

Craft SCOTLAND



Craft Scotland Board

Candidate Information Pack

January 2022

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Hello from Craft Scotland

Craft Scotland is the national development agency supporting makers and promoting craft. We provide leadership for the sector, working to inspire high-quality contemporary work and to champion makers who excel in the innovative use of glass, wood, paper, textiles, ceramics, plastics, furniture, jewellery and more.

- We create opportunities for makers to practice, exhibit, sell and promote work, and help them to develop their creative and business practice.
- We help audiences to see, buy, collect and learn about craft, through events and exhibitions in Scotland and internationally, through partnerships and online.
- We advocate for the sector as a vital contributor to cultural, economic and social well-being – for the nation, for individuals and for communities.

We advocate for the sector as a vital contributor to cultural, economic and social well-being – for the nation, for individuals and for communities. We were established in 2004 and registered as a charity in 2008. In 2015 we became a Creative Scotland Regularly Funded Organisation, with a multi-year grant of currently £333,000 per annum, placing us among the top 25 supported bodies. This core support is vital to our success, complemented by active fundraising and revenue generation. Our finances are well managed, with currently sufficient levels of unrestricted reserves, although the Coronavirus (COVID-19) pandemic has challenged the organisation in many ways.

Previous Annual Reviews are [available on our website](#) and the latest Annual Accounts, as well as our Memorandum & Articles, are available on request.

We deliver across arts and creative industries agendas with a year-round programme. Since our foundation we have been active ‘in person’ from Hawick to Lerwick, working with hospitals, prisons, museums and shopping centres, galleries and conference halls, to widen participation and engage with every age group, from young children at school to older people experiencing dementia. With the pandemic making in-person delivery challenging, we have increasingly produced our programme online, creating new digitally based resources, events and activities to support the craft community across Scotland. Our

website, social media channels and e-newsletters are regularly refreshed to reach an ever wider, and increasingly international, audience.

The extraordinary experience of the pandemic of course continues to be difficult for many in the sector. We have worked hard to understand people's needs, and support those affected in many ways, whilst also thinking positively. In a mass-produced, unsustainable, socially distanced and online world, we have argued for the value of beautiful handmade work, created with care and skill, to treasure or to gift to others, and for the significance of creativity to boost personal growth and well-being, employability, innovation, entrepreneurialism and healthy communities.

Over the next six to nine months, we will be updating our Strategic Plan for the years ahead and reviewing our vision and purpose. The 2018-21 plan is available on request.

Our current strategic aims are:

- 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

Our current values are:

- Recognition: We believe in the skill, talent and commitment of makers in Scotland.
- Engagement: We believe audiences should have opportunities to see, enjoy, engage with and buy craft.
- Quality: We champion quality in all aspects of the sector and in our own activities.
- Ambition: We believe the sector can achieve its full potential through its ability to challenge and innovate in all areas.
- Collaboration: We recognise and appreciate those who share our objectives and partner with them to achieve more.

- Integrity: We run our organisation with integrity, make sure we are well-governed, financially stable and have a passionate and committed team.

Priorities for the future include diversifying our Board, our audiences and the maker community; responding to the climate crisis; increasing internationalism; and supporting Fair Work and sustainable craft careers.

Scotland has a proud history of making and creativity which underpins its economy and global reputation for innovation and entrepreneurship. We are ambitious for the sector and how it can deliver economically, socially and educationally. We are optimistic and confident in the role Craft Scotland can play in this success.

Hello from the Board

The Craft Scotland Board is responsible for shaping strategy, monitoring progress and ensuring robust and compliant operation. Together with the Director and senior staff we regularly review the programme, explore the wider landscape and jointly develop new strategy and plans.

Non-executive directors have fiduciary duties under company and charity law, including legal, financial and employment matters, policy, planning and effective management.

Whilst day-to-day duties are largely delegated to the staff team (following an approved scheme of delegation), the ultimate responsibility for effectiveness lies with the Board.

The current Board includes people with experience in strategy, governance, management, finances, education, digital, fundraising and marketing, as well as professionals from the craft sector. We are committed, knowledgeable – and friendly! We also know we want to grow and change.

There are currently three Board places available, as members have completed their terms of office, with a further two places by the end of 2022. We are keen to welcome people who

can bring fresh perspectives, are passionate about craft, creativity or design, and can help us deliver our ambitions.

