

Candidate Pack for Director of Audiences

Art Fund_

Welcome

Dear Candidate,

I am delighted that you are considering the role of Director of Audiences at Art Fund.

Art Fund is the national fundraising charity for art. With over 135,000 members, we are leading the way in pioneering support for an inclusive and welcoming museum and gallery sector across the UK.

Our 2022-27 strategy focusses on four key priorities:

- Funding art
- Audience making
- Amplify the museum sector
- Strengthening our organisation

We have diversity, inclusion, and sustainability central to our thinking and the opportunity to be a force for good, galvanise support and help change things for the better inspires our team.

We work closely with a network of 900 museums and respond to their needs and aspirations. We're excited to see how they want to develop: to expand and diversify their collections and workforce, develop curatorial skills, make ambitious acquisitions, and create a welcoming, inclusive space for diverse communities. With the support of our members, patrons, and donors we can provide grants, encourage visiting and advocate for museums' essential role and value. At a time of shrinking subsidy for arts and heritage, and political and economic uncertainty, Art Fund's independent voice and activities are needed more than ever.

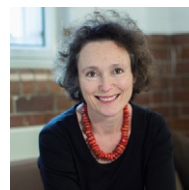
Our 2023 highlights included supporting an increasingly diverse range of acquisitions and new commissions, launching the Teacher Art Pass, our Making Connections fundraising campaign, Museum of the Year 2023, won by the Burrell Collection in Glasgow, and The Wild Escape – the largest ever collaboration between museums, led by Art Fund, inspiring young people to engage with museum collections and explore biodiversity loss. The Wild Escape reached 1.1m visitors in museums and a further 16.9m online.

It's an incredibly exciting time to join Art Fund. As the current post-holder leaves us after 15 successful years we are looking for our new Director of Audiences to be an inspirational and collaborative leader, who has a flair for leading talented marketing and communications teams to reach ambitious goals and can build on excellent foundations to deliver the next step change in our brand, membership and income growth.

Working closely with me and the Senior Management Team, you will play a key part in driving and shaping the success of Art Fund, ensuring we deliver against our ambitious plans. You may not have direct experience in the arts and heritage sector but will have a passion for the benefits that visiting museums and galleries can have for everyone, be adept at building strong, mutually beneficial stakeholder relationships and be driven by innovation, opportunity and excellent customer journeys based on insight.

If you think you could be our new Director of Audiences, I hope you feel inspired to apply and look forward to learning about you.

With best wishes,



Jenny Waldman
Director

About us

For 120 years, we've been helping museums and people to share in great art and culture – because we believe that access to art is vital for a healthy society.

We do three things, all intertwined.

We fund art, helping the UK's museums to enrich their collections for today and forever.

We build audiences, with our National Art Pass opening doors to great culture.

And we amplify the museum sector, through our Museum of the Year award and creative events that bring the UK's museums together.

As an independent charity, everything we do is made possible by our 135,000 members, who buy the National Art Pass, and the support of trusts, foundations, partner funders, and philanthropists.

We have been an independent membership organisation from the very beginning, when, in 1903, the activist Christiana Herringham organised a new fund to help make sure that great art would be in public collections, open to everyone.

Our independence allows us to pursue what matters most, led by what museums tell us they need.

Read our [annual report](#) to find out what we did in 2023/24.

We are incredibly proud to support the Art Fund Museum of the Year award, which is the world's biggest museum prize. The winner is announced each July and we have 5 brilliant museums on our 2024 [shortlist](#).

And you can learn what our [2024 Museum Directors research](#) told us about current challenges, what that means for the sector now and what Art Fund are doing about it.



Our Values

We have values which make us distinctive and which will support our approach to policies and practice ranging from fundraising and investments, to grant-making and policy work, to partnerships and organisational culture.

- We're independent: not relying on any one source of funding, free to pursue what matters most.
- Responsive: understanding the needs of everyone we work with, across museums, funders and audiences: clear but never strident.
- People-powered: a special kind of membership organisation, with the financial strength and audience insights of 130,000 National Art Pass holders.
- Pioneering: since 1903, making new ideas happen, happy to experiment and to fund experimentation, ready to take risks.
- A quietly radical force for good: opening out art and museums for more people.

