

# FORMA

Trustee Recruitment Pack  
April 2024



**Forma is a leading national contemporary arts organisation and production hub based in London .**

Established in 2001, Forma has carved out a reputation as an artist-driven organisation that champions diverse ideas and underrepresented artists to create ambitious new exhibitions.

Forma embraces risk taking, experimentation and collaboration. Through a discursive process, we nurture artists' creative vision and grow their ambition in order to develop large-scale interdisciplinary projects that are career defining and lead to major opportunities around the world. In short, Forma is where ideas become art.

Our team works from FormaHQ, a RIBA award winning cultural hub located in Bermondsey that includes affordable artist studios, an event space, a residency space, our bookshop & café (Presse Books) and above, the much celebrated Peveril Gardens.

Forma is a registered charity (1152156) and an Arts Council England funded National Portfolio Organisation in receipt of £793,365 from 2023-26.

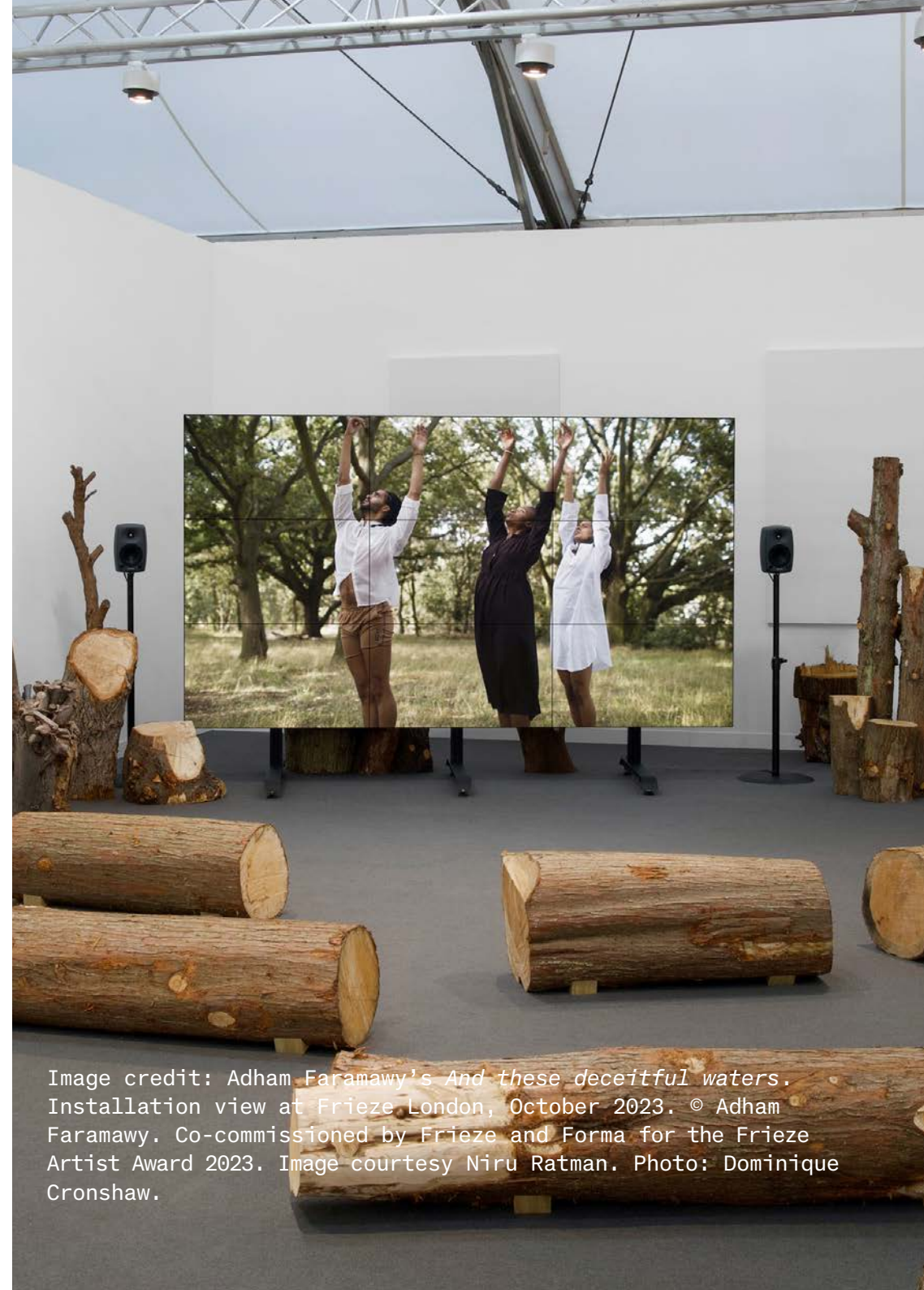


Image credit: Adham Faramawy's *And these deceitful waters*. Installation view at Frieze London, October 2023. © Adham Faramawy. Co-commissioned by Frieze and Forma for the Frieze Artist Award 2023. Image courtesy Niru Ratman. Photo: Dominique Cronshaw.

