



# RECRUITMENT PACK

## CHIEF EXECUTIVE



# WELCOME

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Dear Candidate,

Thank you for your interest in becoming Chief Executive at Wac Arts. We're approaching the most exciting time in the charity's history as we scale and increase its impact to help empower tens and thousands more young people through the arts.

Since 1978, Wac Arts has been facilitating access to the arts to those young people who would not otherwise afford it. These opportunities have helped young Londoners explore their creativity through drama, dance, music and film. Dreaming of a career in the arts is not a prerequisite for the young people at Wac Arts because what we do is life-transforming. Fond memories are formed, and we facilitate the creation of life-long friendships, help build confidence, and develop transferable skills.

We're positioning Wac Arts to fill the gaps in arts provision nationwide. In preparation, we have just completed a change management process focused on becoming a more efficient and effective organisation with a more relevant programme, greater financial sustainability, enhanced governance and improved Equality, Diversity and Inclusion policies.

Now with a bold vision and a talented team, we're looking for an entrepreneurial and collaborative Chief Executive who can take the charity through this ambitious growth phase to vastly increase our impact by helping over 50,000 young people a year by 2030. We have built a successful model based on providing an arts programme covering performing and creative arts, and this is the blueprint we're using to expand in the UK through outreach.

When I talk to our beneficiaries, it is abundantly clear that Wac Arts is essential - the arts matter. With our vision, many thousands more young people across the country will enjoy the prospect of fulfilling their potential and flourishing in their communities because of the arts.

If the opportunity to build a meaningful nationwide arts provision that will change young people's lives appeals to you, we'd love to hear from you.

**Justina Cruickshank**  
Chair





# ABOUT US

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Wac Arts' mission is to support young people expand their life opportunities and aspirations through the arts. The ability of the arts to empower and change lives has been proven, yet there is a decline in its provision in state schools. Wac Arts exists to fill this void by offering young people the opportunity to explore their creativity and fulfil their potential.

At Wac Arts, we strongly believe that access to the arts is a right not a privilege and that learning in the performing and creative arts provides invaluable tools for life: it builds confidence, improves self-esteem and empowers people to overcome great difficulties. With priority access to its programmes for marginalised young people, Wac Arts has a reputation for championing diversity and inclusion. Our innovative approach to learning and participation is admired for its impact, resulting in an environment where young people can flourish.

We're currently undertaking a refresh of our values and what has emerged is the need for Wac Arts to be bold and welcoming whilst ensuring our continued sustainability as an organisation. Our vision is to scale our impact, and our aim is to achieve that on a national level through an outreach programme. We want to empower tens of thousands of young people in a meaningful way with the aim of reaching 50,000 beneficiaries a year by 2030.

## OUR PROGRAMMES

Our primary work is the provision of high-quality affordable arts classes that are inclusive, accessible and celebrate diversity. These are offered in two ways:

- The programme - <https://www.wacarts.co.uk/what-we-do> which includes the weekend, evening and school holiday classes, all of which emphasise the many important transferable skills that young people learn from experiences in performing and creative arts.
- The Short Breaks service - <https://www.wacarts.co.uk/what-we-do/short-breaks> is a vibrant disability and inclusion programme operated in conjunction with Camden council.

## OUR BUILDING AND HERITAGE

In 2000, Wac Arts was fortunate to have been granted a long lease on its base at the Grade II listed Old Town Hall in London's Belsize Park, from where its core programmes operate. The site is a complex of three buildings connected by a light and bright atrium space and incorporating a purpose-built performing arts and media block.

As well as the programmes, Wac Arts operates a range of activities and services that are delivered to the community, corporate and charitable sectors. Venue hires and office space form a substantial part of our income and ability to deliver our services for the benefit of young people.

Nurturing and developing the building is essential to the future sustainability of Wac Arts as a community and creative hub. With this role comes a responsibility to the heritage, conservation and upkeep of the building. There is also a charity Hamden Trust whose charitable objects are focused on the building and details are outlined below in the governance section.

Details on the building here <https://www.wacarts.co.uk/who-we-are/our-building>

## GOVERNANCE

Wac Arts is a registered charity with a Trustee Board, chaired by Justina Cruickshank. Strong governance is in place to oversee all areas of the charity's decision making. The Board meets quarterly with the addition of a strategy away day and is supported by sub-committees in Finance, Impact, Building and Sustainability, and People and Culture. Wac Arts has a staff of around 60 with the programmes supported by a number of sessional tutors.

There is a separate registered charity, The Hamden Trust, which holds the lease on the Old Town Hall. The Hamden Trust is non-trading, and Trustees of Wac Arts are also Trustees of The Hamden Trust.

Find out more about our Board of Trustees here <https://www.wacarts.co.uk/trustees>

# JOB DESCRIPTION

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**Job title:** Chief Executive

**Reports to:** Trustee Board through the Chair

**Direct reports:** Chief Operating Officer, Charity Secretary, Senior Development Manager, Outreach Manager, Head of Learning and Participation and external consultants, such as finance.

