

# Chair & Trustee Recruitment Pack

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*Leeds 23: The Audience Agency led the evaluation of this year-long celebration of contemporary culture.*

# Welcome

**Thank you for your interest in becoming a Trustee of The Audience Agency, a national arts and culture charity. We hope this pack gives you a good sense of the organisation, its ambitions and purpose, and the role of our Trustees.**

*More information about the organisation can be found on our website:*

[theaudienceagency.org](https://theaudienceagency.org)

We are passionate about the power of culture and creativity to make the world a better place for everyone and are committed to making cultural opportunities more equitable, and to helping arts, museums and heritage organisations thrive. We do this by providing ground-breaking research and insight to stimulate dialogue and strategic thinking among practitioners and policymakers.

We are seeking Trustees who share our passion and commitment and have the knowledge and experience to support the organisation and its Executive.

This is an exciting time to be joining The Audience Agency as we embark on a new mission and model, with a greater focus on research grants and earned income. We are looking for new Trustees to join our Board of Directors, to guide our mission and this development, including appointing a Trustee to become our new Chair.

We want everyone who believes they can contribute in this way to feel welcome to apply. It is our responsibility to make the application process accessible, and to give you the information you need to decide whether you might be suitable. If it would help you to have the recruitment information or application form in a different format, or if you have any questions before you apply, please get in touch through

[hello@theaudienceagency.org](mailto:hello@theaudienceagency.org)

If an informal phone chat about this role either with our CEO Anne Torreggiani, or Associate COO Julie Weston, would support your interest, please contact us to book an appointment on

[julie.weston@theaudienceagency.org](mailto:julie.weston@theaudienceagency.org)

**The deadline for submitting expressions of interest to become a Trustee and/or the Chair is 26 August 2024.**

Lots of people who work in the arts or museums are unsure about using research and data – and yet this is what they need if they are going to get closer to their communities and adapt to a changing society. TAA gives people this confidence and curates the knowledge they need to make that change

*Head Audiences, major regional theatre*



*Lets Get Real: kick-off workshop of this seminal action research programme supporting digital innovation*

# About The Audience Agency

**The Audience Agency is a research and development charity with the purpose to enable a thriving, people-centred cultural sector. We have over 20 years' experience helping our clients and stakeholders adapt for and with their communities.**

We believe that everyone should be able to enjoy the benefits of cultural participation and want to contribute to increasing the number and diversity of people engaging with a broad range of creative opportunity, and the depth and scope of their involvement. We also want to see communities and places transformed and re-energised by culture. We use our research and knowhow as agents of positive change, working alongside our clients and stakeholders to make sure people's voices inspire the way they engage, make, curate, channel and communicate. We think it is the key to a relevant as well as a resilient sector.



The Audience Agency represents a vital resource for the cultural sector, offering rigorous research, exceptional partnership models and practical new insights to help organisations navigate challenging times, not just with unique skill and vision but with genuine empathy and understanding too.

*Ben Walmsley, Dean of Cultural Engagement, University of Leeds / Director, Centre for Cultural Value*

We offer five pillars of expertise to our clients and stakeholder: audience development and participation, evaluation with an emphasis on social impact, digital transformation, creative place-making and creative economy. There are a lot of synergies between pillars and our versatile team – of researchers, data scientists and consultants with experience across performing and visual arts, museums and heritage – that is great at working together to tackle complex, “wicked problems”.

We know cultural practitioners are really stretched, with less money to go round, the to-do list is longer and the pace of change cranking up all the time. We try to make the lives of our colleagues and collaborators across the sector a little easier. We work with and for hundreds of organisations every year in the UK and internationally, from tiny grassroots organisations working to make a difference in their communities to globally recognised institutions. We also bring our sector knowledge and insight to inform the work of funders and policymakers like the UK arts councils, British Council and Department for Media Culture and Sport.



Not going to lie, if your ears are all burning at The Audience Agency, it's me raving about yesterday's session to anyone and everyone who will listen. It was FANTASTIC! May I thank you for the focus on really good, informative and proactive content.

