

Candidate Pack for Director of Finance & Operations

Art Fund_

Welcome

Hello,

I am delighted that you are considering the role of Director of Finance & Operations 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 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.

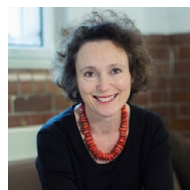
Our 2024 highlights included supporting an increasingly diverse range of acquisitions and new commissions with museums across the UK; our Making Connections fundraising campaign; Museum of the Year 2024, won by Young V&A the children's museum in East London; launching a new programme, Empowering Curators a major sector-wide investment to increase curatorial diversity in UK museums and galleries; collaborating with Nesta the social innovation agency on an Early Years in museums programme; receiving confirmation of the King's patronage of Art Fund and securing approval of our new Royal Charter and byelaws.

It's an incredibly exciting time to join Art Fund. We are looking for our new Director of Finance & Operations to be an inspirational and collaborative leader who is adept at building strong relationships, embraces opportunity, is driven by data and insight and can lead and motivate a multi-disciplinary team to deliver robust, customer focussed internal support services.

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 will be a qualified accountant; you may or 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.

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

With best wishes,
Jenny



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.

Everything we do is made possible by our 135,000 members, who buy the National Art Pass, as well as the support of trusts, foundations, partner funders, and donors.

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 run the Art Fund Museum of the Year award, which is the world's biggest museum prize. Young V&A were the 2024 winner.

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.

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](#).



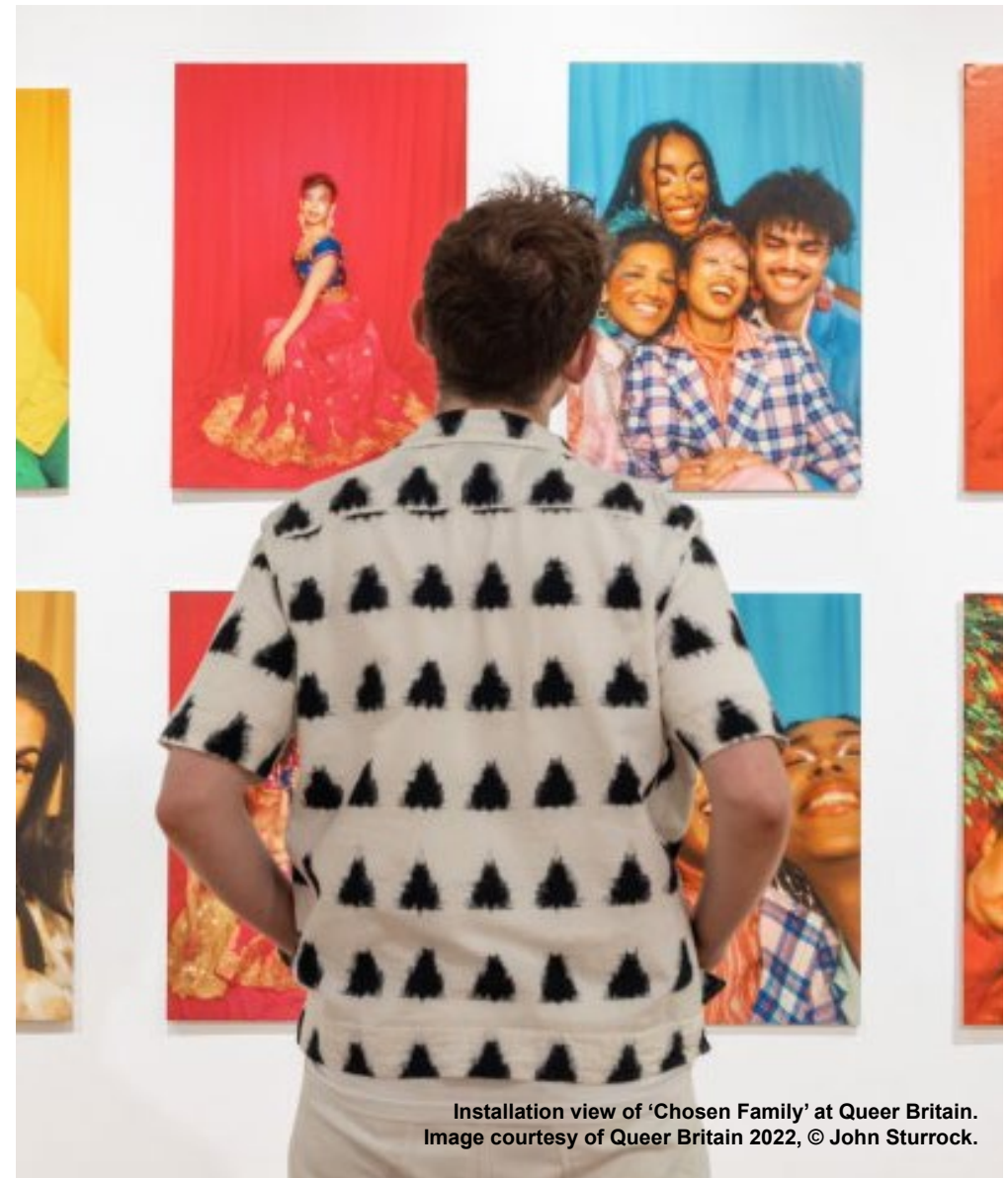
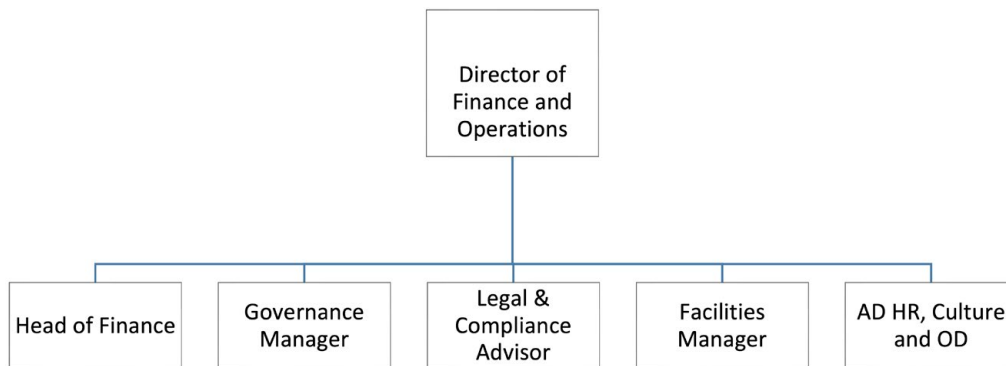
Our Finance & Operations team