How does the Board work?

Membership

- The Board consists of up to 12 non-executive directors, including a Chair and Vice Chair.
- Board members are appointed for an initial three-year term. This is renewable for a second three-year term with the agreement of the full Board.
- The website lists [current Board members](#), who are also credited in Annual Reviews.
- Posts are voluntary and unremunerated; out-of-pocket expenses are reimbursed.
- Full role profiles for Board members, the Chair and Vice Chair are attached as an Appendix and form part of the Board Induction pack.

Meetings

- The Board meets formally four or five times a year, typically in February/March, May, August and November.
- Meetings are generally on a Wednesday or Thursday from 4pm to 6.30/7pm (often with informal social time thereafter).
- We also hold a Strategy Awayday (or couple of half-days) in the course of each year.
- Agendas and papers are circulated a week in advance (by email, though hard copies can be sent). Minutes are circulated a week later along with an Action Log.
- Meetings are held at our offices in Edinburgh (Castle Mills, Studio 6, 2 Gilmore Park, Edinburgh EH3 9FN) or other venues which enable hybrid functionality, offering the opportunity for members where necessary to attend remotely through Zoom.

- The Craft Scotland Director attends all Board meetings, and senior and other staff are invited to discuss relevant items.
- There is a Finance & Remunerations Committee (F&RC), which meets two weeks before every full Board meeting. This consists of up to three Board members and the Director.
- Short-term 'task forces' are created from time to time to enable volunteer Board and staff members to explore key topics together.
- Members are asked to attend all Board meetings, and F&RC meetings as relevant. If a member is unable to attend, pre-meeting input by phone or email to the Chair is encouraged. Any member who attends fewer than 50% of the available opportunities in a year may be asked to resign.
- Board members are also warmly invited to attend Craft Scotland events and activities. These include the conference, talks and panel discussions, showcase events and exhibition private views, in Scotland and beyond.

Who else is involved?

Craft Scotland is run by a small but highly committed and effective staff team, who draft and deliver strategies and plans for programming, communications, learning and outreach. The website lists the current [staff team](#). Board members have the opportunity to meet staff colleagues and understand more of their work as part of the Induction process and through formal meetings, sub-groups and at events.

The organisation is supported by an Advisory Group, which brings together 14 makers, curators and other craft industry professionals. The group does not have a formal governance role, but informs thinking, providing sector perspectives and advising on new initiatives, challenges and opportunities. It meets twice yearly, and attendees include the Craft Scotland Director and Vice Chair. Members participate on a voluntary basis for a fixed term, enabling a rotation of views and representation. We aim to reach a broad range of backgrounds, disciplines and materials, experience and career stages, business models and geography. Current members can be found on the [Advisory Group](#) page of our website.

We are also part of the UK Craft Alliance, which brings together the national agencies of the UK's four nations to share insights and plan joint initiatives, and our Director regularly attends Scotland's various cross-sectoral culture and creative industries forums.

Why join our Board?

Here are eight good reasons to come on board, you will have the opportunity to:

- Help develop an inspiring and creative sector
- Promote excellence, innovation and entrepreneurship
- Reach wider audiences and support emerging and established talent
- Shape strategy and achieve significant aims
- Be part of a dynamic and progressive team
- Build valuable career experience and profile
- Network with diverse, expert and creative professionals
- Enjoy inspiring events and exhibitions

What are we looking for?

All candidates must be committed to the strategic development of Craft Scotland and free to act as advocates for the organisation and our work. We are looking for:

- The enthusiasm to get to know and champion the work of Craft Scotland
- The ability to work in a team - to share your insights, listen and support consensus
- Generosity with personal and business skills when called on to help
- Contacts and influence in your own local, personal or professional circles
- Sensitivity and respect for confidentiality
- Commitment to the time and duties required of a Board member

We are particularly looking for people with experience in one or more of the following:

- Financial management, preferably with formal Accountancy qualifications
- Entrepreneurial income generation, commercial or trading activity
- Fundraising
- Addressing Equalities, Diversity and Inclusion
- Professional making/designing

and also:

- Sustainability and tackling the climate emergency
- Developing learning, outreach and community engagement
- International networks and impact
- Promoting wellbeing, including mental health and resilience
- Communications and digital, including developing wider audiences
- Individuals with CEO experience at a similar scale of organisation

who will bring:

- Diversity of thought, experience, background, age and geographic spread

Who are we looking for?

