

# Craft

SCOTLAND

## Craft Scotland Director

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*Recruitment Pack*



The Board of Craft Scotland is looking to appoint an experienced, dynamic and influential leader for Craft Scotland.

Reporting directly to the Board, the Director will be responsible for leading organisational strategy and plans, and providing inspirational leadership to the sector and team. They will build on a platform of growth and success, taking Craft Scotland into the next phase of its development. This is an exciting opportunity to champion high quality contemporary craft, maximise profile and impact, support makers and grow audiences.

**Application deadline:**

5pm on Friday 3rd August 2018

**BACKGROUND**

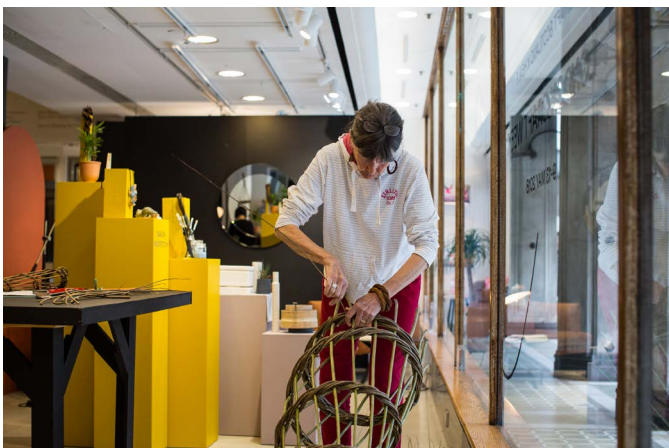
Craft Scotland is the national development agency for craft.

We put makers at the heart of all we do, championing diverse and high-quality contemporary craft. We help people learn about, appreciate and buy craft, promoting the contribution of craft to Scotland's cultural, economic and social well-being.

Through our exhibitions and events programmes, digital platforms and strategic partnerships, we provide leadership for the sector. We create opportunities for makers to develop their creative and business practice, and to exhibit and sell work in Scotland and beyond.

[Our website](#) provides a platform for craft enthusiasts to engage and learn about Scottish-based makers and craft destinations. Thousands of people visit [craftscotland.org](#) every month to find out more about craft, see what exhibitions, events and workshops are on in their area, and commission craft directly from the makers.

Scotland has a proud history of making and its skilled makers have a well-deserved international reputation. Makers are using traditional and cutting-edge techniques across a wide range of practices including; ceramics, glass, metalwork, textiles, basketry, furniture and jewellery. Their creativity supports Scotland's economy and its international reputation for innovation and entrepreneurship.



Top image: Myer Halliday / Photography by Caro Weiss  
Bottom image: Lise Bech at London Craft Week 2018 / Photography by Sophie Mutevelian  
Cover: HAME, Natalie J Wood, Ruth Leslie, Studio Emma, Gavin Burnett, Scarlett Cohen French / Photography by Susan Castillo

## Organisation Goal

We work to make Scotland a place where craft is valued as culturally significant, essential to our economy and meaningful to our communities.

## Organisation aims

- To unite, inspire and champion craft in Scotland.
- To help makers develop their creative and business practice.
- To promote high quality contemporary craft practice locally, nationally and internationally.
- To create a strong economy and infrastructure for craft.
- To increase and diversify the audience for craft.

## Organisation values

**Quality:** We champion quality in contemporary craft and in our own activities.

**Ambition:** We positively encourage innovation and new perspectives to ensure a thriving and diverse Scottish craft sector.

**Recognition:** We demonstrate to makers that we value and support their skills, talents and commitment.

**Engagement:** We actively ensure that diverse audiences have opportunities to see, enjoy, learn about and buy craft.

**Collaboration:** We establish partnerships and work collaboratively to increase opportunities for development and learning.

**Integrity:** We run our organisation with integrity, ensuring good governance, financial stability and a committed, well-managed team.

We are committed to equality, diversity and inclusion within our organisation and for the craft sector. We work towards this in our practice, our programmes and our communications. We encourage applications from a wide range of candidates to add new dimensions to the current mix of Board and team.

## Organisational strategy and funding

Our 2018-2021 Strategic/Business Plan is available on request, as are the 2018/19 Operational Plan and the 2016/17 Annual Report & Accounts (2017/18 to be approved at AGM on 29 August). Our 2017/18 Annual Review is available [here](#).

Craft Scotland is funded by Creative Scotland, with Regularly Funded Organisation status which provides core funding to March 2021. We are increasing our earned income and support from corporate and charitable donors, including a recent three-year grant to develop Continuous Professional Development. The organisation's financial position is secure, with sufficient reserves.

