

CCA: Centre for
Contemporary Arts

Interim Chief Executive and Change Lead

Recruitment Pack



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Welcome

Thank you for your interest in Centre for Contemporary Arts (CCA). This is an extraordinary time to be joining CCA as we emerge from a period of remodelling and temporary closure. The past few years have been transformative for the organisation, requiring adaptability, creative thinking, and a renewed commitment to our vision. As we navigate this next phase, we remain dedicated to ensuring CCA continues to be a vital, forward-thinking cultural organisation that serves artists, audiences, and the wider community.

In early 2025, we were thrilled to receive confirmation of multi-year funding from Creative Scotland (including an uplift in the grant), a significant endorsement of the role CCA plays in the cultural landscape. Additionally, renewed investment through the UK Shared Prosperity Fund (administered by Glasgow City Council) allows us to further develop our Community Engagement initiatives.

The Interim Chief Executive and Change Lead will continue a period of significant change that began in 2024 - fostering inclusivity, sustainability and new models of engagement to ensure the organisation remains responsive to evolving artistic and societal landscapes as well as being financially robust.

This is an exceptional time in the CCA's history and as such the next 12 months will be pivotal for securing the organisation's future artistically, culturally, socially and financially. We are looking for someone who will help us honour our radical history as well as evolving new models for the future.

This period of intense change at CCA is informed by our work with a Business Recovery Consultant, the CCA team, stakeholders and board and is ongoing. In line with our purpose and values the change has been consultative and collaborative as far as possible. We are looking for a new Interim Chief Executive and Change Lead who can hit the ground running to continue to roll out a consultative approach during 2025 – 2026 in order to test several organisational development options that need to be appraised and consolidated in the next 12 months: a priority being to bring a perspective on the most appropriate long term leadership model for CCA.

We would love to read your application.

With very best wishes,

Jean Cameron
Chair of the Board
Centre for Contemporary Arts (CCA)

About CCA

Our Purpose

CCA recognises the inequalities in our society and strives to demonstrate through its work the importance of social equity while engaging audiences in art and cultural experiences.

Our aim for CCA is to be a leading and evolving arts organisation: continually thinking, learning, developing and creating a space where artistic excellence and experimentation can thrive.

We believe in artists' vision and process, allowing space for failure and recognising the value of risk taking.

We want to be a galvanising space, a place where culture can be catalysed, connections can form and discussion can flourish.

We are committed to creating opportunities for artists at all stages of their lives and careers, as well as for our programme partners and community groups.

We provide space and time for open dialogue, critical thinking and reflection throughout the organisation and with the artists and communities we work with. We actively listen to our programme partners, artists, community groups and audiences, embedding a culture of reflection into the work we do so that we can continue to evolve and learn. We seek to build working relationships based on trust, slowly building mutual exchange over time, aiming for a more sustainable way of working.

Equity, diversity and inclusion are fundamental to our programme, our decision-making and our organisational structure. Over the past three years, we have begun a journey to establish an anti-racist framework that will underpin all of our Visions and Values moving forward. CCA is a queer-affirming organisation and aims to challenge discrimination in all its intersectional forms with an open and forward-thinking attitude to artistic practice and organisational development.

We are committed to being a safer space for all our building users. We approach this commitment collaboratively and flexibly, working closely with programme partners and artists to respond to different audience needs.

Our Values

1. Artistic quality and experimentation
2. Critical thinking and conversation
3. Collaboration and partnership working
4. Addressing inequalities
5. Sustainable development

Our aims

Our 2025 – 2028 business plan, prepared as part of the Creative Scotland MYF application process, sets out five aims:

1. Community engagement
2. Sustainable practice
3. Equity led
4. Evolving and experimenting
5. Finance and fundraising

Our programme

CCA's distinctive open-source approach to event programming is a pioneering initiative in Scotland, supporting more than 200 programme partners every year to present work to a wide-range of audiences. The ultimate aim is to provide the public with a diverse, high-quality, and engaging cultural offering. We also host a range of cultural tenants and commercial partners, this strand of work co-exists with the cultural programme, often complimenting and enhancing it.

Running in parallel with this multifaceted cultural programme is the curation of our exhibitions space. This curation is guided by the expansion of the understanding of Scottish culture and its global connections. Our Schools and Young People Programme serves to build meaningful connections with children and young people within our local communities and across Glasgow. We have a dedicated Access Officer focused on widening access to the exhibition programme and deepening engagement with those who have additional access needs.

Our community engagement strand encompasses Common Ground and the Glasgow Seed Library. Common Ground provides a safe and inclusive space for refugees and individuals in the asylum process, addressing isolation, fostering connectivity, and promoting collaboration among participants and the broader community. The Glasgow Seed Library focuses on environmental sustainability, critical climate issues, and community engagement.

Our governance

CCA is a registered charity (SC020734) and Company Limited by Guarantee (SC140944) incorporated in October 1992. The organisation is overseen by a board of Trustee Directors who are also Members of the charity. Membership of the company is limited to the Trustees. The board of Trustee Directors can consist of a minimum membership of four people and a maximum of ten. Trustee Directors are eligible to serve a maximum of two terms at three years per term.

