

HIGHLAND PRINT STUDIO

RECRUITMENT PACK

November 2023



Welcome

Thank you for your interest in joining the Board of Highland Print Studio, based in Inverness.

Who we are

We were established in May 1986 (originally as Inverness Printmakers Workshop Ltd) and over the decades have built a solid reputation for promoting the art of printmaking both to professional artists wishing to develop their practice as well as to novices wishing to explore their creativity through this artform. From our Studio on the riverbank in the heart of Inverness we engage in a range of projects to support schools and community groups and we work in collaboration with a broad spectrum of partner organisations to use the medium of the visual arts to tell our stories.

Vision

To be a leading printmaking resource, engaging professional artists and the wider community, exploring new ideas, sharing creative experiences and delivering artistic excellence.

Purpose

To further advance, document and share our unique knowledge of and enthusiasm for printmaking

To engage with professional artists, expanding their opportunities to develop new skills, share ideas and access new markets

To engage with the wider community, including those groups identified in the organisation's Equalities, Diversity and Inclusion Plan, to enable a meaningful engagement with creativity

To contribute to the sector by collaborating with our peers to work towards the production and promotion of contemporary visual art and the sustainability of the sector

Aims

1. To deliver excellence in contemporary printmaking
2. To connect with professional artists and arts organisations locally, nationally and internationally
3. To improve access to creative learning and engage new audiences to the visual arts
4. To share creative practice and learning to a wider audience
5. To ensure a sustainable, responsible and thriving future for Highland Print Studio

Trustee and Chairperson opportunities

Are you passionate about promoting access to artistic and creative experiences and developing opportunities for all – from novice to professional artists?

Highland Print Studio is looking for Board Members and would encourage applications from a range of backgrounds. We are seeking to recruit new **Board Members (Trustees)** to join in overseeing and developing the work of Highland Print Studio. We are also looking for a new **Chair** to provide leadership and oversee the governance of the organisation.

We are an open access facility providing opportunities for professional artists and the general public to engage in the creative experience of printmaking or digital imaging. We are proud of our track record in providing opportunities for artists to develop their practice and our Studio classes and outreach education programme for individuals, schools and community groups which reach new audiences and show how engaging in visual art can enrich people's lives.

What you will bring

We have identified a broad set of skills that will bring value to the Board and are particularly interested in applicants with the following expertise and experience:

- Business management;
- legal
- property management;
- sales strategies (including online);
- health, education or youth work;
- environmental and climate change approaches;
- and knowledge or appreciation of the visual arts would also be of value.

We are also keen to recruit younger members and people reflecting the widening cultural diversity of the Highlands. For the Trustee positions, previous experience of being on a board would be an advantage but is not essential as training will be provided. For the role of Chair, previous board and management experience is required and an understanding of charity governance desirable.

The Trustee role:

You can expect to attend a minimum of four Board meetings per year in Inverness, plus the AGM, annual planning meetings and Board Development sessions. We also have themed sub-groups to direct our Equality, Diversity and Inclusion and our Environmental objectives which Trustees are encouraged to join. Meetings are generally held in person in the evenings at the Studio although online or hybrid meetings are an option. Trustees are expected to have read the papers issued in advance and contribute their ideas, opinions and recommendations. These are non-executive positions without remuneration. All appointments are made at the discretion of the Trustees with due consideration to the skill mix and balance required.

Details of the role description, duties and person specification are at Appendix 1. We would be happy to arrange visits to the Studio to provide a better understanding of what we do and the contribution we make in the community.

To enquire further, or submit your application, contact our Director, Alison, on alison@highlandprintstudio.co.uk or telephone 01463 718999. Alison will also be able to put interested candidates in touch with the Chair or a Board Trustee for an informal chat.

To apply, please put your application in writing setting out:

1. The skills and attributes you would bring with reference to the Board Trustee Specification and highlighting particular strengths – maximum word count 300 words; and
2. What attracts you to apply and what you think you might gain from joining the Board – maximum word count 200 words.

Benefits of being a Trustee

Giving Back

Becoming a Trustee is a fantastic way to give something back to a cause you care about. You'll be playing an integral part in the way that Highland Print Studio is run, ensuring it provides opportunities for creative expression to the widest possible audience and remains sustainable and financially viable.

Meeting new folk

Joining a Board is a great way to meet new and interesting people from a range of different personal and professional backgrounds.

Learning

Being a Trustee is an excellent way not only to put your skills to use but it's also a real opportunity to learn new things. You'll receive training and gain understanding of what's involved in the management of the Print Studio, and also skills in working in a leadership role.