## Summary

**Have you a passion for contemporary art and creative production? Do you want to be involved in shaping the future of a dynamic organisation like Forma? Can you help us increase our revenue?**

We are seeking up to four Trustees - **including a Chair and Treasurer** - to work with the existing board and Executive Team to steer the strategic direction of Forma, galvanise our community and explore exciting new opportunities that centre creative ideas and production.

Term of appointment: 3 years

Time commitment: 8 to 12 hours a month

Remuneration: None. Reasonable and fully documented expenses will be reimbursed.

A recent skills audit has highlighted areas of knowledge and expertise that would broaden our outlook and be beneficial to our aims:

### **Accounts & Legal**

- \* An accountant or senior manager with experience of accounting (for charities or creative production) who is willing to act as our Treasurer.
- \* A lawyer who can advise on issues such as IP, contracting or charitable law.

### **Innovation & Growth**

- \* A business leader with an entrepreneurial approach who can help navigate new opportunities and increase revenue.

### **Relationship Building**

- \* Someone with a relevant personal and professional network who can support us in developing relationships with major donors, investors, brands and strategic partnerships.
- \* A senior executive with experience of local authorities, GLA and government agencies.

### **Brand Building**

- \* A brand strategist who can guide Forma on positioning, communications, audience development and PR.

## Who is Forma?

The organisation has a board of 6 Trustees, chaired by Anders Hemmingsen (stepping down in 2024), which supports the staff, steers the organisation and advocates for Forma's activities:

Anders Hemmingsen (Chair), Managing Director of Commercial Real Estate, SVPGlobal  
Yves Blais, Operations Manager, Creative Land Trust  
Eva Langret, Artistic Director, Frieze London  
Laura Parker, Deputy Director, V&A East  
Chris Sharp, Music Programmer, Barbican Centre  
Himali Singh Soin, Artist

Forma's day-to-day activities are delivered by our dedicated team:

Managing Director - Caroline Heron  
Curatorial Assistant - Lottie Gomes  
Publishing & Communications Manager - Jennifer O'Neill  
Artistic Director - Chris Rawcliffe  
Programme Manager - Antonia Shaw  
Bookkeeper - Eve Skillicorn  
Studio Manager - Lawrence Storey  
Assistant Manager of Presse Books - Tobi Tendl



Image Credit: R.I.P. Germain's *Everything's For Sale & Everyone's Welcome To Buy*. Film still. Courtesy and © the artist. Commissioned by Forma for the Whitechapel Gallery's Artists' Film International 2023.

**Since 2001 Forma has consistently been at the forefront of changes in the world of contemporary art, maintaining a flexibility to anticipate and respond to the moment.**

The charity gained recognition for its collaborative nature, commitment to artists' creative development and ambitious programme that embraced technology and built cross-artform productions long before multidisciplinary practices and digital cultures had permeated the visual arts sector. This led to seminal works by Jane & Louise Wilson, Gina Czarnecki and Charles Atlas but it is Forma's long term relationship with Ryoji Ikeda that defined the organisation's early years. From complex immersive digital productions to institutional touring, Forma and Ikeda built an international reputation for excellence that we continue to uphold.

From 2019-2022 Forma underwent an enterprising restructure that included the recruitment of a new executive team, staff body and Trustees. Together we have proactively sought to enhance the relevance and reach of the organisation; initiating meaningful commissions that champion diverse artists and ideas, connecting with new audiences and exploring opportunities for organisational growth.



Image Credit: Ryoji Ikeda's *the transfinite* at Park Avenue Armory, New York, 2011. Installation view.

**Forma is 100% collaborative and with that we have consciously sought to build new and long-lasting partnerships with cultural organisations across the UK and internationally.**

Our collaboration with Frieze for the Frieze Artist Award is now one of the UK's most prestigious and generous artist awards. The commission is presented alongside Frieze London, gaining widespread attention for an artist at a pivotal moment in their career. Now in its 6th year, the partnership has gone from strength to strength and supported new works from Himali Singh Soin, Alberta Whittle, Sung Tieu, Abbas Zahedi and Adham Faramawy.

The award has led to lasting relationships with artists also. We were proud to co-commission and produce Alberta Whittle's film installation *Lagareh* alongside Scotland & Venice which launched at the Venice Biennale in April of that year. *Lagareh* engaged 35,000 visitors in Venice and shortly after the exhibition the work was acquired by National Museum Scotland.

