



NEW ART EXCHANGE

**Board Vice Chair + Trustee Recruitment Pack**

# NAE Board Recruitment Pack



## About us

NAE is the largest cultural centre in the UK dedicated to platforming contemporary visual arts from the global ethnic majority, and an organisation of national significance. We explore the relationship between art and society, we foreground diverse creative practitioners from internationally celebrated artists to local and emerging practitioners, and we support innovation and socially engaged initiatives.

Our vision is “arts from diverse cultures for all”. Our mission is “to stimulate new perspectives about the value of diversity in art and society”. We set about achieving these by championing diversity and catalysing positive change in the wider cultural sector. We want to:

- nurture talent and creativity from the global ethnic majority
- create an environment in which culture is accessible to everyone
- encourage experimentation by being open to new ideas
- recognise and support quality in everything we do

We have recently been awarded an uplift by Arts Council England, making us the most funded gallery in the region, the fifth highest funded gallery in the UK and the highest funded Global Majority Led organisation. We now want to renew and expand the membership of NAE’s Board of Trustees to help guide NAE through the next phase of its growth and development.

We are seeking 5 new individuals to join our Board of Trustees – a Vice Chair/Treasurer and 4 Trustees with specialisms including digital marketing, legal and HR, enterprise and environmental best practice.



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## Joining Our Board

Board members of NAE ensure that we fulfil our mission, act to ensure that we meet our legal and financial obligations and support the growth and development of NAE as an organisation. The Board is responsible for agreeing NAE's strategic direction and policies; for overseeing and monitoring the implementation and progress against short and long-term goals and key performance indicators; and for helping it secure sustainable income streams to deliver its work.

## Board Composition

- Membership of the Board is targeted at creative, community or business leaders willing to offer their expertise, connections, experience, and support on behalf of NAE.
- The Board has a maximum limit of 17 Members, including Officers (e.g. Board Chair, Treasurer). 75% of the Board must be representatives of the global ethnic majority to align with NAE's mission to promote and present the work of artists and communities from this majority.
- Each Board Member's term is for 3 years with members being eligible for re-election to an additional term of 3 years, at the recommendation of the Board Chair and CEO.
- Trustees refers to all members who sit on the main Board, and Directors refers to specific members (Vice Chair/Treasurer, Enterprise Trustee) who will be appointed as Directors of NAE Enterprises Ltd.



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## Principle Duties and Responsibilities

The Board supports the work of NAE and provides mission-based leadership and strategic governance. While day-to-day operations are led by NAE's Chief Executive Officer (CEO), the Board-CEO relationship is a partnership, and the appropriate involvement of the Board is both critical and expected.

First and foremost, we need you to be passionate about our mission. We also need you to

- Be an advocate and ambassador.
- Be present and participate.
- Bring your expertise.
- Give your time.

We estimate the time commitment of a Board Member is approximately 4 hours per month for ordinary Board Members and 5 hours per month for Officer positions (the Chair and the Vice Chair/Treasurer). The position is voluntary and you will receive no remuneration for this work.

Specifically, all NAE Board Members have responsibilities across the following areas of work.

### Leadership, Governance and Oversight

- To serve as a trusted advisor to the CEO as they develop and implement NAE's strategic plan.
- To agree annual and long-term goals and plans in partnership with the CEO and staff to ensure the greatest reach and quality of NAE's programme and work.
- To review outcomes and metrics created by NAE to evaluate its impact, and regularly measure its performance and effectiveness using those metrics.
- To monitor, have oversight of and ensure progress against set targets and outputs (KPIs, success measures and ACE Investment Principles).
- To monitor NAE's organisational risk register and act to ensure that it mitigates any key risks.
- To review and read agenda and all supporting documents prior to Board and Committee meetings.
- To approve the annual budget, audit reports, and material business decisions.
- To ensure NAE meets all its legal and financial responsibilities.
- To carry out an annual performance review of the CEO.
- To assist the CEO and Board Chair in identifying and recruiting other Board Members.
- To partner with the CEO and other Board members to ensure that Board resolutions are carried out.
- Serve on NAE committees or time-limited working groups and/ or taking on specific assignments in support of NAE.
- Represent NAE to stakeholders and act as a trusted ambassador for the organisation.
- Ensure NAE's commitment to a diverse Board and staff composition that reflects the communities that NAE serves.

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## Fundraising

- Board Members support fundraising efforts/activities during the year led by the CEO and development staff, this may involve attending events, representing the organisation with key funders and prospects or advising the development team and CEO on fundraising plans.
- Agree annual and long-term fundraising goals and plans in partnership with the CEO and staff.
- Monitor and assess fundraising efforts against the fundraising strategy and goals throughout the year.
- Make NAE your principal philanthropic commitment in terms of your time and connections and individually and collectively support our fundraising strategy.
- Partner with CEO and development staff to identify, cultivate, solicit and steward potential corporate, foundation and major individual donors. The Board may appoint a separate Development/ Philanthropy working group to support its fundraising efforts or with a specific campaign. Board members with skills and experience in fundraising may be asked to join this.

