

# DELFINA FOUNDATION

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8 January 2018

Dear Applicant,

We appreciate your interest in the position of Deputy Director at Delfina Foundation.

This application pack includes an introduction to Delfina Foundation, the purpose of the role, job description and person specification.

To apply, please download the application form from our website and email the completed document in PDF format together with your full CV to [opencall@delfinafoundation.com](mailto:opencall@delfinafoundation.com) with the subject line: **Deputy Director**

Please do not submit any other documents with your application and do not include any important text in the body of the email, as it will not be recorded.

**Application deadline: 9 February 2018, 10:00**

**Provisional first interviews: Monday 19 February 2018**

Second interviews will be scheduled separately.

Again, thank you for your interest.

Sincerely,



Aaron Cezar  
Director

# DELFINA FOUNDATION

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Established in 2007, Delfina Foundation (DF) is dedicated to facilitating artistic exchange and experimentation through residencies, international partnerships and public programmes.

Founded by Delfina Entrecanales CBE, we are the successor to Delfina Studio Trust, which held an unprecedented record for nurturing the careers of over 400 artists, including more than a dozen Turner Prize nominees including Mark Wallinger, Haegue Yang, Tacita Dean, Michael Joo, Mark Dion, Urs Fischer, Anya Gallaccio, Subodh Gupta, Keith Tyson, Goshka Macuga, and Glenn Brown, to name a few.

## **Our activities**

Residencies for artists, curators and creative thinkers form the core of all of our work. Over the last 30 years through Delfina Studio Trust and Delfina Foundation, we have become renowned for supporting cultural practitioners to take risks within their practice and develop the philosophy of their work through two inter-related activities:

- **A residency programme** that offers opportunities for participants to incubate, research and produce new ideas. Annually, we offer up to 40 residencies for artists and thinkers from around the world, including the UK via our Associate Artist Programme.
- **A public programme** that offers exposure to UK and international audiences through exhibitions, talks, and new commissions. Annually, we host up to 4 exhibitions as well as numerous talks, performances and events.

Our programmes operate seasonally in three-month quarters dedicated to independent research or collective programmes based on themes.

## **Our thematic frameworks**

Bringing together practitioners around shared interests, our collective programmes function as a 'think tank' opening up trans-disciplinary inquiries into a range of themes from urgent social issues to specific cultural practices. Recurring themes include *The Politics of Food*, *Performance as Process*, *The Public Domain*, and *Collecting as Practice*, the first ever residency programme for collectors alongside artists.

The themes provide a distinctive focus to share and contextualise DF's residencies in relation to society at large. *The Politics of Food* series of residencies, for example, have resulted in two exhibitions at Delfina Foundation, a pop-up bar/café, several displays

and over 45 activities with broad audiences of more than 180,000 in person and online.

### **Support**

Delfina Foundation is registered as charity 1118409 with the UK Charity Commission and has a Board of Trustees and a Strategic Advisory Panel.

Our annual budget is £550,000 with a staff of five including the Founding Director, Director of Operations, Residency Manager, Marketing Co-ordinator, and Administrator. Our Board of Trustees provide 40% of our budget as a major contribution towards core running costs. The remaining 60% of our budget is largely dedicated to residencies and public programmes, and these are supported separately through partnerships and funding from foundations, embassies, arts councils, and individuals.

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## PURPOSE OF THE ROLE

**Job title:** Deputy Director

**Reporting to:** Director

**Salary:** £40,000 to £42,000  
(depending on experience; with salary review in 12 months)

**Location:** Delfina Foundation, 29/31 Catherine Place, London SW1E 6DY. Travel in the UK and around the world will be required.

**Hours:** Core office hours are 10:00 to 18:00, Monday to Friday. Flexibility to work evenings and weekends will be required.

**Holiday:** 20 days per annum plus Bank Holidays

Full-time permanent contract with a six-month probationary period.

The Deputy Director is a new senior level post within Delfina Foundation's small, dedicated team to help devise and deliver the organisation's vision and forward-thinking plan. This post is an exciting opportunity for an experienced professional to bring together fundraising, strategic and curatorial/programming expertise to support the development of Delfina Foundation and secure our sustainability in the long-term.