Himali Singh Soin's *we are opposite like that* has evolved further into live performance, a book and a record. The film has toured extensively and was included as part of the artist's solo exhibitions at Chicago Institute of Art and Thyssen Bornemisza National Museum. Himali is also a Trustee of Forma having joined the board in 2022 to become an invaluable guiding source.



Image Credit: Abbas Zahedi's *Waiting With {Sonic Support}*.  
Open Mic performances at Frieze London 12-16 October 2022.  
© Abbas Zahedi. Co-commissioned by Frieze and Forma for the Frieze Artist Award 2022. Courtesy Frieze, Forma and Belmacz.

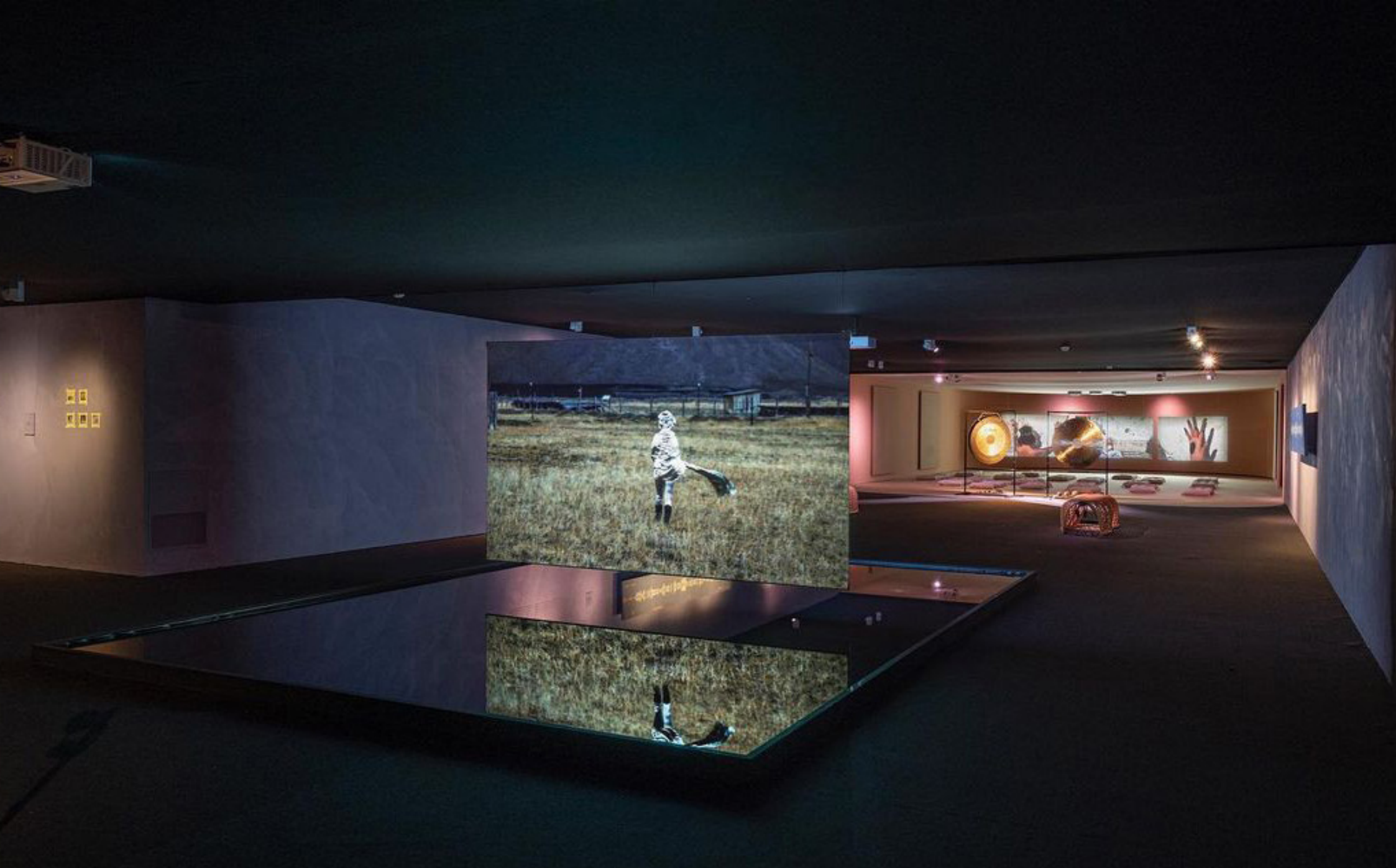


Image Credit: Himali Singh Soin's *we are opposite like that* as part of the artist's solo exhibition *The Third Pole*, 25 October 2022 – 29 January 2023. Co-commissioned by Frieze and Forma for the Frieze Artist Award 2019. Image courtesy the artist.