## Financial Due Diligence

- Approve and monitor the annual budget of NAE.
- Support development, approve and monitor financial plans, making necessary adjustments during the year, based upon available resources, goals and commitments of the organisation.
- In partnership with CEO and other staff ensure that NAE is effectively managing its unrestricted and restricted funds and has adequate free reserves to cover its liabilities.

## Attendance

- Board meetings take place four times during the year and depend on the active participation of each member. Attendance is therefore required. One in-person meeting will be held at NAE, and three are online. In addition, Board Members will usually be required to attend an annual away day with the CEO and Senior Management. Whilst online platforms make attendance at meetings more possible, visiting NAE, meeting staff and other Board members in person is an important part of building the relationships that are integral to good Board service.
- Meeting dates and locations are confirmed a year ahead for the whole financial year. It is important that Board members commit to attending and only miss a meeting in exceptional circumstances.
- Directors are also expected to serve on one or more committees or working groups which meet at various times throughout the year (these can be done remotely or face-to-face depending on the business concerned).
- A breakdown of the estimated time commitment is given below:

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## Breakdown of Annual Time Commitment

Activity Type	Total Duration	Details
<b>NAE Board Meeting</b> - in-person once per year	3 hours per year	There is one in-person NAE Meeting a year
<b>NAE Board Meeting</b> - online three times per year	9 hours per year	There are three online NAE Board Meetings a year
<b>NAE Subcommittee meetings</b>	12 hours per year	Board Members are expected to also serve on NAE Subcommittees or time-limited working groups, by agreement with the CEO/ Chair
<b>Attending NAE Events</b>	8 hours per year	E.g Season launches, and other events in the artistic programme, conferences; artist/young people/community sharings; fundraising events.
<b>Administrative Duties</b>	30 hours per year	Reading Board papers staying in contact with NAE, annual reviews, training, ad hoc meetings, phone/ email support of Chair/ Board



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## Terms

- NAE Board Members serve a three-year term.

## Governance

- Board members are expected to understand and abide by the NAE mission statement, its charitable objects and articles of association and to respect the confidentiality of NAE business to which they may be privy.
- Board members are expected to maintain the highest standards of personal behaviour and professional conduct in relation to each other, NAE staff and all others connected with the organisation and avoid any conflict of interest or any activity that would reflect negatively on NAE.
- The Board will hold periodic evaluations of its own performance to ensure it adheres to the standards it has set for itself and its practice.

## Conflict of Interest

- Each member is expected to avoid any conflicts of interest in their work for NAE role and to be watchful of any activities affecting NAE that may be detrimental to the integrity or reputation of the organisation. Each member is required to sign a conflict of interest policy upon joining the Board.

## Qualifications

This is an extraordinary opportunity for those who are passionate about the mission of NAE and its growing importance in the contemporary art scene both in the UK and abroad. Whilst formal qualifications are not required, Board Members will usually be expected to have achieved a leadership role in business, government or philanthropy, or in the public, non-profit sectors, the contemporary art or cultural sectors or the creative industries. Ideal candidates will have the following qualifications:

- A commitment to and understanding of the beneficiaries of NAE's work, preferably based on experience.
- Ambassadorial skills and an ability to cultivate relationships and persuade, convene, facilitate and build consensus among diverse individuals in the service of the mission of NAE.
- Ability to work individually and collectively on behalf of NAE and together build a high performing team of the CEO, Chair and the Board.
- Personal qualities of integrity, credibility, and passion for and commitment to the work of NAE.

A full breakdown of skills for each specific available role can be found below.

## Compensation

This is an uncompensated role. Reasonable expenses (e.g travel to in-person Board meetings for NAE) may be reimbursed.

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## How to apply

If you're interested in applying for a role on the NAE Board but would like an informal conversation first, please contact Vicki Grace, Director of Recruitment & Organisational Change at Achates who are supporting with this search. Vicki can be contacted by emailing [vicki@achates.org.uk](mailto:vicki@achates.org.uk).

To apply, please send your CV and either write a 1-2 page outline of why you would like to become a Board member for NAE and what skills and experience you could bring to the role, or if you prefer, you can send us a video of no more than 3 minutes duration of yourself describing this. If you would like to be considered for one of the specific roles on the Board (i.e Vice Chair, Legal Trustee, so on) please indicate this in your application, demonstrating any relevant skills and experience.