The board is led by a Chair who was appointed as a Trustee Director in 2022 and has been in post since 2023. The board consists of eight members currently, six of whom were appointed in June 2024.



Organisational review

There have been a number of impacts arising from the organisational challenges that CCA has faced in the last eighteen months. While still supportive, the recovery process will need to reset relationships and rebuild trust with external stakeholders. There is also a need to refresh relationships between the board and remaining staff ensuring next steps are a collective enterprise and that boundaries between governance and the executive are restored. Although an HR review was completed for CCA, many of the recommendations have still to be implemented.

The volatile operating context over the period of the MYF will require of CCA:

- Vision: a strong and concise vision
- Understanding: ongoing insights into the needs of its constituencies, as well as informed horizon scanning
- Clarity: strong communications and clear branding and messaging
- Adaptability: the capacity and flexibility to respond to a constantly changing context
- Resilience: governance and financial models



Purpose of the role

As Interim Chief Executive and Change Lead, you will be responsible for shaping and implementing an initial one year turnaround plan ensuring the revitalisation and creating the conditions for the stabilisation of CCA following its reopening in 2025/26 after a period of financial instability. You will lead transformative change, fostering inclusivity, sustainability, and new models of engagement while ensuring the organisation remains responsive to evolving artistic and societal landscapes as well as being financially robust. This will require strong leadership, strategic thinking and hands on implementation to drive organisational, operational and financial change.

About the role

Terms and conditions

Job Title: Interim Chief Executive and Change Lead

Working hours: 40 hours / 5 days per week

We offer a flexible approach to working hours, including options such as flexible start and finish times, compressed hours, remote working, and job sharing. We're open to discussing what works best for you while ensuring business needs are met.

Location: CCA, Glasgow. The team is mostly based in the CCA building with some flexible/home working. Our opening hours are Tuesday to Saturday 8:30am - 11pm / midnight and 9am -5pm on a Monday. Evening and/or weekend working will be required and we operate a Time Off in Lieu system for additional hours worked.

Reports To: Board of Directors

Line Manager: Chair of the Board

Direct reports: to be finalised

Salary: £50,000 - £55,000 p.a.

Pension: Contributory pension scheme (Employer contribution 3%)

Annual leave: 36 days per annum including public holidays.

Contract Type: Full-time, one-year fixed term (with option to extend subject to role evaluation)

Role accountabilities and responsibilities

Principal Accountabilities

1. Organisational change and development
2. Strategic, artistic and team leadership
3. Financial and operational leadership
4. Community and stakeholder engagement

Key Responsibilities

Organisational change & development

- Devising and implementing a turnaround strategy for 2025/26 rooted in CCA's MYF application, drawing on the recent organisational review and assessment of the current needs of CCA.
- Leading CCA through a process of fast-paced transformation to deliver a new business model/s, embedding equity, diversity, and inclusion in all aspects of its operations.
- Championing a culture of innovation, accountability, and excellence in all aspects of the organisation.
- Strengthening governance processes and relationships

Strategic, artistic and team leadership

- Driving an annual programme planning process to deliver an artistic programme, in line with an agreed strategic programme framework, that is achievable within available resources and to meet requirements of the MYF. agreement
- Positioning and advocating for the centre externally as a national and international leader in contemporary arts discourse and practice.
- Leading, inspiring, and supporting a cohesive team, ensuring clarity of roles, responsibilities, and objectives.

- Implementing effective workforce planning, including recruitment, succession planning, and skills development to support the organisation's goals.
- Implementing rigorous project management processes, ensuring clear budgets aligned with action plans, risk registers, and contingency planning, drawing on recognised project planning principles.

Financial and operational leadership

- Overseeing CCA's budget and financial planning, ensuring financial stability and effective use of resources; implementing best practices for cost control, business impact analysis and revenue generation.
- Developing new funding strategies, partnerships, and revenue models to ensure long-term financial sustainability.
- Ensuring effective day-to-day operations, including compliance with the necessary regulatory requirements.
- Leading CCAs organisational evaluation framework and reflecting and reporting on outputs, outcomes and impact to the board and other stakeholders as required.

Community & stakeholder engagement

- Building and/or refreshing meaningful and impactful cross sector relationships with artists, funders, policymakers, commercial and other partners and local communities to amplify CCA's impact.
- Developing and implementing strategies for audience/constituency development, including responding to a wider city and national calendar of events and festivals



Skills & Experience

- Demonstrated ability to lead fast-paced transformative change and crisis management with experience in strategic planning and organisational development.
- Proven leadership skills in team development, fostering a culture of collaboration, motivation and continuous professional growth.
- Proven track record in working within artistic frameworks.
- Strong understanding of the cultural landscape in Glasgow, Scotland, and the UK, with an appreciation of the challenges and opportunities facing contemporary arts organisations.
- A deep understanding of contemporary artistic and cultural debates, with a commitment to innovation and inclusion.
- Strong financial acumen, including experience of diverse income generation - public funding, private funding, services, commercial etc.