Oliver Frank Chanarin's *A Perfect Sentence*. © Oliver Frank Chanarin. Installation view: KARST, Plymouth, 2024. Commissioned and produced by Forma in collaboration with eight UK organisations. Images courtesy the artist and KARST. Supported by Arts Council England, Art Fund and Outset Contemporary Art Fund. Photographer Dom Moore.



More recently, we launched our commission with celebrated artist Oliver Frank Chanarin, *A Perfect Sentence*. The large-scale production and touring exhibition, delivered with eight partner museums and galleries, includes photography, robotics and machine learning technology. The project will culminate in 2025 with the gifting of 72 artwork acquisitions to public collections across the UK.

We joined forces with Whitechapel Gallery for their Artists' Film International programme in 2023, commissioning a new work with RIP Germain that toured to over 24 cultural partners worldwide. *Everything's For Sale & Everyone's Welcome To Buy* samples from the deep research-'berg that sits beneath Germain's recent solo show, *Jesus Died For Us, We Will Die For Dudus!* (ICA London, 21st February - 14th May 2023), slicing like a soil corer into the sedimentary layers that informed the show.

Forma have since been given ownership of the programme and will carry AFI forward into 2024/25 and beyond with existing and new partners.



Image Credit: Oliver Frank Chanarin's *With Maddie and Sky*.  
10 x 8 inches, C-type print, unique artist proof (#0354621883),  
2023. Courtesy and © the artist. Commissioned and produced by  
Forma, in collaboration with eight UK organisations. Supported  
by Arts Council England, Art Fund and Outset Contemporary Art Fund.

**Looking beyond our commissioning programme, we have expanded our business model with the launch of two new sites in London: 127 Stanstead Road artists' studios in Forest Hill and FormaHQ in Bermondsey, a RIBA award-winning space in support of creative production.**

Sitting on the edge of Bricklayers Arms roundabout, FormaHQ was transformed from an underused, unloved concrete podium dedicated to 1960s car culture towards a relevant and inclusive cultural space and rooftop garden. Delivered by Sanchez Benton architects the Capital project brought together a team of creative collaborators; curator Aldo Renaldi, artist Gabriel Kuri, urbanist Rumi Bose, horticulturist Nigel Dunnet and Forma as the cultural operator.

Extending our offer to artists beyond our commissioning programme, FormaHQ is now home to our offices, affordable artist studios, a cafe bookshop (Presse Books), a residency space for international artists, and lastly a public events space where our team of curators oversee the public programme which ties the many aspects of the building together and creates different entry points to contemporary art and community.



Image Credit: Presse Books Fair at FormaHQ, June 2023.  
Photographer Kasia Perlak. Image courtesy Forma.



Image Credit: Josèfa Ntjam's *A constellation of blackness*, a live performance at FormaHQ in collaboration with Sean Hart and Steven Jacques. 2023. Commissioned by Forma. Supported by Nicoletti and Fluxus Art Projects. Photographer Sam Nightingale.

*For over 20 years, Forma has always been on the side of artists – supporting their research, development, and the commissioning of new works. Forma HQ, Forma’s new creative hub and garden will support the continuation of their incredible work and the delivery of new ambitions. It will provide a space for creativity to thrive, bringing together artists, the community and producers to deliver works for both a local and international stage.*

**Sir Nicholas Serota, Chair of Arts Council England speaking at the launch of FormaHQ on 21 July 2021**

In the last 5 years the team have achieved major milestones to secure the organisation’s future as a leading contemporary art organisation. Our work has been celebrated in international outlets such as The Art Newspaper, Vogue and The Times, and on BBC television and Sky Arts. Live audiences to our current commissions peaked at over 110,000 in 22/23 with a further estimated 500,000 visitors attending exhibitions of touring works across the world. Perhaps what we are most proud of was witnessing a shift in how Forma is perceived. Forma is now more visible, more dynamic and more relevant than ever with an approach that is underpinned by inclusivity and care towards our creative community and audiences.



Image Credit: Benedict Drew live performance at FormaHQ with Arianne Churchman and Natalie Kynigopoulou on 9 December 2022. Image Courtesy of Forma.



Image Credit: Presse Books Fair, June 23. Photographer Kasia Perlak. Image courtesy Forma.



Image Credit: Presse Books. Photographer Sam Nightingale. Image courtesy Forma.



Image Credit: Bea Xu's *Pericardium vortex* 2023. Part of Fluid Cosmologies at Forma, August 2023, created by Samy Bie and Anastasia Chugunova. © the artist.



Image Credit: Artist Studios at FormaHQ. Image courtesy Forma.