Craft Scotland is a company limited by guarantee (registered in Scotland no. SC 270245) and a registered charity (no. SC 039491).

## Further information

See [www.craftscotland.org](http://www.craftscotland.org) and our other online channels, including Facebook, Twitter, Instagram and YouTube.



# The role

## Job title

Director

The Director is also the Chief Executive Officer.

## Reporting to:

The Board of Craft Scotland

## Responsible for:

Eight staff and one freelance contractor

[The Board](#) currently has nine members. It meets a minimum of four times a year plus an annual strategy awayday, and has a Finance & Remuneration Committee which meets four times a year.

[The staff team](#) is organised as follows:



## Job purpose

To deliver the vision of Craft Scotland, driving the development and international reputation of high-quality contemporary craft in Scotland. To lead an active programme of activities and advocacy which support makers' development and widen awareness, understanding and appreciation of craft.

## Key responsibilities

- To work with the Board to devise, and then lead on, the strategic direction of Craft Scotland – creating three-year strategies and annual operating plans and budgets.
- To devise and lead a programme of activities and partnerships which strengthen the craft sector and widen audiences.
- To act as an ambassador for craft in Scotland, building awareness of its scope, quality and public value, and ensuring Craft Scotland is represented and consulted at the top level.
- To lead the staff team and manage and develop the organisation, its finances, policies and governance, ensuring it is fit for business.
- To uphold the organisation's values.



## Main tasks

### *Governance and reporting*

- Prepare plans, reports, papers and presentations for Board and Finance & Remuneration Committee meetings.
- Ensure good working relationships with the Chair and all Board members.
- Create long-term strategic plans which underpin organisational aims and objectives.
- Prepare annual operating plans which deliver against clear targets.
- Ensure annual KPIs are set, monitored and met
- Develop sources of insight and intelligence to contribute to decision making.
- Ensure all legislative requirements, risk management and policies are up to date and observed (Governance Calendar - including Health & Safety, financial and employment practices, GDPR, Equality, Diversity & Inclusion, Environment).

### *Programming*

- Shape and oversee a high quality programme of activities and partnerships which develop makers, provide local, national and international exhibition or sales opportunities, and increase the audience for craft.
- Plan Craft Scotland conferences, including appointing guest curators.
- Appoint and participate in internal and external selection panels.
- Identify topics for research and engage researchers.

### *Team leadership and staff management*

- Recruit staff and contractors, ensuring appropriate contracts are in place and monitored.
- Manage, motivate, support and develop staff.
- Ensure annual staff reviews, objectives and personal development plans are used actively.
- With support from external HR advisors, ensure all policies, procedures and the Staff Handbook remain up to date.

### *Financial management and growth*

- Set budgets and manage finances effectively, producing annual and longer-term budgets, overseeing Companies House reporting, cashflow forecasts and quarterly management and annual accounts.
- Lead on fundraising strategy and relationships, securing income by sustaining positive funder and donor relationships, identifying new opportunities, devising and negotiating proposals, and producing applications and reports.
- Initiate and manage revenue generation projects, including the e-commerce Marketplace.
- Regularly review and negotiate all office service contracts to ensure best value.

### *Advocacy*

- Build strong relationships with relevant organisations and individuals - opinion formers, policy makers, funders and decision makers – to extend the reach and impact of craft.
- Attend and work at events and exhibitions in Scotland, the UK and internationally.
- Visit degree shows, open studios, exhibition previews, etc, to network and keep abreast of high quality contemporary craft.
- Chair Craft Scotland's Advisory Group of makers.
- Convene Scotland's Craft Development Network of craft curators, managers and administrators.
- Make presentations, give speeches and play an active part in relevant forums and groups (e.g. Culture Counts).
- Champion best practice in equalities and environmental practice.

### *Marketing communications*

- Oversee an effective and strategic promotional programme which grows the audience for craft.
- Oversee positive media profile, including acting as a spokesperson and oversight of PR agency support.
- Write / edit high-level copy, and approve copy and design for key publications.

## Facts and figures

### 2018-19

- Budget: approx £500,000
- Fundraising & income generation (beyond Creative Scotland core grant): £150,000

### 2017-18

- Opportunities for makers: over 250
- Events: 78
- Strategic partners: 30
- Sales: over 400 individual sales, value over £90,000
- Audiences engaged with Craft Scotland programmes: 85,000
- Website hits: 155,500; social media followers: 40,900; estimated media reach: 1.33 million

## Key activities in 2018-19

**Advocacy** – representing Craft Scotland and craft in Scotland to appropriate cultural and other groups and networks, responding to and commenting on relevant enquiries and research, promoting the organisation and sector to influencers, government and funders.