*Creative Place Forum attendee*



*World Café facilitated for the Adeste Creative Europe Programme, at DeUsto University, Bilbao. The Audience Agency Team help share insight and learning across the cultural sector, delivering over 200 talks, workshop and insight-sharing sessions every year*

The Cultural Participation Monitor is a great resource: results informed much of our experience of recovery after the devastation of overly long lockdowns. To hear insights at the TEA breaks from other people working in our sector is so helpful.

*Participant at one of our monthly "TEA Breaks"*



The five pillars are supported by some unique services: data-as-a-service and data-and-analytics-as-a-service, powered by the world-first platform **Audience Answers** which aggregates audience and engagement data across the UK. Recently, we added a brilliant peer-learning and leadership programme model **Let's Get Real**, helping organisations adapt in a mutually supportive and creative way. This established programme was developed by fellow charity Culture24 and comes to us following our merger last year.

# What we value

## Our company values shape and guide what we do and how we do it.

**People-centred:** we champion a people-centred approach as researchers, advisers and employers. We listen to, and act on, the views of stakeholders, are respectful of differences, celebrate and embrace a diversity of voices and perspectives.

**Connected:** We are committed to sharing knowledge and using our unique position to bring people together to forge new conversations and collaborations. We thrive being at the intersection of relationships, both across the sector and between organisations.

**Trustworthy:** We are transparent, rigorous, act with confidentiality, and are committed to quality in everything we do. We strive to build trust in all our stakeholder relationships.



As a long term collaborator with TAA, I'm always struck by the level of expertise and nuance they bring to their research and more importantly how that impacts on audiences behaviours and cultural participation. This means they work to contemporary contexts as patterns shift ensuring work is relevant and resonant

They are highly collegiate and always open to constructive challenge and dialogue leading to a relationship that is one of trust and learning

*Lara Ratnarajah, Cultural Leader and regular associate and partner*

We seek a new Chair and Trustees who share these values, live them, and can ensure that we do the same.

To do this, we think it is important to have a Board that brings a wide range of lived and professional experience, with a significant understanding of the challenges and opportunities facing both cultural practitioners and those whose perspectives are less well represented among cultural leaders – especially women, Global Majority and disabled people.



The Audience Agency were friendly and collaborative to work with but with a real priority on rigorous research and credible practices. Thank you.

*Learning and Engagement Manager at a midscale museum*



Image credit: Centre for Cultural Value

*Everyday Creativity Playbook, research and resources developed for Arts Council England promoting new ways of nurturing people's creative practice*



# The future

**Over the past decade, The Audience Agency has developed a successful mixed economy, mission-led model which combines a thriving research and development agency with a world-first cultural data platform.**

But the landscape has changed. The Audience Agency is a more mature organisation, with a wider portfolio, a track-record working at a leadership and policy level, and high-impact research partnerships. We have recently merged with another established sector support charity, Culture24. This all brings new opportunities to strengthen our position and increase our impact.

The needs of the client and stakeholder organisations we serve have also shifted, requiring sustainable new services to help them thrive. Arts funding is scarcer, for everyone. This calls for a good deal of innovation and a more entrepreneurial approach.

Over the next three years we aim to adapt our model and shift our working practices, to become recognised as an Independent Research Organisation as well as becoming a fully evolved social enterprise which does not rely on core funding. We anticipate maintaining or growing our regular staff of circa 45. We also plan to capitalise on recent success, to reach new creative and public sector markets and scale new services.



As an organisation, The Audience Agency has been incredibly resilient, finding ingenious ways to ride the waves of change, making the most of a strong sense of purpose, a smart team, good ideas and some unique data assets to pivot to meet new challenges. Through all of this, it continues to make an impact – helping the arts sector know who its audiences are, who they could be, and what we need to do to reach them. I joined The Audience Agency because I strongly believe that we need to have public data sets managed by organisations with a strong public service goal, and in the last six years I've really enjoyed helping The Audience Agency deliver on this vision. Unlike some arts and heritage boards, being on TAA's is never dull and demands an open-mind and innovative thinking from all its members. I encourage anyone who cares about using data to help shape public and cultural organisations to apply