Equal Opportunity & Access

We believe that everyone should have the opportunity to see, enjoy, learn about and participate in craft. We are committed to advancing equality, diversity and inclusion (EDI) and opposed to all forms of unfair discrimination, working with our peer organisations to

champion and support change. We believe that embracing diversity enriches the sector and sparks new manifestations and interpretations of craft.

We encourage applications from candidates from all backgrounds. If you have previous experience, or the personal passion, to drive programmes which reduce barriers and promote social justice, we would love to hear from you.

Our EDI action plan is overseen by a new advisory group, with a chair and two other members drawn from the Board. We are actively seeking greater diversity amongst trustees as part of a long-term, embedded commitment across the whole organisation.

Please read our [new Equalities, Diversity and Inclusion Policy and Roadmap publicised November 2021](#).

If you are concerned about any issues which might prevent your participation (such as accessibility, travel, caring responsibilities, costs or digital facilities) please email us on hello@craftscotland.org. We are very happy to discuss what support is available.

Board balance

We periodically assess the make-up of our Board using a matrix to assess skills, knowledge and experience, demographic mix and geographic reach. This helps us recognise strengths, identify gaps and prioritise areas for Board development and recruitment. Our latest audit, and our developing strategic priorities, underlined a need for additional expertise and the need to enrich our team. We are keen to connect with and learn from other perspectives and networks, especially those currently under-represented on public bodies, including those who may be:

- **People with diverse lived experience** – being Black, Asian, Mixed Heritage and/or a Person of Colour, refugee, d/Deaf, LGBTQIA+, under 50, or living with a disability: we welcome a range of backgrounds to bring real diversity of thought and experience. Our current Board and team are majority white, cisgender and non-disabled, and we believe our work will be stronger with input from people who bring different perspectives. No-one is expected to represent specific groups, but to bring their full self, life experience and unique lens.

- **Based across the full breadth of Scotland or beyond.** We can find ways to enable participation, including reimbursing appropriate travel expenses, considering caring responsibilities when scheduling, and using online video or conference calling to minimise time, cost and carbon emissions.
 - We will support you to participate as a Board member whether you are based in Scotland, the UK or elsewhere.
- **Professional curators, craft industry professionals and makers, designers and artists** living and working in Scotland and beyond. This includes people working in one or more of Craft Scotland's [supported disciplines](#), and those who are producing work which: demonstrates excellence and the unique vision of its maker; is originally conceived and skilfully made; and is designed and made either by the maker or through small-batch production under direct supervision.

You may not have worked for a cultural or creative organisation before, or been a Board member previously, but do not let that put you off! Many skills are transferable, and we offer a warm and supportive environment of allies, including a 'Board Buddy' scheme and training for new trustees. Contact details are below if you would like an exploratory conversation.

How to apply

If this opportunity interests you, please provide us with:

- Either a covering letter (maximum two sides of A4), or a simple 5-minute video, which explains:
 1. Why you are interested in Craft Scotland

2. What knowledge, skills and experience you would bring to the Board
 3. What you would like to gain from your involvement.
- A current CV (maximum two sides of A4)

Applicants should apply through the [Craft Scotland online application form](#) via Wufoo.

- Full URL: <https://craftscot.wufoo.com/forms/plxztewqljsouc9/>

We also ask you to complete our [Equal Opportunities Monitoring Survey](#) (voluntary).

- Full URL: <https://www.surveymonkey.co.uk/r/LH3PJS2>

Please submit your application by **5pm, Friday 11 February 2022.**

Shortlisted candidates will be invited to an **interview online via Zoom or in-person.**

The selection panel will consist of three Board members – Chair Catherine Holden, Vice Chair Sandra Gunn, F&RC Chair Liz Williamson – and Craft Scotland’s Director Irene Kernan.

Following selection, but prior to appointment, the chosen candidate/s will be invited to observe a Board meeting on Thursday 17 March 2022.

Key dates

- **Deadline for receipt of applications:** 5pm, Friday 11 February 2022
- **Interviews:** Wednesday 2 March and/or Friday 4 March 2022

Interested but not quite sure?