Experience

Recent research shows that a tiny number of Trustees are between the ages of 18 and 24. Most are over 55. HPS would love to have some younger Trustees and being a Trustee gives a great opportunity for professional development.

Board Structure

The HPS Board is led by the Chair, and there are some additional key roles:

- Company Secretary
- Finance Director

In addition to these roles, there are a number of general Board members with provision for a maximum of nine Board Members.

Board Members also participate in and chair sub-groups to develop and implement policy for HPS. Currently we have sub-groups for Environment, and Equality, Diversity and Inclusion which are working to refresh and develop our policies and update our plans.

Our Current Board

Marie Mackintosh, HPS Chair

Marie Mackintosh is currently Subsidy Control Manager at Highlands and Islands Enterprise. She has extensive economic development and management experience within the public sector.

Born and raised in Nairn, her career spans over 40 years in the Dept. of Employment, Highland Opportunity and Highlands and Islands Enterprise. Her interest in, and support for the arts developed out of community regeneration initiatives such as *The Big Shop* in Nairn 1999, and the rebuilding of *Nairn Little Theatre* and *Nairn Community & Arts Centre*. She stimulated the public art movement in Inverness as part of the City Vision 2004 – 2010 including what went on to become the *Inverness Old Town Art* initiative. She joined the Studio Board in 2010.

Dorothy Low, Financial Director

Originally from Glasgow, Dorothy moved to the Highlands in 1991, and lives in Nairnshire.

She has a MA(Hons) in Archaeology, and a MSc in Project Management, and is a Member of the Chartered Institute of Procurement and Supply.

She held management positions in The Highland Council for 14 years, before moving on and undertaking Procurement consultancy work supporting small businesses. She is current a Procurement Policy Manager for Forestry and Land Scotland.

She has a keen interest in visual arts, attends art classes and creates stained glass.

Alistair Dodds

Originally from Kelso, Alistair moved to the Highlands in 1991 and lives in Inverness.

Alistair held senior management positions in The Highland Council over a period of 12 years in HR and Corporate Governance and was then Chief Executive for over 6 years until August 2013. He was directly involved in significant public sector reform and delivered major benefits from strong and effective

working with the public, private and third/voluntary sectors. He is currently Chair of the Board of Highlands and Islands Enterprise.

He was appointed a Commander of the Order of the British Empire (CBE) in 2014 for services to local government in Scotland and awarded an Honorary Fellowship by the University of the Highlands and Islands, again in 2014, in recognition of his work on the integration of health and social care.

Alistair has had a keen interest in Scottish contemporary art over many years and is a former Trustee of the National Galleries of Scotland (and Depute Chair and Chair of its Audit and Risk Committee). He has been a Board member of the Highland Print Studio since December 2015.

Owen Hope

Born and brought up in Inverness, Owen is in his final year of a post-graduate degree in Scots Law the University of Glasgow, having graduated with an honours degree in Geography and Social Anthropology from the University of St Andrews.

In addition to studying, Owen has ten years' experience working in health and social care, currently working for a project supporting young males living in homeless accommodation in the south side of Glasgow.

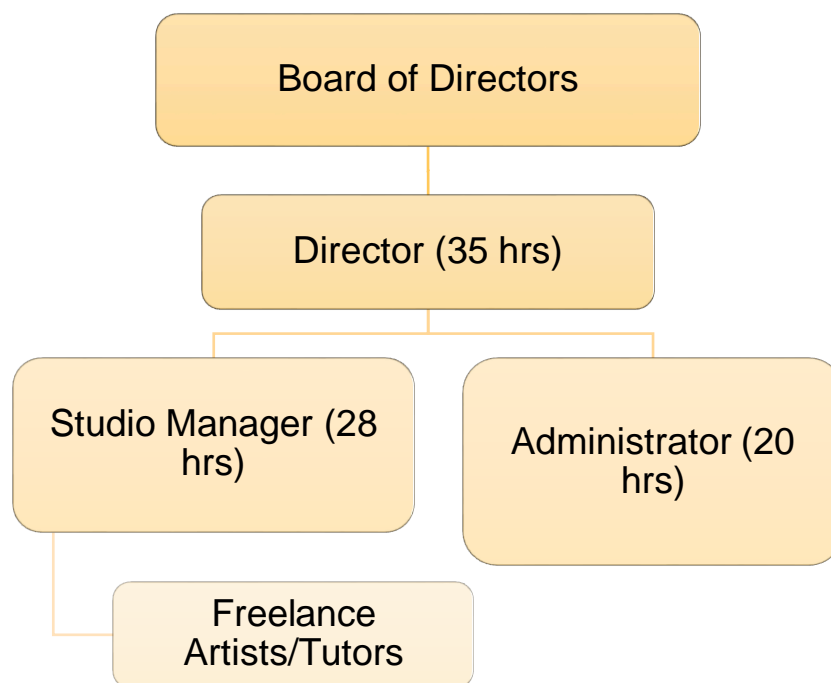
Owen is particularly interested in the creative arts as a means of improving social cohesion, learning from the work of UNESCO RILA in the field of refugee studies. His first involvement with the Highland Print Studio was as a photographer printing large-format print for an exhibition of photographic work taken during his time working in southern India in 2017.