## Who We Work With?

We'd like to thank our recent and many partners, funders and supporters that have enabled our programme:

### Major Supporters



Supported by  
**ARTS COUNCIL  
ENGLAND**



**GREATER  
LONDON  
AUTHORITY**

### Programme Partners & Supporters

198 Contemporary Arts & Learning  
Architecture and Design Scotland  
Art Fund  
Art Night  
Artes Mundi  
Arts Council England - Small Capital Fund  
Artsquest  
Attenborough Centre for Creative Arts  
Belmacz  
British Council Scotland  
City of London Corporation  
Creative Scotland  
Derby Museums  
Dovecot Studios  
Emalin Gallery  
Fluxus  
FORMAT International Photography festival  
Frieze  
Glasgow Life  
Glasgow Sculpture Studios  
Goldsmiths University of the Arts London  
Great Britain Sasakawa Foundation  
Guildhall Art Gallery

Henry Moore Foundation  
Images Vevey  
Istituto Italian di Cultura di Londra  
Jupiter Artland  
KARST  
Liberty Festival  
Lighthouse as part of Re-Imagine Europe  
National Galleries of Scotland  
Niru Gallery  
Norwich Castle Museum and Art Gallery  
Nicolletti Contemporary  
Originalprojects  
Outset Partners  
QUAD  
The Ampersand Foundation  
The Golsoncott Foundation  
The Scottish Government  
The Space  
The Tent (at the end of the Universe)  
Time and Tide Museum  
Tramway  
V&A Dundee  
VIAD (Visual Identities in Art and Design Research Centre at  
University of Johannesburg)  
Unlimited  
Victoria & Albert Museum  
Whitechapel Gallery  
Waltham Forest London Borough of Culture  
Wolverhampton Art Gallery  
XMuse Vodka

**Are You Forma's new Chair or Trustee? Does our purpose and ambition resonate? Have you a passion for contemporary art and creative production? Do you want to be involved in shaping the future of a dynamic organisation like Forma?**

You do not need to have any formal qualifications or have had previous experience as a Trustee to join Forma's Board. Depending on your experience, personality and interests, there are different ways of contributing.

The attributes of a Forma Trustee:

- \* Have a keen interest in contemporary art and be passionate about the value and role of culture.
- \* Apply your network, skills and life experiences to help Forma thrive.
- \* Want to be part of a collaborative team that embraces change in the sector and sees opportunities for development and growth.
- \* Have a curious mind that can challenge and question positively.
- \* Be willing to share some of your most valuable resources: your time!
- \* Understand the legal duties and responsibilities of being a Trustee.
- \* Be over the age of 18.