We are committed to supporting the museum sector in improving access to art for all. You can read our statement on [Diversity and Inclusion](#) as well as our [Statement on Environmental Sustainability](#).



Visitor with 'As a Precursor to Folly' (2021) by Simeon Barclay. © Simeon Barclay.
Photo: Janie Airey/ Art Fund 2022 to partnerships and organisational culture.

Our Audiences Team

In 2023, our membership, marketing and communications teams merged to become a new Audiences directorate. The team of 28 staff work across membership, marketing, media and external affairs, digital experience, content and creative. The Audiences directorate is also the home of our flagship magazine Art Quarterly, which has recently seen a redesign and new digital offer saving hundreds of thousands of pounds in longer-term costs whilst retaining the member experience.

Earlier this year, we realigned the team to take into consideration how the nature of marketing and communications has changed more broadly across earned, paid, and owned channels, including shifts in the social and influencer landscape, range of external media and targeting, and brand storytelling.

We knew that developing our brand for the future needs to not just evolve our visual identity, but to also transform our style and storytelling capability and deliver a service which enables internal teams to access the resources they need to support campaigns with an easy to navigate and efficient process.

Innovations in creative and content operations have opened up new possibilities for different ways of working and we are working to maximise the benefits of our new content management system and the opportunities presented by our work on analytics, SEO and social media.

We are embarking on the implementation of a new CRM, with a cross organisation team and governance structure in place. Our new Director of Audiences will play a critical role in supporting the successful delivery of the project.

We are in good shape to refocus our membership drive across all our audiences, creating a strategically unified customer lifecycle and experience, and focus all our public and sector activities within one team, spearheading a profile shift.



Installation view of 'Chosen Family' at Queer Britain.
Image courtesy of Queer Britain 2022, © John Sturrock.

Job description

Job title:	Director of Audiences
Reports to:	Director
Responsible for:	Head of Membership, Head of Media & External Affairs, Associate Director Digital Experience

Purpose of role

As a member of the senior leadership team at Art Fund, lead the development and successful implementation of impactful brand, audience, membership and communication strategies which:

- Drive membership and income growth.
- Develop Art Fund's brand.
- Deliver product innovation and excellent customer journeys and experience.
- Build positive engagement with existing, new and diverse audiences.
- Strengthen Art Fund's advocacy for the museum sector.
- Support the achievement of Art Fund's strategic vision and objectives.
- Encourage innovation and inclusivity.
- Support the close connection of memberships and fundraising.
- Take a digital first approach.
- Are data and insight driven, ensuring that the customer/stakeholder voice is integral to development and decision making.

Lead the Audiences & Engagement directorate (comprising membership, marketing, communications, brand, creative and digital), role modelling positive collaboration, effective delegation and an agile mindset for ways of working. Ensure that sustainability, diversity and inclusion are at the heart of, and considered in, the team's planning and work.



National Maritime Museum, London
© Amaal Said / Art Fund 2023

Key accountabilities

Membership

- Lead strategy development and implementation to deliver growth in membership and net income.
- Innovate, based on audience insight, to develop new products and optimise existing products, to meet customer needs with a focus on acquisition and retention.
- Ensure excellent customer experience through diversified and relevant customer journeys.
- Lead the development and implementation of creative marketing campaigns utilising a range of media.
- Ensure a robust programme of market and audience research is in place to inform innovation and evaluation of impact/activities.

Brand

- As brand guardian, oversee the strategy, development and application of Art Fund's brand and messaging to optimise impact and ensure consistency and effectiveness across all communication channels and marketing.
- Ensure that the brand, and our tone of voice, are developed and embedded to increase impact, recognition and growth, embrace inclusivity and support the achievement of our strategic aims.

Communications

- External communications - Develop and implement an overarching communication strategy that underpins Art Fund's wider strategy and extends our reach across sector, stakeholders and audiences.
- Internal communications - Partner with HR to drive an engaging internal communication strategy for the organisation, ensuring that staff members are informed and engaged with the charity's strategy, activities and values.
- Ensure content development is effective and impactful, relevant to the needs of stakeholders, current, and potential audiences across the range of communication channels.