Studio Structure

HPS employs a Director who has operational responsibility for the organisation. This includes accountability for financial and staffing matters, planning and delivery of the organisation's objectives. The Director's role is managed by the Chair of the Board.

There have been various roles working under the Director over the years and the size of the team has continually adjusted, at this point in time being the smallest as a post-pandemic 'interim structure' of three members of staff - a Director, Studio Manager and Administrator. This has been identified by the team and Board to be inadequate both in regard to skill set and the hours required to sustain day-to-day operations as well as ensure HPS future growth.



Director: Alison McMenemy

Alison McMenemy graduated from Buckinghamshire College with a BA(Hons) in Ceramics and Glass. She learnt printmaking at Glasgow Print Studio, where she was a member from 1992 – 99, developing her own artwork and occasionally working on their publications programme.

From 1997 – 2005, Alison worked for Birds of Paradise Theatre Company in Glasgow, where she gained experience in arts management, including; fundraising; financial management; project management; staff management; marketing and administration. Having developed an interest in geology as part of her artistic practice, she also studied with the Open University for a BSc (Hons) Earth Sciences, graduating in 2004.

Alison left Birds of Paradise in 2005 to take up the post at Highland Print Studio. She finally got around to making a print again in 2015!

How we are funded and earn income

Currently, the majority of our funding comes from Creative Scotland, along with some project funds from trusts and foundations and income generated from workshops, classes, projects and print sales. HPS has healthy financial reserves saved across a number of years of income generation and prudent fiscal management, some of which can be invested back into the organisation toward its development.

Our ambitions, current CS status

HPS is currently in the process of applying for multi-year funding from Creative Scotland. Their grant programme is very competitive, and no additional funds are available, so there are no guarantees as to what funding might be received in future. Nevertheless, we are preparing ambitious plans for 2024-2027 which we hope will include:

- Access classes covering a range of print making techniques
- One-to-One tuition for professional artists and others
- Learning and community engagement – project work to increase access
- Schools and young people – working with local schools and an exciting international club
- Older people, particularly our established and acclaimed *Wise Guys* programme
- Research and development into new techniques and new greener ways of working
- Collaborations with other Scottish Studios, partner organisations from local to international

Our team and plans to build it

Due to staff retirements and adjusting to lower activity levels during the pandemic our staff complement has reduced to three. We recently commissioned external consultancy support to explore options to rebuild our activities and establish the right skill mix to deliver our future ambitions. You will be joining the Board at an interesting time as we work towards getting a new structure in place.



APPENDIX 1

Role Description, responsibilities and specification

Title: Board Director/Trustee

Reports to: Chair of the Board

PURPOSE

To provide strategic direction and governance to Highland Print Studio and expert advice and support to its senior management team.

KEY RESPONSIBILITIES

1. To agree the vision, aims and objectives of Highland Print Studio;
 2. To oversee the business planning process to achieve the company's aims and objectives;
 3. To provide effective governance of the financial management of the company;
 4. To ensure the financial probity of the company;
 5. To agree the pace, style and direction of the company's development;
 6. To promote the company, its activities and its needs to the private, public and voluntary sectors within the community so as to enhance the profile and assist with fundraising;
 7. To agree company policies and ensure their implementation by the company's senior management team;
 8. To agree employment policies and procedures to ensure that the company acts as a responsible employer;
 9. To appoint the senior management team of the company;
 10. To act as an ambassador for Highland Print Studio.
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ADDITIONAL RESPONSIBILITIES OF THE CHAIR