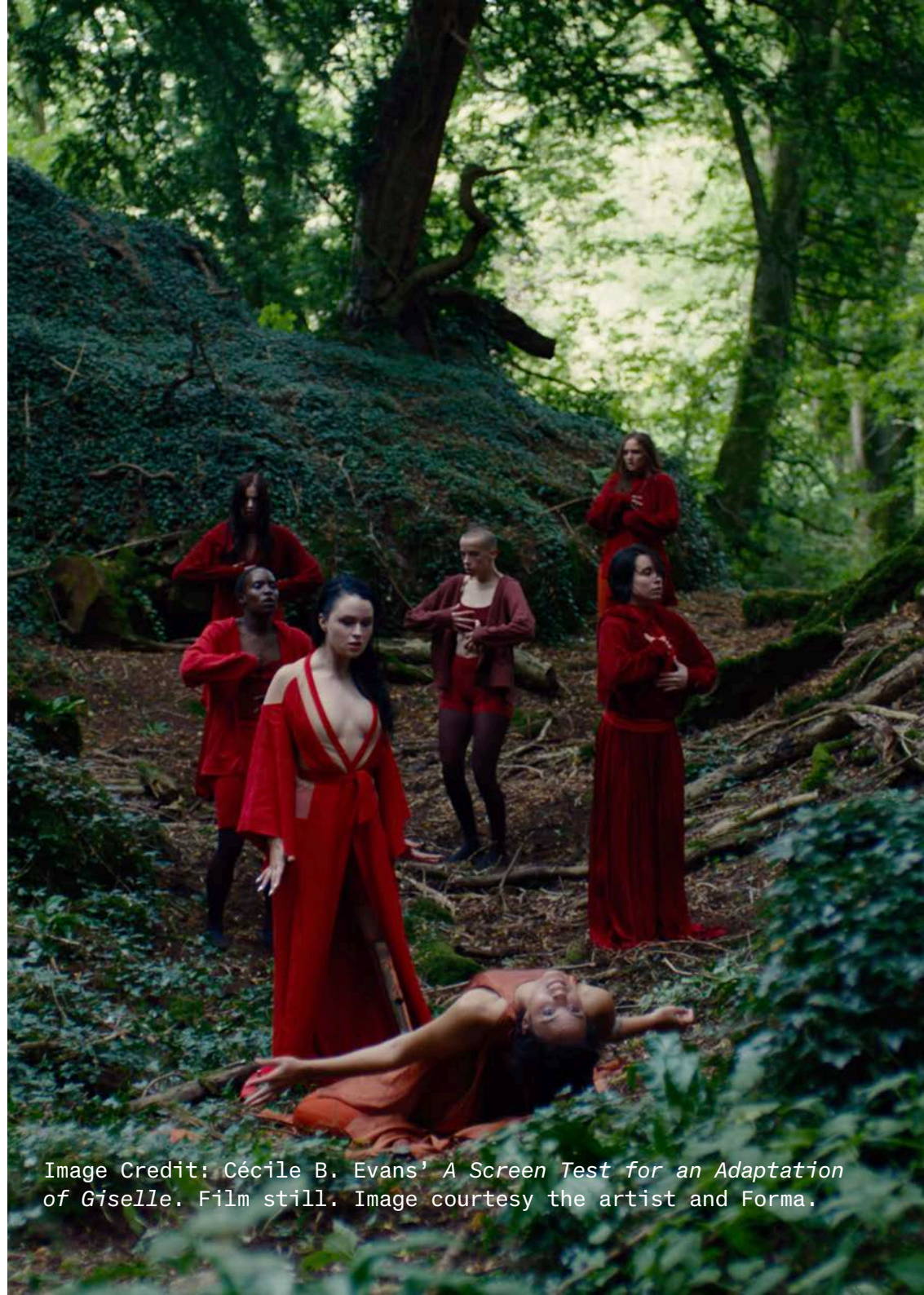


Image Credit: Cécile B. Evans' *A Screen Test for an Adaptation of Giselle*. Film still. Image courtesy the artist and Forma.

### **What skills and experience could we benefit from?**

o complement the skills of our existing board members and best support Forma into the future, we are seeking:

#### **Accounts & Legal**

- \* An accountant (for charities or creative production) who is willing to act as our Treasurer.
- \* A lawyer who can advise on issues such as IP, contracting or charitable law.

#### **Innovation & Growth**

- \* A business leader with an entrepreneurial approach who can help navigate new opportunities and increase revenue.

#### **Relationship Building**

- \* Someone with a relevant personal and professional network who can support us in developing relationships with major donors, investors, brands and strategic partnerships.
- \* A senior executive with experience of local authorities, GLA and government agencies.

#### **Brand Building**

- \* A brand strategist who can guide Forma on positioning, communications, audience development and PR.



Image credit: Behind the scenes of Nwando Ebizie's *Distorted Constellations Vol 2: A Visual Snow Alternate Reality*. Image courtesy the artist and Forma.





Image Credit: Bill Morrison and Jóhann Jóhannsson's performance of *The Miners' Hymns* at BRASS: Durham International Festival, Durham, 2010.

## The importance of different opinions & perspectives

It is important for us that Forma's Board of Trustees reflects the voices and experiences of our cultural community. Forma's success relies on inviting as many perspectives and lived experiences within the organisation's Governance.

This means we actively welcome applications from people who identify as:

- \* African, East Asian, South Asian, South East Asian, Middle Eastern, Latin American, Caribbean heritage and those belonging to groups who experience racism including people of Romany, Irish Traveller, Central Asian and West Asian heritage
- \* Non-English or for who English is not their first language
- \* Working class
- \* Disabled, D/deaf, neurodiverse or experience long term health conditions
- \* Being under the age of 28 (but at least 18 years old)
- \* Lesbian, gay, transgender, queer, bisexual, intersex or non-binary

Image Credit: Alberta Whittle's *deep dive (pause) uncoiling memory*. Photographer Cristiano Corte. © Alberta Whittle. Courtesy the artist, Scotland + Venie

Image Credit: Alberta Whittle with Sonia Boyce, winner of the Golden Lion. Image courtesy the artist & Scotland+Venie.