*Matt Locke, outgoing Chair*

We are so lucky to have tools like Audience Answers and Audience Spectrum in the UK... they've helped build a common understanding of audience patterns and norms - and what we can do to change them

*Local Authority Culture Team Manager*



*The Audience Agency is a world-leader in the use of cultural data for change. Thousands of practitioners use our tools, support and advice.*

# What we are looking for in a Chair and Trustees

**Our Board is currently made up of inspiring people from many different walks of life, bringing expertise from across different sectors and professional backgrounds, in the arts, technology, academia and beyond. They work collaboratively to ensure we keep to purpose and make a positive impact. Our current Trustees are listed on our website.**

We are now looking for a new a Chair/ Co-Chairs and a maximum of three new Trustees.



Image credit: Critical Mass

*Critical Mass – The evaluation of a high-profile dance and movement mass participation project that engaged 300 young people from the West Midlands as part of Birmingham Festival 22 (Commonwealth Games).*

# The Chair

**We are looking for a Chair who is a collaborative leader to work closely with the CEO and Executive to shape the strategic direction of the company.**

You will bring outstanding strategic thinking and excellent communication and convening skills, knowledge and understanding of charity governance with a dash of entrepreneurial flair. You will also have a strong interest in cultural policy and the place of arts, culture and heritage in society. You will be able to represent The Audience Agency's work with confidence, acting as an ambassador, able to engage with a diverse range of stakeholders. As Chair, you will ensure that the Board functions as a unit, managing business and meetings accordingly, and that each Trustee fulfils their duties and responsibilities for effective governance. You will also work closely with the CEO and other members of the Executive to set objectives and manage progress, to act as sounding board and "critical friend". Sharing the role with another Trustee is also a possibility.



*Lighting Up Oxford Street. We support place-making, from impact evaluation to enabling collaborative creativity.*

# New Trustees

**Will be passionate about culture and creativity, telling the story of their value, and supporting the cultural sector. You will be interested in bringing your skills, knowledge and experience to help The Audience Agency to be the best it can in service of this cause. You will need to understand and champion our charitable purpose while recognising and responding to commercial demands.**

I have worked with The Audience Agency on a number of projects over the past decade and I refer to their reports regularly. I have always found them to be creative and original in their approach and exemplary in terms of research, communication and good practice.

*Head of Marketing, heritage charity*

Our ideal Trustee will have experience in one or more of the following:

- Working in or with arts, museums or heritage organisations
- Small, for-profit, innovation/research or consultancy practices
- Arts funding environment (including DCMS, ACE, Trusts and Foundations)
- Academic or research institutions
- Local Authorities
- Small technology organisations

And who can demonstrate knowledge and skill and in one or more of these areas:

- Networks and understanding of the needs of cultural sector organisations (especially as regards leadership, digital transformation, audience engagement, creative participation, cultural economy)
- AHRC academic practice
- Financial and strategic planning in a social enterprise/not-for-profit organisation.
- Legal matters relating to charities, contracts and/or IP.
- HR and organisational change

# Lived Experience

Quite apart from the need for charities in general to represent wider society, The Audience Agency has a particular commitment to inclusivity, offering services which advance and promote greater diversity in the sector and among audiences, a more inclusive and democratic approach, and the role of cultural organisations as drivers of social justice. It is therefore important that our Board is informed by the perspectives of those often under-represented in cultural leadership more generally. We will therefore prioritise the appointment of Global Majority, disabled and LGBTQ candidates and women.

# Regional Perspective

We welcome applications from organisations based in Wales and Scotland and would hope to increase representation of English regions, particularly beyond London and the Southeast. As our work internationally is increasing, we also encourage people working outside the UK to apply.

*We use data on*

**20 million**  
households

*to deliver bespoke market insight*

*We work with*

**100s**  
of organisations

*each year*

*We currently work with*

**74**  
Local Authorities

*We have worked in*

England, Scotland,  
Wales and Northern  
Ireland

*and*

**20 +**  
other countries  
worldwide

# About being a Trustee

**We welcome applications from people who have never been a Trustee before. Being a Trustee is a great gift to the organisation you support but can also offer great opportunities for learning, reflection and professional development. We will support new Trustees with a an experienced “buddy” Trustee and/ or selected training. All Trustees are invited to take part in a comprehensive induction upon joining the Board.**

You can find out more about a Trustees’ responsibilities in **this guidance from the Charity Commission**.