Media & External Affairs

- Build partnerships and strong relationships.
- Crisis management - manage Art Fund's response to crisis situations, including proactively developing communication plans, responding to media inquiries, and coordinating messaging across all channels.
- Uphold, and build, Art Fund's reputation.
- Strengthen the range of depth of media coverage and support developing newsworthy stories and raising profile.

Online and digital

- Support the further development and successful implementation of an Art Fund wide digital strategy to become a digital-first organisation.
- Work closely with the CIO, HR and other SMT members to improve and strengthen Art Fund's current and future digital offer to increase productivity and efficiency and enable improved ways of working.
- Oversee the development of digital products for the benefit of the organisation, our members and the sector.
- Ensure that we utilise and develop our digital data capability across the organisation to analyse and measure both impact and areas for improvement.

Partnerships/networks

- Continue the development of current and future partnerships to support the growth and impact of Art Fund.
- Lead the further development of Art Fund's network of museum and gallery partners to support their audience development and Art Fund's own membership objectives.

Leadership

- Senior management team (SMT) - be an integral part of the senior management team, contributing to the development of Art Fund's overall strategy and direction.
- Team leadership – Uphold Art Fund's values, including commitment to EDI, in leading, motivating, and developing a diverse team of marketing and communications professionals, providing guidance, feedback, and support.
- Relationship building - Develop and maintain strong relationships with key stakeholders, including museums, media, members, staff, and trustees.
- Budget and forecast responsibility - Develop and manage budgets and medium-term directorate forecasts (both income and expenditure), to ensure membership income growth is realised and spending is aligned with Art Fund's priorities and objectives and represents good value for money.
- As part of SMT, demonstrate strong leadership and role model collaborative, modern ways of working and effective delegation enabling the team to deliver their best.
- Foster strong relationships with members of the Board, providing periodic updates on progress against strategic objectives and targets and knowledge sharing on best practice.

Person Specification

We are looking for a dynamic, creative, and decisive individual who can lead with a collaborative approach.

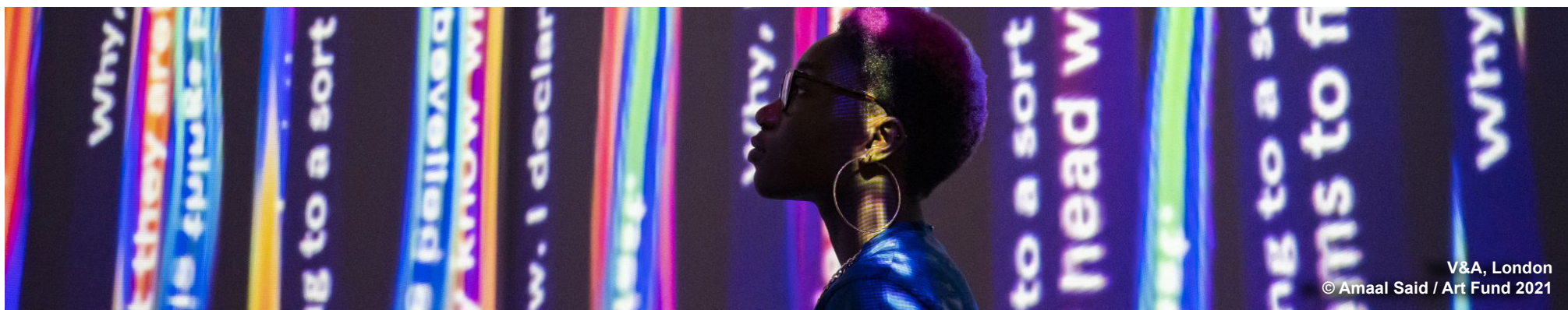
You should be/have:

Knowledge and Experience

- A proven track record of success in marketing and communications, with evidence of successfully driving membership/income growth and new product development.
- Experience in building excellent relationships with Board members, Senior Management Team, and colleagues, providing advice and inspiring their confidence and trust.
- Experience in the use and application of digital, data/insight/UX driven analysis for brand/product /audience development and measurement of impact.
- Experience of leading a brand to innovate and evolve over time, and delivering creative campaigns.
- Strong leadership and management skills, with experience of building and managing teams and driving performance.
- Collaborative approach, being an integral part of the senior management team, with experience of contributing to the development of overall strategy and direction.
- Experience of fundraising and/or the interface between marketing, membership and fundraising is desirable.
- A good understanding of the charity sector and the regulatory framework in which charities operate in the UK.