- Exceptional communication and stakeholder engagement skills, with the ability to advocate for the role of contemporary arts and CCA at local, national, and international levels.
- Demonstrable experience of working with a board

Person Specification

Essential

- Visionary leadership with the ability to inspire and motivate teams and stakeholders.
- Proven crisis management and/or organisational development experience
- A collaborative, inclusive and empathic approach to leadership and decision-making.
- Strong problem-solving skills and the ability to navigate complex organisational challenges.
- Deep commitment to diversity, equity, and accessibility in the arts.
- High social awareness, adaptability, and resilience in a fast-changing environment.
- Excellent public speaking, interpersonal and advocacy skills.
- Experience of working at a senior level in a contemporary arts setting.
- A track record of delivering creative programmes/projects at a senior level.

Desirable

- Experience working within publicly funded arts organisations.
- International experience or networks in the contemporary arts sector.
- Knowledge of digital innovation and new media in contemporary artistic and business practice.
- Understanding of sustainable practices within arts and culture.
- Experience of the wider cultural industries/cross sector working

Key Competencies

- **Visionary Leadership:** Able to inspire, articulate, and drive CCA's evolving mission and values forward during a period of change.
- **Crisis management:** effective decision making, strong situational awareness, and ability to think strategically under conditions of uncertainty
- **Strategic and Analytical Thinking:** Capable of developing and implementing effective plans and responding flexibly to challenges.
- **Financial Acumen:** Skilled in managing budgets, resources, and revenue-generating activities.
- **Cultural Sensitivity:** Deep understanding and respect for CCA's commitment to inclusivity, diversity, and community impact.
- **Communication and Negotiation:** Adept in engaging with stakeholders, securing support, and representing CCA's interests locally and internationally.
- **Flexibility:** Ability to respond effectively to a rapidly evolving context.
- **Environmental Responsibility:** Commitment to promoting carbon literacy.



Key deliverables

This Interim role is pivotal to delivering our turnaround and change strategy, as well as ensuring we deliver against our commitments to Creative Scotland and Glasgow Life. It is expected that the role will deliver:

- A business model that ensures a balance between public funding and commercial income that is commensurate with our vision and values.
- A financial outcome that ensures a contribution to reserves at year end
- An organisational culture where staff have clarity in terms of their roles and responsibilities, work collaboratively, have opportunities for personal development and effective performance management.
- An outline plan for MYF years two and three that ensures release of the appropriate funding from Creative Scotland
- Embedded reporting structures, target outcomes and project management processes

What We Offer

- The opportunity to shape the future of a leading contemporary arts centre and model new ways of working.
- A collaborative and dynamic work environment committed to artistic and social impact.
- Competitive salary and benefits package.
- Professional development opportunities and international networking.

Equality, Diversity and Inclusion

CCA is committed to being a truly inclusive organisation – from our board and staff to our programme contributors, partners and audience. We welcome and evaluate all applications fairly, ensuring that no candidate is disadvantaged based on any protected characteristic as defined under the Equality Act 2010, including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

We are particularly encouraging applications from people who are underrepresented in the cultural sector including disabled people, people from the Global Majority, individuals who identify as working class and those who have caring responsibilities.

If you would like support to articulate how your experience is transferable to this role, you can book time with us to discuss it. We will ensure the person you meet is not involved in the recruitment process. Please request this by emailing recruitment@cca-glasgow.com (we will not ask you to disclose your background).

We are striving to understand more about who applies to work with us. At the end of the application process, we invite you to complete our anonymous equal opportunities monitoring form, which will not be shared with anyone involved in the recruitment process.

The application process

CCA uses a broad recruitment process with a range of methods to ensure our applicants have a variety of opportunities to demonstrate their suitability for the role. In using different methods, we strive to ensure a fair recruitment process that helps us identify the most suitable person for the role. The job description and person specification form the basis for the framework for the recruitment process.

Pre-application visit or discussion

Due to the current temporary closure of CCA, opportunities to discuss the advertised role before the interview will be limited. However, dedicated time will be allocated during the interview time to address any questions and provide further information. If there is something you would like to discuss in deciding whether or not to apply then please email **recruitment@cca-glasgow.com** and we will get back to you.

Application

Your application and other supporting information need to be returned by 5pm Sunday 30th March 2025.

Interviews

It is anticipated that we will undertake two interviews to determine our final selection.

First interviews will be in person at CCA.

Second interviews will be in person at CCA.

Questions will be based on demonstration of the competencies and job description outlined above. The question framework will be shared in advance to allow you to prepare your responses.

Details of the interview panel will also be shared in advance.

Assessment task

A short presentation will be included as part of the interview process. The details of the task will be shared in advance of each stage of the interview process.

How to apply

Please complete the relevant documents:

1. Personal statement
2. CV
3. Equalities monitoring form

All applications should be sent to recruitment@cca-glasgow.com

Timetable

Closing date for applications	30th March 2025
Candidates notified	11 th April 2025
1 st interviews	22 nd April 2025
2 nd interviews	29 th April 2025

We will contact all applicants regarding the outcome of their application.

