolled-out to multiple sites across England and Wales.

Nationally, BAC also runs the Moving Roots programme that brings local co-created performances to some of the country's most under-served communities. And in addition we have a large 'Young Producers' programme, to develop the next generation of national change-makers.

Through these various programmes BAC has developed a significant group of remarkable and talented 'BAC Alumni', many of who come from the most underserved areas locally. Our ambition now is to put these Alumni in a position to lead the strategic direction of our youth programmes and put youth leadership at the core of all our work. Moreover, BAC intends to invest in the creative ideas of these Alumni, so that new social enterprises that will positively influence communities can evolve from this work.

Commercial Enterprises

BAC's business model is supported by active commercial businesses that generate income for the charitable activities. These are mostly centred around the beautiful Grand Hall space, that was renovated after a fire in 2015. The primary enterprises activities are:

1. Events & Catering: a wide range of events are hosted in the Grand Hall, including film shoots, weddings, awards ceremonies, and orchestra rehearsals. These events are extremely high profile, and include projects such as Portrait Artist of the Year, the Voice, and the BBC proms.
2. BAC has a café-bar (in addition to the Grand Hall's own dedicated bar), that serves building visitors and audiences.

The Building

BAC's beautiful Town Hall remains one of its most important assets and the hub of its activity. The BAC team work hard to ensure the space is welcoming, inclusive and accessible; and effectively supports the wide range of artistic, charitable, and commercial activities.

The building which is Battersea Arts Centre's home – Battersea's old Town Hall – has benefited from capital projects that have developed the commercial and artistic capabilities of the building. This includes the rebuilding the Grand Hall, which was destroyed by a fire in 2015, refashioning it as one the capital's most dramatic performance and commercial hire spaces.

The ground floor acts as the 'Community Hub' and includes the Bar, community meeting spaces, a community garden, and an outdoor courtyard venue.

The first floor is the 'Creative Hub' with two dedicated performance spaces (The Council Chamber & The Members Bar), a dedicated 'Chill Out' room for audiences and artists, six artist bedrooms and multiple rooms used for creative development and work with young people.

The Grand Hall is primarily a commercial space, hosting a range of lucrative events, including film hires, weddings, and orchestral rehearsals. For parts of the year, it also houses the flagship productions that make up the live programme.

The building is on a 125-year lease from Wandsworth Borough Council (signed in 2008), which includes a 20-year rent-free period, an extension to this peppercorn rent is currently being negotiated.

BAC has ambitions to do further capital development of its community and creative hub spaces – ensuring they are fit for purpose and as environmentally friendly as they can be.





Governance

Battersea Arts Centre's Board is made up of twelve Trustees

The Board meets quarterly (or more often if required) and the Artistic Director and CEO, in collaboration with the Executive Director & Deputy CEO and the Executive team, is responsible for reporting to the Trustees regarding the artistic, creative, and financial health of the organisation through these meetings.

There are currently four subcommittees which sit within the Board structure;

1. Enterprises Board – which oversees BAC's commercial activities – supported by the Commercial Director
2. Finance & Audit Committee – which oversees BAC's financial position as well as other key areas of compliance such as Health & Safety and Safeguarding – supported by the Finance Director
3. Development Committee – oversees and supports all BAC's fundraising efforts – supported by the Head of Development
4. Creative Partners Committees – which is made up of practitioners from across the creative and community sectors and which provides feedback and ideas on key elements of BAC's model – supported by the Director of Creativity & Social Change

The role

Context

The previous Chair of Battersea Arts Centre, David Bryan, stepped down from his post in December 2022 to take up the role of Chair of London's Area Council (for Arts Council England). He leaves in place an able and committed Board, an excellent and hardworking Executive Team, a good financial position and an exciting period ahead. BAC is now seeking an exceptional candidate to join the board as Chair.

The opportunity

The Chair provides leadership and direction to the Board of Trustees to the Chief Executive and Executive Director & Deputy Chief Executive, supports the employees and ensures that the organisation achieves its objectives. The Chair must ensure that the BAC's affairs as a Registered Charity are conducted with probity.





Person specification

The successful candidate will ideally bring all of the following qualities:

- A passion for the performing arts and the conviction that the arts have the power to transform lives and communities;
- A demonstrable commitment to equality, diversity and inclusion;
- A strong track record of leadership;
- A strong understanding of governance and board leadership and development, ideally gained through prior experience in a chairing or non-executive capacity whether in the commercial or charity sector;
- Considerable management experience at a high level;
- The willingness to play a leading role in fundraising activities;
- The willingness to be an outstanding ambassador and advocate for BAC and its mission;
- The energy, skills and experience to support and raise BACs profile in London and globally;
- Capacity for strategic thinking to support the ambitions and long-term development of BAC;
- The management skills required to support an excellent executive team;
- High level networks and a willingness to use professional and personal contacts for the benefit of BAC and to advance the organisation externally; and
- Emotional and strategic intelligence;

Terms of appointment

The appointment is for an initial 3-year term which can be renewed once – in exceptional circumstances, twice.

In line with charity law this role is unremunerated but reasonable expenses will be paid.

We particularly welcome applicants with lived experience of disability and people from groups that are currently under-represented in the arts sector.

We are open to hearing from candidates who would be interested in Co-Chair model.

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Battersea Arts Centre on this appointment. If you are interested in learning more about the role and the process, please get in touch with rosanna.cundall@saxbam.com for an informal and confidential discussion.

We ask that candidates complete the online anonymous equal opportunities monitoring form. The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.



Picture Credits

Front cover: Grand Hall BAC UK Beatbox Championships 2018, *The Conference Factory*

Page 4: The Good Neighbour BAC 2012, *James Allan*; Talent Scene by Christian Gordon and Jamel Hall, The Agency BAC 2015, *Rob Logan*

Page 6: London Stories Made by Migrants BAC 2016, *Joyce Nicholls*; Tanya and Robin Mendhi BAC Grand Hall, December 2021, *Kirten Patel Photography*

Page 7: Heritage Trail Installation BAC, *Adam Trigg*; Audience at relaxed venue launch, BAC 2020, *Burst Eardrum*

Back page: Relaxed Venue Launch Touretteshero BAC 2020, *Burst Eardrum*



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