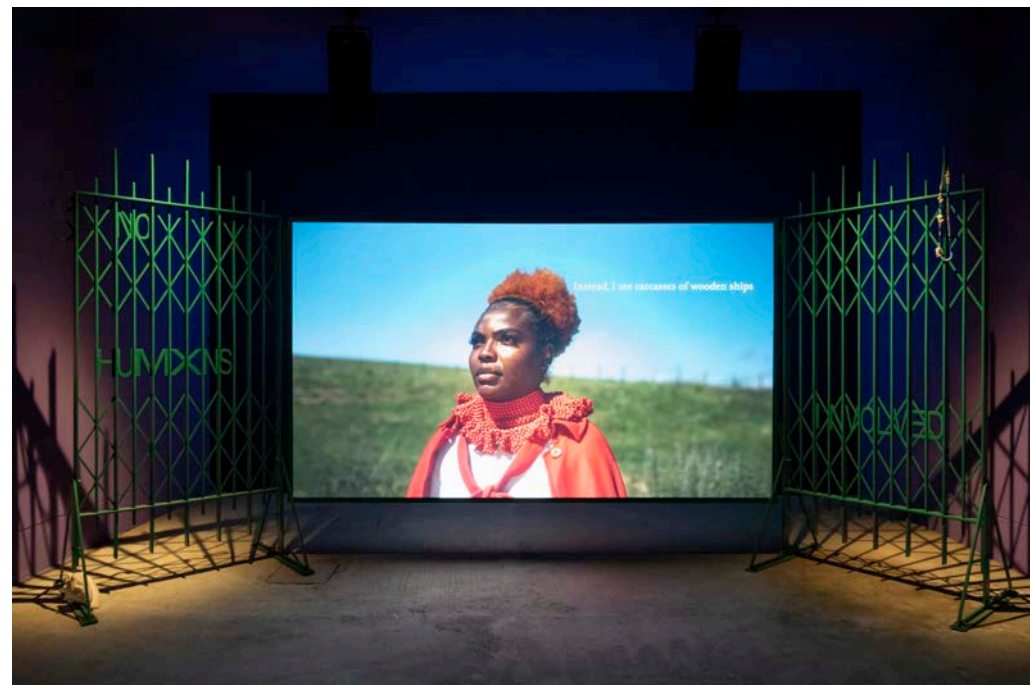




Image Credit: Alberta Whittle's *Lagerah - The Last Born*, film still. © Alberta Whittle. Image courtesy the artist & Scotland+Venice.

*I have been a trustee of Forma for 7 years and it has been an incredibly enriching experience, both personally and professionally. Forma has since undergone a complete transformation in terms of leadership and personnel, the creation of Forma HQ and the growth of its artistic programme. I am proud of the work we have done, but Forma is entering a new chapter in its history; we have great ambition and much to accomplish in being a world class contemporary arts organisation.*

*Being a trustee takes time, and we encourage all trustees to take an active role in governance, to attend Forma events, participate in key decision making and general discourse. This is not always easy, but it has been greatly rewarding for me. I have made some amazing friends at Forma and I have continued to learn from our talented group of leaders and trustees. Forma needs to diversify. We need new voices from different backgrounds, and it is my personal mission to achieve this in my remaining time at Forma. I would encourage anyone interested to apply to join Forma's board of trustees.*

**Anders Hemmingsen, Chair of the Forma Board of Trustees**



Image Credit: Jane and Louise Wilson's *The Toxic Camera*. Exhibition view at Maureen Paley, London, 2012. Commissioned by FLAMIN Productions. Co-produced by Forma and FLAMIN Productions. Image courtesy Maureen Paley.

### **How does a Trustee contribute to Forma's success?**

As a charity, Forma is overseen by Board members who act as Trustees of the organisation. Board members play a vital and important role in steering the organisation towards the successful delivery of its mission.

Being a Forma board member will give you the opportunity to work closely with the team behind a leading contemporary arts organisation that is punching above its weight. You will be supporting complex productions and career defining exhibitions from artists and creative producers (many of whom are underrepresented in the sector) that pose fundamental questions of our social and political life. You will help us navigate and assess new opportunities to secure increased revenue. You will widen the impact of our work through new partnerships and connections where we will meet with new audiences. Joining at an exciting stage of exploration and growth you will be able to make your mark on Forma well into the future.

Your role as a Trustee will be to:

- \* Work with the Executive Team to steer the strategic direction of the organisation.
- \* Provide insight and advice from your perspective and experience.
- \* Advocate for Forma and champion the talent of our creative community to attract new partnerships, funding and investment.
- \* Act as a critical friend.



Image Credit: River Cao's *I Found a Dead Bird* with sound by Nanzhen Yang, performed as part of *Fluid Cosmologies* at FormaHQ, curated by Samy Bie and Anastasia Chugunova. © the artist.



Image Credit: Amartey Golding's *Bring me to Heal*. Film Still. © the artist. Commissioned and produced by Forma in collaboration with 198 Contemporary Arts & Learning, Attenborough Centre for the Creative Arts, Tramway and V&A Museum.

### **What are your responsibilities as a Forma Trustee?**

Trustees have the ultimate responsibility for monitoring the affairs of Forma and ensuring everything is above board as well as holding us to account for delivering our charitable aims. Being a Trustee is a position of responsibility, but you will be supported by the other Trustees, as well as the wider organisation, to make sure you understand all aspects of the role and can fully take part.

The responsibilities of being a Trustee include:

#### **Act in the best interests of the charity**

Ensure that our activities and conduct comply with charity law and the requirements of the Charity Commission.

#### **Participate in our programme and community**

We want Trustees to embrace our values and keep up with our programme and creative community, welcoming you to our regular public and private events such as; exhibition openings, screenings, talks and performances.