## ROLE PURPOSE:

The new Chief Executive will champion the work of Wac Arts and lead the team to deliver this vision. They will be a strategic leader and empowering manager, who combines being commercial astute with the ability to lead change and credibly advocate for Wac Arts.

## MAIN RESPONSIBILITIES:

- **Implement the vision:** Work with trustees and the staff team to effectively move the charity towards its goal of helping 50,000 beneficiaries a year by 2030.
- **Financial stewardship:** Consistently deliver a surplus, achieving long-term financial sustainability and growing the organisation.
- **Strategy and leadership:** Provide well-defined direction and inspirational leadership, ensuring that Wac Arts has the creative, values-driven and entrepreneurial edge to achieve its vision.
- **Operational excellence:** Develop and achieve appropriate KPIs that advance the efficiency and effectiveness of the organisation, and ensures its programmes are consistently of a high-quality, relevant and impactful.
- **Commercial activities:** Oversee the revenue model to enhance financial sustainability.
- **Development income:** Connect the vision with the fundraising required to achieve it, working with the team to diversify and grow our income.
- **Organisational development:** Build-upon the organisation's collaborative culture, and ensure that the team is high-performing and committed to the future vision and journey.
- **Stakeholder relationships:** Form relationships with a range of stakeholders to elevate Wac Arts' status as an organisation that can deliver meaningful impact at scale.
- **Governance:** Work closely with the Chair and Board to ensure Wac Arts is sustainable, impactful and adaptable, including provision of high-quality, monitoring information at Board meetings.
- **Advocacy:** Advocate passionately for young people and the arts, keeping abreast of new initiatives in this area and extending influence and profile amongst opinion formers and stakeholders spanning arts, education, government, and media.



# PERSON SPECIFICATION

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## SKILLS AND EXPERIENCE

- Demonstrable experience supporting and driving an organisation through sustainable and impactful growth, and of developing strategies and operational implementation at scale.
- Experience of developing business models, financial and performance management tools that contribute towards high performance and long-term financial sustainability.
- Strategic senior leader and strong relationship manager with experience of engaging with a wide range of stakeholders including within the arts, education, government and the media.
- Experience of working effectively with a Board and managing upwards, with the ability to identify and manage organisational risks and realise opportunities.
- Some experience of operating in the not-for-profit sector, either at executive or non-executive level, would be advantageous.

## KNOWLEDGE AND ABILITIES

- Demonstrates balancing brave strategic thinking towards a compelling vision with ability to manage risk in processes and finances.
- Able to spot opportunities to grow influence and reach with a good knowledge of the fundraising landscape particularly with regards to grants and foundations and the ability to network and identify new partnerships and donors for the charity.
- Able to communicate compellingly and authentically with diverse audiences including young people.
- Commercially astute with strong business acumen, a strategic thinker with the ability to translate a vision into strategy.

## STYLES AND BEHAVIOURS

- Passionate advocate for young people and the arts.
- Entrepreneurial spirit, ambitious, bold and inclusive leadership and demonstrates high emotional intelligence.
- Demonstrable commitment to the aims and ethos of Wac Arts and its vision and values particularly in the area of equality, diversity and inclusion.
- Can demonstrate an appreciation of the historic meaning of the building and what it means to the local community.



# TERMS OF APPOINTMENT

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## SALARY

The salary for this role is £90,000 per annum on a full-time permanent basis. 6-month probation period.

## LOCATION

The Old Town Hall, Belsize Park, London.

This will be an office-based role with the option to work remotely one day per week.

## PENSION

Contributory pension scheme (employer contribution up to 3%)

## ANNUAL LEAVE

26 days plus bank holidays.

Wac Arts is an equal opportunities employer and actively promotes diversity in the staff team. We welcome applications from all suitably qualified persons regardless of their race, sex, disability, religion/belief, sexual orientation or age. We run a building which has accessible facilities such as parking, wheelchair access including lifts, ramps and accessible toilets. Please let us know if you need more support with your application or need a different format. Wac Arts is a Registered Charity (No: 2670 43).





# HOW TO APPLY

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We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact Erin Fuller [erin.fuller@starfishsearch.com](mailto:erin.fuller@starfishsearch.com) or Rebecca O'Connor [Rebecca.OConnor@starfishsearch.com](mailto:Rebecca.OConnor@starfishsearch.com) and we will be happy to arrange a call.

**To make an application, please go to <https://starfishsearch.com/jobs/wacarts-ce/> and click on the apply now button, with the following prepared:**

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Wac Arts strives to be an inclusive employer and is committed to non-discrimination for all job applicants and employees. Wac Arts welcomes applications from all suitably qualified persons regardless of their race, sex, disability, religion/belief, sexual orientation or age.

<b>Closing date:</b>	<b>Friday 28th April 2023</b>
<b>Preliminary interviews:</b>	<b>w/c 15th May 2023</b>
<b>1st stage stakeholder meetings:</b>	<b>w/c 29th May 2023</b>
<b>Final Panel interviews:</b>	<b>w/c 5th June 2023</b>