With the Director, the Deputy Director will devise and implement a fundraising strategy to grow the organisation's funding streams, across individual giving, foundation grants, and strategic partnerships. This crucially includes managing key high-level relationships with donors and patrons, as well as interfacing with the Board of Trustees and the Strategic Advisory Panel. Developing funding proposals and grant-writing will also be necessary to the post. The Deputy Director oversees the cultivation and management of our international residency partnerships across the team and shares supervision of the Residency Manager, who is at the forefront of carrying out commitments for such partners.

The Deputy Director will develop strategic plans for Delfina Foundation, collaboratively with our team and other stakeholders to support our overall programme, curatorial themes, and networks. The post is expected to feed into artistic programming on a macro and micro level in relation to our strategic aims.

The post-holder will work closely with the Director of Operations, an existing post that oversees the day-to-day management of Delfina Foundation, including finances, and supervises staff on operational, administrative and production issues. The Deputy Director complements this role by feeding into relevant high-level administrative tasks, such as supporting the development of budgets and the management of funds raised.

The Deputy Director role is a forward-facing role. The postholder will be expected to travel and represent the organization both nationally and internationally. The ability to speak publicly and moderate discussions is of value to this post.

Within Delfina Foundation's small team, the Deputy Director will be called on, at times, to deputize for other staff and support areas that might be outside of their job description. As a tight-knit organization, the post-holder is expected to naturally work in a collegial way.

## **KEY RESPONSIBILITY AREAS**

### **FUNDRAISING**

- Work with the Director on the development and delivery of fundraising strategy
- Research and identify potential sources of funding
- Plan funding applications and write grants with the support of the Director and team
- Manage existing and cultivate new residency partners, drawing on the support of the team
- Liaise with residency partners and the team to ensure that all reporting requirements are met and payments received
- Ensure that DF carries out its commitments and delivers benefits to major funders and partners, including appropriate acknowledgements across all printed and online platforms
- Develop earned income streams with support from the Director of Operations
- Develop individual giving programmes and support the Director in their delivery
- With the Director to manage relationships with individual patrons creating inclusive opportunities for them to engage in DF's work, formally or informally
- Work with relevant staff to consider how public programme activities can be strategically utilised for development purposes (e. g. inviting potential donors to experience DF in action, etc.)
- Develop and manage funding databases
- Plan and manage special fundraising events
- Support the development of programme partners for the residency and public programme, where there are opportunities for in-kind or matched support
- Develop the capacity of DF's team around development and fundraising, sharing knowledge and expertise

### **STRATEGY & GOVERNANCE**

- Take a collaborative approach to working with the Director and key stakeholders to develop and renew DF's two-year strategic plan in relation to its programmes, partners, and premises
- Generate, and support the team to also generate, innovative and relevant ideas and partnerships for new initiatives and strategic projects
- Evaluate progress and impact, and feed results into a continuous learning and improvement processes

- Support the development of Board and its Strategic Advisory Group
- With the Director, develop, manage and support the agendas for Board and Strategic Advisory Group meetings, as well as preparation of other documents and reports
- Attend local authority meetings and community forums with a view to strategic development
- With support from the team, collate and interpret visitor figures, audience analysis reports, website hits, etc. regularly throughout the year to help develop DF's programmes
- Advise on aligning public communications with DF's needs by interfacing with DF's PR agent and staff
- Manage the strategic development of DF's website, newsletter and other communication tools, liaising with the Marketing & Communications Co-ordinator

## RESIDENCY & PUBLIC PROGRAMMES

- Work with the Director and relevant staff to evolve DF's thematic approach to its residency and public programme
- Scope out opportunities for expanding the impact of current themes across wider networks, including different geographic areas and the meeting points between contemporary art practice, public policy and global concerns
- Contribute to the thinking of new, relevant themes and approaches
- Feed into the artistic planning and development of themes, including events programming
- Support the Residency Manager in devising bespoke opportunities for each residency based on their interests and developmental needs
- Interact with the residents and contribute to their development in relation to specific skills, networks or creative ideas
- Oversee the process of selection with the Residency Manager and engage the wider team, partners and external jurors
- Oversee the exit process with residents, including exit interviews and any final reporting
- Scope out co-commissioners or partners for research and productions stemming from residencies, particularly DF's exhibitions
- Develop ideas to widen the distribution of outcomes from DF's residency and public programmes through partnerships, publications, publicity and targeted activities
- Manage DF's participation in external events such as arts fairs
- Represent the organization at DF events, other conferences and meetings, including public speaking