#### **Support Forma's management and strategic growth**

Advise and support our Executive Team in the management of Forma extending to matters of; governance, fundraising, finance, legal, partnerships, commissioning, PR and HR. Work with us to research and develop aspects of the organisation, securing our future stability and growth.

### **Term**

Trustees make a commitment of 3 years with the option to renew.

### **Meetings**

Trustees attend four board meetings per year. They typically take place on a weekday evening from 6.30pm and last two hours. You can choose to join in person or via Zoom, we use a combination of both. Occasionally, there are additional meetings and training sessions that Trustees are asked to attend.

Trustees often provide support and assistance to the Executive Team outside of these meetings for a variety of reasons via phone call or in person over a coffee.

Forma also operates a number of sub-committees; Artistic programme, Capital projects and Fundraising. You may want to join and/or lead one of these groups.

## **Are you Forma's next Chair?**

With much thanks for his dedication and support, Anders Hemmingsen will step down from his role as Forma's Chair in 2024 after a period of 9 years with the organisation, 5 of which as our Chair. We are therefore seeking to appoint a new Chair who will take the organisation forward, providing senior leadership and direction to the board and executive team as we pursue our many aims and ambitions.

Can you be our champion, building a supportive network of clients, funders and donors around the organisation? Can you be our strategic leader, someone who can think creatively and in the context of the sector and moment, make judgement calls and decisions with far-reaching impact? Are you a strong communicator who can bring the board and staff together?

## **What further responsibilities does a Forma Chair assume alongside their Trusteeship?**

### **Be our champion**

Celebrate and get involved in our artistic programme and creative community. Help us build strong relationships with new and existing supporters - clients, funders and donors. Represent Forma and be our spokesperson at meetings and events.

### **Fundraise**

Encourage ambition and growth, working with the Treasurer and Executive Team to research and develop Forma's business model and explore avenues for income and asset generation.

### **Lead the board in strategic decision making**

Chair each meeting, leading discussion and debate amongst the Trustees and fostering a culture of participation. Maintain a clear understanding of the charity's financial position with the Treasurer and Managing Director and sign off budgets. Approve the annual schedule of meetings.

### **Be our soundboard and advisor**

Support the Executive Team in the safeguarding of our good reputation and values, maintaining an oversight of any risk to reputation and/or the financial standing of the organisation. Act as final stage adjudicator for disciplinary and grievance procedures.



### **Are you Forma's next Treasurer?**

We are seeking a new Treasurer to relieve our Interim Treasurer, Laura Parker, who will remain on the board as a Trustee.

Are you a qualified accountant? Perhaps you have experience of senior leadership and financial management within a similar sized charitable organisation to Forma? Are you a strategic thinker who can analyse and evaluate performance to make good judgements that encourage financial stability and growth?

### **What further responsibilities does a Forma Treasurer assume alongside their Trusteeship?**

#### **Chair Forma's finance committee.**

- \* Monitor and advise the Executive Team on the overarching financial strategy of the organisation's resources against its business plan, and where necessary suggest alternative scenarios as part of good risk management.
- \* Work with the Managing Director to review the systems and processes in place for budgeting, financial control and reporting, reducing the risk of fraud.
- \* Ensure a high standard of management accounting is maintained in order to support informed financial decisions and efficient management of daily operations.
- \* Liaise with the Managing Director on the development of Forma's reserves policy.

#### **Communicate and advise the board on Forma's financial position**

- \* Review and communicate regular reports to the board. Explain technicalities in plain language ensuring Trustees have a solid grasp of Forma's financial standing.
- \* Push for transparency and the timely disclosure of key information. With that ensure we are in line with Charities Statement of Recorded Practice (SORP) guidelines.

#### **Oversee Forma's financial reporting**

- \* Ensure accounts and other financial reports are produced in the proper form and on time as required by other bodies (such as Companies House, Charity Commission and our major funders).
- \* Oversee the appointment and communications with Forma's auditors and/or independent examiners.

## How to Apply

To apply, please fill in the Google form here:  
<https://forms.gle/YC1omsdobdUSj7C38>

Alternatively email Forma's Artistic Director, Chris Rawcliffe at [cr@forma.org.uk](mailto:cr@forma.org.uk) with TRUSTEE RECRUITMENT in the subject matter.

Please provide a CV and a one-page cover letter which will give us an insight into your experience, why you want to join Forma and how you think you can contribute to our vision. Alternative formats such as sound and video files are accepted.

If you're thinking of applying and would like to gauge if this is the right fit for you, we would encourage you to get in touch with Chris directly on [cr@forma.org.uk](mailto:cr@forma.org.uk) or by calling 07595368744.

Thanks again for your interest in Forma, we look forward to hearing from you.



Image Credit: Presse Books at night during a live performance evening at FormaHQ. Photographer Sam Nightingale.