**Please send applications to Phoebe Walker, Senior Consultant at Achates on [phoebe@achates.org.uk](mailto:phoebe@achates.org.uk) by 5pm on Thursday 2 November 2023.**

**First round interviews will take place online during the week commencing 13 November with second rounds taking place in person at New Art Exchange during the week commencing 20 November. Newly appointed Trustees will be invited to attend the in-person Board meeting on Thursday 30 November.**





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## NAE Board Position Profiles

NAE is particularly looking to appoint the following:

### 1. NAE Vice Chair/Treasurer

#### Person Specification

The Vice Chair is a key position supporting the Chair to deliver overall leadership and guidance to the wider Board and the Executive. The role will have particular oversight of the organisation's financial, HR and risk positions and will chair NAE's Finance, Risk and HR subcommittee. We are seeking someone with a solid grounding in charity governance and a strong background in leadership. An understanding of and/or experience of working in democratic, citizen-led organisations and a passion and ability to support NAE to achieve its goal to achieve this way of working is key.

#### Key Responsibilities specific to this role:

- Attend all Board meetings.
- Maintain knowledge of the organisation and has a personal commitment to its goals and objectives.
- Ability to understand and scrutinise the financial accounts of nonprofit organisations.
- Be able to deputise for the Chair in putting together the agenda for Board meetings and chairing them in the Chair's absence if required.
- Serve as the chair of the Finance, Risk and HR (FR&HR) committee.
- Serve as a Director of NAE Enterprises Ltd for a three-year period
- Manage with this committee, the Board's review of and actions related to the Board's financial responsibilities.
- Work with the CEO and the senior financial officer to ensure that appropriate financial reports are made available to the Board on a timely basis.
- Scrutinise and present the annual budget to the Board for approval.
- Review and answer Board members' questions about the annual audit.

### 2. Digital Marketing Trustee

#### Person Specification

We are seeking an experienced digital marketing professional with national or international experience to support the organisation to leverage its potential reach and impact through digital channels. The role will provide guidance to the Board and wider staff in understanding the value of marketing and external comms, as well as advising on future strategy to enable to the organisation to thrive in this space. A thorough understanding of creating and telling compelling stories through digital channels for an organisation or brand will be key.

#### Key Responsibilities specific to this role:

- Support how NAE publicly advocates its mission.
- Share expertise with social media and emerging media technology.

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- Advise the NAE team in developing a coherent and wide-reaching strategy to exploit opportunities to grow a digital marketing presence.
- When required, provide connections to help with the development of specific media products for NAE (e.g. print design, writing copy, presentations and pitches, NAE annual report).

## 3. Legal/ HR Trustee

### Person Specification

We are seeking an experienced legal and HR professional with a broad and extensive experience in nonprofit legal, HR and board governance policy matters. The role will support the NAE team to ensure best practice in legal and HR matters and provide an advice on issues that arise as well as ensuring the strategic direction of the organisation complies with relevant policy and requirements. Additional experience of best practice and policy developments in the Equity, Diversion and Inclusion space is also desirable but not essential in this role.

### Key Responsibilities specific to this role:

- Connect with external legal advice and recommend to the board when to seek professional advice.
- Provide input on legal issues during board meetings.
- Provide effective legal guidance on organisation strategies and their implementation.
- Share advice on contracts, grants and cooperative agreements, regulatory compliance, and transactional matters where appropriate.
- Provide guidance and/or connections related to HR and employment/labour relations laws.

## 4. Enterprise Trustee

### Person Specification

We are seeking a successful local entrepreneur with extensive business knowledge including sales, planning, communication, customer focus and business connections. NAE is particularly looking for someone with an understanding of developing environmentally sustainable business practices (both for NAE itself and its café) as this becomes a key part of its strategy over the coming years.

### Key Responsibilities specific to this role:

- Assist the Board and Leadership team with goal development and achievement.
- Provide guidance and expertise related to developing sustainable business practices
- Serve as a mentor to the NAE leadership team
- Serve as a Director of NAE Enterprises Ltd for a three-year period and chair the NAE Enterprise Committee.
- Provide expertise related to influence and negotiations.
- Provide access to networks of other professionals, advice or services.

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## 5. Environmental Trustee

### Person Specification

We are seeking an experienced environmental and/or sustainability professional to play a pivotal role in ensuring the organisation's commitment to environmental sustainability is upheld. You will have experience and expertise in developing sustainable practices, particularly within a food retail environment.

### Key Responsibilities specific to this role:

- Collaborate with the Board and Leadership team to develop and achieve sustainability goals that align with NAE's mission and vision.
- Provide expert guidance on the implementation of environmentally sustainable practices within NAE's operations, promoting eco-conscious decisions.
- Take on the role of mentoring NAE's leadership team and chairing Environmental Sustainability working groups when relevant, ensuring sustainable practices are integrated into NAE's enterprises.
- Oversee the delivery of NAE's Arts Council England Environmental Responsibility Investment Principles commitments as set out in the current National Portfolio funding agreement.
- Utilise your experience to navigate environmental advocacy and negotiations, helping NAE establish its position as a leader in sustainable initiatives.
- Leverage your network of environmental professionals, connecting NAE with valuable partnerships, advice, and resources to enhance its eco-friendly endeavours.