Skills and Abilities

- A customer-centric view led by insight and data.
- Strong commercial acumen, numeracy skills and solid understanding of the financial drivers of membership.
- A decision maker, able to think, plan and write strategically, leading teams to turn ambitious strategy into practical results.
- Outstanding interpersonal, influencing, negotiating and communications skills, with the ability to anticipate communication challenges and proactively develop practical strategies to manage these.
- A strong innovation mindset with good creative thinking and the ability to identify opportunities to do things differently to save time, cost or improve the customer experience.
- Digitally knowledgeable and curious with an appetite for continuous learning around new advances in technology and customer behaviour.
- Resilient under pressure and problem-solving mentality, able to motivate and build a great team.
- A commitment to Art Fund's values and strategy.



V&A, London
© Amaal Said / Art Fund 2021

Terms of appointment

Salary

A competitive salary and benefits package which includes:

Location

ArtFund, 2 Granary Square, King's Cross, London, N1C 4BH

This is a hybrid role with at least two days a week in the office. The senior management team meet face to face on a Wednesday.

Annual leave

27 days annual leave plus bank holidays. Additional discretionary annual leave is non-contractual. For 2024 we have an additional day before the August Bank Holiday and 3 days while the office is closed between Christmas and New Year.

Free National Art Pass

When you join Art Fund you are given a free National Art Pass, currently this includes a plus one.

Pension

Art Fund contributes an amount equivalent to 10% of your salary (8% during probation) to Scottish Widows who are our pension provider. You can make additional contributions if you wish but this is not required.

Life Assurance

You are provided with life insurance cover for up to three times your basic salary in the event of your death whilst employed by the Art Fund.

Season Ticket Loan

You can apply for an interest free loan for the purchase of a season ticket.

Art Allowance & Art Time

Employees are eligible to reclaim up to £200 annually (pro rata for part time employees and fixed term contracts) to visit exhibitions/museums etc as part of our learning and development offer; up to 3.5 hours 'Art Time' can be taken each month as time out during work hours for the visits.

Wellbeing

We subscribe to the BHSF Connect app which all employees are given free access to. Connect wellbeing support includes confidential support (employee assistance), access to GP advice, a legal helpline, discounted gym memberships and retail discounts.

Following completion of the probation period, you will be added to our healthcare cash back plan at no cost. This helps offset the cost of healthcare, including diagnostic scans, dental check-ups & eye tests.

Discounted gym membership

Discounted membership cost at Frame and Ten Health.

Cycle to work scheme

Available to all employees.

Home-working allowance

You can claim up to £200 towards equipment you might need to support effective home working (we provide laptop, keyboard, mouse, and headset).

How to apply

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 Hannah.Chapman@starfishsearch.com and we will be happy to arrange a call. To make an application, please go to <https://starfishsearch.com/jobs/af-dae/> 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 opportunity is the right move for you and, with reference to the criteria set out within this pack, how your, talents, skills, experience and ethos make you the ideal candidate for this role'

We would also be grateful if you would 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.

Art Fund are keen to receive applications from all backgrounds, and committed to building greater diversity in our staff team. We are happy to consider reasonable adjustments throughout the recruitment process if you let us know what you need to enable you to make your best application.

Closing date:	Monday 29th July 2024
Preliminary interviews:	w/c 29th July and w/c 5th August 2024
First stage Final Panel interviews:	w/c 2nd September 2024
Second stage Final Panel interviews:	w/c 9th September 2024



Visitors explore the collection at The Hepworth Wakefield
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