We also welcome informal conversations with anyone who would prefer to take a little longer to get to know us. Perhaps you would like to take some time to build your confidence, develop your understanding of Board roles or the organisation/sector?

Craft Scotland will have a further two Board places available late-2022 and we would be delighted to get to know you. Please get in touch, contact details below.

Any questions?

If you have questions or would like a brief exploratory chat before applying, please contact:

- Catherine Holden, Chair: chair@craftscotland.org
- Sandra Gunn, Vice Chair: vicechair@craftscotland.org
- Liz Williamson, Finance & Remuneration Committee: fandrc@craftscotland.org
- Irene Kernan, Director: irene@craftscotland.org

More information on Craft Scotland can be found at www.craftscotland.org

and through our social channels: [Twitter](#) [Instagram](#) [Facebook](#) [YouTube](#) [LinkedIn](#)

This information is also available as a simplified Word document.

Appendix: Role Profiles

Role Profile | Board Member

Every member of the Craft Scotland Board is responsible for working proactively – individually and collectively – to enable the organisation to set and achieve its goals for beneficiaries.

All members have certain legal, financial and fiduciary duties under company and charity law, and are accountable to policymaking and funding bodies. Even though many of these duties are delegated to staff, the ultimate responsibility for all aspects of the organisation's operation lies with Board members. It is therefore important for each member to understand the history and current operation of the organisation and keep abreast of other issues that might affect it.

Remuneration: Unremunerated; travel expenses may be claimed and relevant training may be funded

Location: Staff offices and main Board meetings in Edinburgh

Tenure: Two terms of three years

Commitment: Board meetings: generally four per year, plus one annual away day. Quarterly Finance & Remuneration Committee meetings as appropriate. Representing the organisation at events. Some availability to advise between meetings (in person, by phone or online) including ad hoc short-life task groups.

Overall responsibilities:

- Provide expertise, advice and guidance
- Jointly set strategic direction, to achieve the organisation's aims, vision and values

- Develop, advise on and approve strategic and operational targets, plans and budgets, ensuring appropriate resources are in place
- Monitor implementation and outcomes, to maximise impact for beneficiaries
- Oversee financial health and income generation, support fundraising, and ensure sound and effective financial controls and asset management
- Ensure policies and procedures are in place which comply with current company and charity law, health & safety, employment and equal opportunities legislation
- Ensure that risks are effectively managed and that the organisation acts with probity
- Champion and represent the organisation

Specific activities:

- Regularly attend Board meetings and the AGM
- Prepare for meetings by reading papers in advance, listening carefully and contributing succinctly to discussions
- Provide advice between meetings, as required by committees/task groups or as requested by the Chair
- Represent the organisation at Craft Scotland exhibition openings, conferences, stakeholder meetings and other events
- Promote the organisation proactively, making introductions to personal and professional networks, liaising with sector stakeholders, and sharing feedback
- Contribute to the recruitment, guidance and appraisal of the Director, via the Chair
- Approve staffing structure, terms & conditions and levels of pay
- Contribute (as required) to any grievance or disciplinary procedures
- Contribute to the specification and recruitment of new Board members
- Annually contribute to the collective appraisal of Board performance and your own role

Qualities:

- A commitment to carry out the duties of a Board member, devoting the necessary time
- Ability to think strategically and creatively
- Good judgement and independence of mind; integrity, openness and objectivity

- Interpersonal skills
- Ability to work collaboratively as a member of a team, to state personal views and be open to others, to develop consensus and accept majority decisions
- Ability to raise and deal openly with issues, to support and challenge constructively
- The ability to treat sensitive information confidentially
- Willingness to offer personal and professional skills to support the work of the staff
- Willingness to learn and to stay informed about the sector, its issues and developments
- Relevant networks, with willingness and skills to champion the organisation
- Enthusiasm for and commitment to the aims and work of Craft Scotland

Knowledge and experience:

A 'skills matrix' is used to analyse current Board strengths and particular needs for each recruitment round, alongside opportunities to diversify the Board. Overall skills may include:

- Understanding of financial management
- Leadership experience within an organisation
- Experience of working with and/or within other Boards
- Understanding of the principles of good governance

Role Profile | Chair of the Board

The Chair's role is to represent and lead the Board in collectively enabling Craft Scotland to fulfil its purpose – ensuring clear direction and plans, and monitoring implementation and outcomes, to maximise impact for beneficiaries.