The key aspects are to:

- understand and act on the legal duties, responsibilities and liabilities of being a Trustee
- ensure that The Audience Agency keeps on track in fulfilling its purpose
- ensure its financial stability and that it uses its resources for charitable aims
- ensure we comply with charity law, company law and other relevant legislation
- ensure effective and efficient administration and appropriate policies
- support the supervision and recruitment of the Chief Executive
- keep up to date with both funding and sector issues for the Company
- act with integrity and in the organisation’s best interests, avoiding conflicts of interest

Some of the general things we are looking for are:

- a commitment to the work of The Audience Agency and a willingness to champion it
- good strategic vision and insight, and independent judgement
- working as a member of a team - accepting majority decisions and being tolerant of other views
- willing to use your own contacts to help
- occasionally offering your skills and experience to support the work of the staff
- commitment to **Nolan's seven principles** of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership



Image credit: Falmouth University

*Our research is helping put culture at the heart of Cornwall's growth strategy*



# Commitment and Terms

**All appointments will be made initially for three years and Trustees are eligible for two consecutive terms of three years before retirement. No remuneration will be made, but travel and out-of-pocket expenses can be reimbursed where required.**

The Audience Agency has been at the forefront of the drive for cultural organisations and policy to become more evidence-led and people-centred – understanding what works when it comes to putting the needs of people and communities front and centre

*Programme Lead, international funder*

The time commitment is approximately five to 10 days per year:

- Quarterly Board meetings, usually three hours long plus time to read and prepare.

These meetings will be a mixture of remote (Microsoft Teams) and in person, in London or another UK city. They are held during a weekday, usually at 2pm.

- An annual awayday which may include an overnight stay.
- Sub-committee and working party meetings. There is a standing finance sub-committee meeting which meets quarterly, while other groups are task-and-finish, usually between one and three additional meetings.
- Occasional one-to-one conversations with the Chair, members of the Executive or other key staff.
- Current and archived board papers, meeting recordings and other strategic documents are all available to Board members through Microsoft Teams.

Trustees are required to attend at least 80% of the meetings during the year.

Face-to-face meetings take place in accessible spaces and materials can be offered in the full range of alternative formats.

# How to apply

**If you are interested, please send your CV and a short covering letter, highlighting the skills and attributes you can bring to the role, as well as your reasons for wishing to become a Board member of The Audience Agency.**

Please also complete and return the **Equal Opportunities Monitoring Form** downloadable from our website.

Do get in touch if you'd like to know more. You can email us with access requests, specific questions and/ or we'd be delighted to have an informal discussion about the roles. Please contact Julie Weston, Associate Chief Operating Officer on [julie.weston@theaudienceagency.org](mailto:julie.weston@theaudienceagency.org) who can also put you in touch for a conversation with the Chief Executive or outgoing Chair.

Please send your application to: [jobs@theaudienceagency.org](mailto:jobs@theaudienceagency.org) with 'Board Recruitment' in the subject line, indicating if you are putting yourself forward as a potential Chair, Co-Chair or Trustee only.

Please let us know by email if you would like the recruitment pack in an accessible format, would like to make your application in an alternative format, have any access requirements for an interview.

## Deadline for expressions of interest

**Monday 26 August.** We will inform all applicants of our response by/on Friday 20 September.

## Appointment

Shortlisted candidates will be invited to an interview with a current trustee and the Chief Executive in September/ October 2024. Prior to a decision being made, prospective Board members will be invited to attend a Board meeting in an observer capacity.

A full induction will be offered to all new Trustees.

“ You’ve helped us transform the way we work. I wish we’d started working with you 12 years ago – it would have saved us so much time and effort!

*Head of Engagement & Participation,  
national heritage organisation*



**Many thanks for  
taking an interest in  
The Audience Agency**

The Audience Agency Limited

Company Registered in England and Wales  
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