**Marketing communications** – website (relaunched in September 2017): generating rich content, increasing maker and place profiles in the new Craft Directory, growing income from the Craft Marketplace (launched February 2018); further expanding social media engagement and media coverage; producing marketing materials to promote events and activities; corporate communications including the Annual Review.

**Exhibitions (consumer and trade)** – include Craft Scotland Summer Show (Edinburgh), Scotland's Trade Fair (Glasgow), Visuals Art Scotland (Edinburgh), Collect (London), London Craft Week and NY Now.

**Outreach** – developing new partnerships to engage audiences in creative learning and to increase diversity; training makers to deliver community workshops; providing craft CPD for teachers.

### **Continuous Professional Development (CPD) for makers**

– developing a major new programme to support many more makers at each career stage (new start-ups, emerging practices and established businesses); other training such as internationalisation.

## External relationships

Relationship building across multiple organisations and individuals is a central aspect of the role. Key contacts include makers and curators, cultural and educational establishments, government and media – for example:

- Makers and craft businesses/organisations in Scotland, UK and internationally – including maker associations, galleries, studio complexes, trade and retail shows and outlets
- Creative Scotland, British Council, national and local government departments and agencies
- National and international craft curators and bodies, such as the Crafts Council, Craft NI, the Craft Alliance (UK national bodies), the World Crafts Council
- Art schools, universities, colleges and other education establishments and practitioners
- Arts, culture, heritage and enterprise bodies including museums, galleries, festivals, event and exhibiting partners
- Craft buyers and participants, including collectors, exhibition and event attendees, creative learners
- Funders and donors (current and prospective)
- Press and broadcasters, bloggers and vloggers

## Knowledge, training, experience and technical skills required

### Essential:

- Proven track record in strategy development and business planning
- Demonstrable leadership skills, including the ability to represent an organisation/sector powerfully, inspiring support and influencing debates / direction
- Excellent people management skills, including the ability to agree clear goals, develop and motivate individuals, and lead high-performing teams
- Confident grasp of the operational needs of a small organisation, with a demonstrable experience of effective financial management and control
- Experience of fundraising and revenue generation
- Results oriented
- Well-organised - ability to prioritise multiple demands and deliver to agreed deadlines, strong project management skills
- Proactive networker, with strong interpersonal, presentation and writing skills
- Experienced in strategic use of media relations and advocacy, with sound understanding of marketing and audience development
- Creative vision and energy – able to identify, assess and prioritise new opportunities, and respond positively to challenges
- Accuracy and attention to detail
- ICT and digitally literate
- An understanding of the craft, arts or creative industries sectors, and a passion for contemporary craft
- Commitment to quality and excellence

### Desirable:

- Experience of successfully leading a small but high-profile, widely-networked organisation
- In-depth knowledge of the contemporary craft sector and sensitivity to its particular needs
- A good network of contacts in the craft, arts and creative industries communities, and in political, funding and media circles
- Track record of raising funds from a range of sources – including making successful applications to charitable and corporate funders
- Driving licence
- Experience of working internationally on cultural projects



Top image: Meet Your Maker 2016 Workshop with Susan O'Byrne  
Bottom image credit: Outreach, National Museums Scotland Mosaics Workshop /  
Photography by Neil Hanna

## KEY TERMS AND CONDITIONS OF EMPLOYMENT

**Salary:** circa £40k, subject to skills and experience

**Pension:** Craft Scotland operates an auto-enrolment scheme through Royal London which offers a generous employer contribution of 7%, and currently no required employee contribution.

**Hours:** Full-time, with a working week of 35 hours. The post holder is required to be flexible, including evening/weekend work. Some national/international travel and overnight stays are required. No over time is payable but time off in lieu is offered for full days worked.

**Annual leave:** 34 working days, comprising 25 days annual leave and 9 public holidays.

**Location:** The post is based at Craft Scotland's offices in Leith, Edinburgh.

**Relocation:** Reasonable financial assistance may be offered towards relocation expenses for the successful candidate.

**Probation:** The appointment will begin with a probationary period of six months.

## APPLICATION PROCESS

Applications for the post must be received by 5pm on Friday 3rd August 2018.

Applications should consist of a CV and letter outlining your particular interest in the role, and **clearly specifying** how your experience matches the responsibilities of the job as outlined in the role profile.

Applications should be accompanied by a completed [Equal Opportunities Monitoring form](#).

These should be e-mailed together to [chair@craftscotland.org](mailto:chair@craftscotland.org), subject line 'Craft Scotland Director Application'. Any enquiries about the role should be similarly addressed.

Interviews for the post will be held in Edinburgh and are provisionally scheduled for the week beginning 13 August 2018.