As the leader and spokesperson for the Board, the Chair must keep in close touch with the organisation's activities, with fellow Board members and with the organisation's Director.

Remuneration: Unremunerated; travel expenses may be claimed

Location: Staff offices and most Board meetings in Edinburgh

Tenure: Two terms of three years from the point of appointment as Chair

Commitment: Board meetings: four or five per year, plus one annual awayday.
Ex officio member of Finance Committee. Represents the organisation at stakeholder meetings and events in Scotland and beyond.
Availability between meetings (in person, by phone or online) including ad hoc short-life task groups and regular meetings with the Director.

Overall responsibilities:

- Ensure strategic direction is clear and agreed, with effective plans in place
- Enable the effective operation of the Board and the positive contribution of each member
- Ensure an effective relationship between the Board and staff/volunteers
- Ensure an effective relationship between the Board and external stakeholders
- Act as an ambassador and spokesperson: the collective voice of the Board
- Establish appropriate controls to oversee organisational performance and progress
- Ensure appropriate and compliant corporate governance procedures are followed
- Ensure that risks are effectively managed and that the organisation acts with probity
- Recruit, line manage and support the Director on behalf of the Board, meeting regularly, agreeing strategic objectives and conducting annual appraisals

Specific activities:

- Plan and prepare Board meetings and AGM with the Director (and others as appropriate)
- Chair Board meetings, ensuring:
 - Business is dealt with and decisions made
 - Decisions, actions and deliberations are adequately minuted
 - The implementation of decisions is clearly assigned and monitored
 - A balance between timekeeping and space for discussion
- Ensure appropriate support and supervision for the Director, senior staff, volunteers or consultants directly managed by or reporting to the Board
- Lead the recruitment of Board members, ensuring diversity, appropriate skills, knowledge and experience, and effective induction

- Lead the appraisal of collective Board performance and individual members annually
- Ensure that a successor is found before the term of office finishes

Note: The Chair acts as the decision maker on any matters that require Board authorisation but which cannot wait until the next Board meeting. All decisions made by the Chair between meetings must be within agreed policy parameters and will later be brought to the full Board for formal ratification. Financial decisions are made in conjunction with the Finance Committee, and approval of significant spend follows a scheme of delegation.

Qualities:

- Strong leadership skills, with the ability to motivate, support and constructively challenge
- Interpersonal skills, including proactive networking, relationship building, diplomacy and powers of persuasion
- Integrity, openness and objectivity
- Demonstrable commitment to the organisation and its purpose
- The ability to run a meeting well, to foster collaborative working and achieve consensus

Knowledge and experience:

- Chairing or working as part of one or more Boards
- Senior strategic leadership within an organisation
- Chairing meetings and events
- External representation, delivering presentations, influencing stakeholders
- Good understanding of financial management
- Strong understanding of the principles of good governance
- Relevant knowledge (preferably of the crafts sector and issues affecting it)

The Chair should also fulfil the role profile set out for all Craft Scotland Board members.

Role Profile | Vice Chair

The Vice Chair may be asked to undertake the duties and powers of Chair, at the request of the Chair: in their absence, or as required on an interim basis following resignation. The Vice Chair also carries out specific duties including the performance review of the Director.

Induction

On joining the board, an induction pack will be provided, and briefing meetings arranged, along with individual support as required. This will help Board members to understand the organisation and wider craft sector, and ensure they are well-informed in key areas and clear about their collective and individual responsibilities, powers and duties.

- The induction pack includes: (i) *The Memorandum and Articles of Association*, (ii) *most recent set of accounts*, (iii) *the OSCR Guidance for Charity Trustees*, (iv) *Strategic Plan*, and *key sub-strategies / plans / policies including the Advocacy Policy and Plan*, (vi) *Board and Committee structure and membership*, (vi) *these Board Role Profiles*
- Briefings will include the opportunity to observe an initial Board meeting, meet individually with Chair, and a visit to the offices to meet the Director and team
- Other available support may include mentoring from an experienced Board member ('Board Buddy'), and the opportunity to attend governance events or training (e.g. Arts & Business Scotland 'Introduction to Being a Trustee' workshop, Creative Scotland 'Chair Matters' forum)

About

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.

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.

We are a registered charity supported by Creative Scotland.

Contact

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