1. Provide leadership and act as spokesperson of the Board and as such must keep closely in touch with the Company and its activities.
 2. Ensure the Board and any sub-committees function properly and that the Company is managed effectively.
 3. Will normally represent Highland Print Studio at outside events, though may delegate this to another Board Director, the Studio Director or a member of staff.
 4. Is the line manager of the Studio Director of Highland Print Studio. The Chair will support and, where necessary, question the Studio Director and will ensure the Board as a whole works in partnership with the Studio staff.
 5. Additionally, the Chair acts as the decision maker on any matters that cannot be progressed without Board authorisation and cannot wait until the next Board meeting. Ideally the Board will delegate specific powers over matters in progress to the Chair, but this is not always possible. However, no financial decisions can be made by the Chair alone. All decisions made by the Chair between meetings will be brought to the full Board for ratification and must be within agreed policy parameters.
 6. In the absence of the Chair, the duties and powers of the Chair will be undertaken by the Company Secretary.
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GENERAL DUTIES

Highland Print Studio is a company limited by guarantee (SC099312) and a registered charity (S004981) which confer certain legal duties on Directors/Trustees.

1. The Companies Act 2006 sets out seven general Directors' duties which form a code of conduct setting out how Directors are expected to behave. The duties, which are owed by the Directors to the company, are as follows:
 - i) To act within the company's powers;
 - ii) To promote the success of the company;
 - iii) To exercise independent judgement;
 - iv) To exercise reasonable care, skill and diligence;
 - v) To avoid conflicts of interest;
 - vi) Not to accept benefits from third parties;
 - vii) To declare interests in proposed transactions or arrangements.

2. Additional duties and responsibilities of Directors:-

- i) Directors have a personal responsibility to ensure that accounting records are maintained so that at any time they are able to demonstrate and explain the financial position of the company;
- ii) Companies must deliver annual accounts and reports to Companies House and the duty to ensure that the accounts are submitted on time lies with the Directors.

3. LIABILITY OF BOARD MEMBERS

Liability of the members is limited. Every member undertakes to contribute such sum as may be required (not exceeding £1) to the Company's assets if it should be wound up while he/she is a member, or within one year after he/she ceases to be a member, for payment of the debts and liabilities and the costs, charges and expenses of winding up.

4. The Charities and Trustee Investment (Scotland) Act 2005 lists the following general duties for charity trustees:

- i. To act in the interests of the charity
- ii. To ensure the charity operates in a manner that is consistent with its objects or purposes
- iii. To act with the care and diligence that is reasonable to expect of a person managing the affairs of another person
- iv. To manage any conflicts of interest
- v. To ensure the charity complies with the provisions of the Act and other relevant legislation.

5. As a publicly funded third sector organisation (by Creative Scotland, The Highland Council and other public authorities) there is an expectation to take a positive lead in:

Equalities, diversity and inclusion

- Diversity of background, thought and experience as well as protected characteristics
- Embed the principles into recruitment practices and/or trustee appointments
- Remove obstacles for peoples of varying backgrounds

Environment

- Carbon reporting
- Environmental sustainability policy
- Journey to Net Zero

Fair Work

- improve productivity and innovation
- promote greater workplace democracy
- deliver opportunities and best practice

6. The organisation is committed to following the principles and good practice of the Scottish Governance Code for the Third Sector. <https://goodgovernance.scot/governance-code/the-five-core-principles/>

PERSON SPECIFICATION

Directors/Trustees of the Board of Highland Print Studio should possess certain characteristics, skills, experience and capabilities. Appointments will seek to secure an appropriate mix to ensure the following are present within the Board.

Essential

- Commitment to the successful aims of Highland Print Studio and the communities it serves and a genuine interest/willingness to learn about the context in which it operates
- Ability to maintain an overview of Company performance and development, and advise accordingly
- Skills and experience that will benefit the Company – see desirable criteria
- Capability to act as an advocate for the Company
- Strong interpersonal skills – team players with no personal agenda
- Relevant networking connections within the artistic community, private, third or public sectors
- Time to commit and make a meaningful contribution to the Company

Desirable – one or more of the following

- Leadership skills and development of strategic vision/direction
- Experience or appreciation of the arts – particularly visual arts and print making
- Company or third sector business management skills,
- Expertise in financial management and accounting procedures
- Expertise in legal matters, company or charity law
- Good contacts and proven fundraising skills
- Sales development, marketing and/or public relations experience

- Knowledge of digital technologies and their potential in commercial, marketing, communications, artistic and creative applications
 - Experience in managing human resources
 - Understanding of equality and diversity, health and social wellbeing, education or net zero agendas
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Additional requirements of the Chair

- Previous Board experience or similar leadership skills
 - Ability to plan and conduct meetings effectively
 - Capable of acting as the main ambassador for the Company
 - Human resource management skills and experience
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