## FINANCE

- With the Director of Operations, set and monitor annual / project budgets

- With the Director of Operations, oversee funding agreements and Memorandums of Understanding in relation to residencies
- Oversee administration of individual patrons, including end of year Gift Aid submissions

## **GENERAL RESPONSIBILITY AREAS**

### **RELATIONSHIP MANAGEMENT**

- To build and maintain partnerships and close working relationships to maximise resources and generate new sources
- To interface with artists-in-residence
- To interact with visitors at DF, ensuring utmost hospitality and a unique experience
- To manage senior level relationships with individuals and institutions with the same duty and care as junior level relationships

### **TEAM MANAGEMENT**

- To work as part of the team in the day-to-day running of the Foundation, taking on tasks that might be outside this specific job role when needed
- To upward-manage the Director and Board, ensuring that objectives and deadlines are reached within the appropriate context
- To deputise for junior and senior-level colleagues as needed
- To line manage any temporary or junior staff, including interns, in specific areas related to the post, particularly the Residency Manager
- To prioritise work that has 'knock-on' effect on others in the team and to organise duties around other competing tasks

### **ADMINISTRATION**

- To take a lead on high-level administrative affairs related to this post
- To develop and manage work plans as needed to ensure that the organisation meets/completes all tasks on time
- To facilitate and input into project planning and forward thinking
- To contribute to all necessary reporting on the work of DF such as annual reports, financial reports, etc.
- To record work processes and maintain a 'data trail' of work in keeping with good practice
- To co-ordinate and research information and evidence to inform decision making by the Director and Board of Trustees where delegated
- To maintain the contacts database, ensuring information is up-to-date
- To prepare reports and presentations for the Director as needed



## **COMPLIANCE**

- To carry out all duties in compliance with appropriate internal and statutory procedures, including in the maintenance of records and information as it relates to the organisation and individual work
  - To adhere to DF's policies on health and safety, the environment and equal opportunities, as well as national, EU and international polices (e. g. Data Protection Act)
  - To prepare for and manage risks
  - To keep confidential all personal and professional matters relating to the Board, Director and work of DF, unless permitted to make public through an agreed medium
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## **SPECIAL CONDITIONS OF THE POST:**

- Willingness to be flexible with work hours, including out-of-office-hours activity (such as evening programmes/projects, weekend events, etc.)
  - Ability to travel nationally and internationally
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## **PERSON SPECIFICATION**

- At least five years of experience in a relevant role within an arts context
- Experience of business planning and strategic management
- Proven experience in public arts sector funding, especially Arts Council England, as well as private foundations/trusts, including researching and completing successful fundraising bids
- A proven track record of managing funding relationships, especially with private individuals
- Financial experience, including setting, monitoring and controlling budgets, as well as cash flow forecasts
- A sensitivity and knowledge of how to nurture talent and support artist development, and an understanding of the issues facing artists in the UK, and the arts sector more broadly
- An active participant in the London contemporary art world accustomed to networking with artists, gallerists, collectors, funders and other institutions
- A creative thinker who can develop, communicate and implement a vision and plan for DF's continued evolution as a key organisation within the arts
- The capacity to critically reflect on the outcomes of DF's work, and the drive to continuously improve
- The ability to build and maintain partnerships and collaborations with arts organisations, and to influence stakeholders, decision makers and opinion formers

- A positive problem solver, team player and collaborator
- An empathetic communicator who can write and publicly speak at a high standard to represent DF
- Excellent ability to multi-task, delegate and prioritise within a busy working environment
- Good IT skills and Mac-fluency, particularly in Word, Excel and Powerpoint
- Knowledge of social media platforms
- Experience of managing staff and volunteers in a collegial way

## **DESIRABLE SKILLS AND ATTRIBUTES**

- Arts Management, Art History, Fine Art, or Curatorial Studies degree
- A deep passion for the arts across art forms with demonstrable and informed interest in contemporary art and visual culture
- Knowledge of public and private, national and international residency and exhibition spaces
- Knowledge of the international contemporary art ecology of biennials, fairs and other major events
- Knowledge of Filemaker Pro, Photoshop and Indesign
- Foreign language skills
- Cooking and hospitality experience