The team of 11 staff provide core support services covering Finance, People, Governance, Legal, Facilities and Health & Safety.

We use the Objectives and Key Results framework for our charity wide strategic planning, with the finance & operations team objectives aligned with our strategic aim to strengthen the organisation.

A key project for 2025 is the implementation of a new CRM, with a cross organisation team and governance structure in place. Whilst the project is led by our Chief Information Officer, our new Director of Finance and Operations will play a critical role in supporting the successful delivery of the project as a member of the Project Board. Alongside this we are also in the early stages of replacing our finance system which is essential to ensure we are able to optimise the benefits of the new CRM, reduce inefficiencies such as excel based work arounds and improve the financial information and insight available to budget holders.

Looking ahead, 2026 is the final year of our current strategy and accompanying financial plan, and in 2025 and 2026, the Director of Finance & Operations will lead the development and operationalisation of the next strategy and financial plan to be in place for 2027.



Job description

Job title:	Director of Finance & Operations
Reports to:	Director
Responsible for:	Head of Finance, Associate Director HR, Culture & Organisational Development, Governance Manager, In-House Legal Counsel, Facilities Manager

Purpose of role

As a member of the senior leadership team at Art Fund,

- actively contribute to the development and delivery of Art Fund's strategy and objectives
- play a key role on the senior management team, supporting the Director in its strategic leadership and ensuring the effective daily management of Art Fund
- role model and support collaborative, cross organisation working; driving a positive, inclusive culture so that every member of the Art Fund team feels they belong and is motivated and inspired to do their best work
- be data and insight driven
- take a digital first approach
- ensure compliance and risk are effectively managed
- lead the Finance & Operations directorate (comprising finance, HR, legal, governance and building services/health and safety), to deliver excellent, efficient and compliant services which embrace sustainability, diversity and inclusion.



National Maritime Museum, London
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Key accountabilities

Organisational

- Lead our strategy development, business planning and monitoring, using the Objectives and Key Results (OKR) framework
- Work collaboratively to drive the identification and development of new initiatives which support achievement of Art Fund's strategic vision and objectives
- Lead the identification and monitoring of organisational risks, ensuring mitigations and actions recorded in the register are robustly reviewed and can be evidenced.
- Lead the sustainability working group to drive innovation and improvement in our external and internal activities
- Lead on business continuity and disaster recovery planning, ensuring policies and procedures are in place that are known, tested and minimise risk to Art Fund
- Develop and maintain strong relationships with external stakeholders and suppliers
- Foster strong relationships with members of the Board, in particular the Treasurer, providing updates on progress against strategic objectives and targets and knowledge sharing on best practice

Financial

- Report to the Director, and liaise with the Treasurer of Art Fund, to deliver the highest possible standard of financial management for a UK charity
- Ensure the new finance system is optimised, including interplay with the new CRM, to deliver a more efficient finance function. Use data and insight driven reporting from the new systems to improve financial information and decision making across the organisation
- Work collaboratively with senior management colleagues to develop and author the annual budget and longer-term financial plans
- Ensure effective systems and procedures are in place to control expenditure, and enable robust reporting, forecasting and planning
- Ensure timely production of accurate financial information (e.g. monthly management accounts and reforecasts), supported by strategic recommendations to ensure the senior management team and trustees are well-equipped to make informed business decisions



- Support the effective management of the investment portfolio, including redemptions and investments, managing the relationship and liaising with external advisers as required.
- Lead on the statutory financial responsibilities of the charity, including corporation tax and VAT matters, to deliver positive annual audit reports and timely filing of accounts and returns with the Charities Commission, Companies House and HMRC.
- Support the Finance and General Purposes Committee to fulfil their responsibilities for assurance and oversight on behalf of the Board. Work with the Treasurer to make Art Fund's finances accessible and clear to all Trustees.

Legal affairs and Governance

- Oversee the planning and delivery of Board and relevant sub-committee meetings
- Lead on financial matters relating to the Board, servicing Finance and General Purposes and Remuneration Committees
- Attend meetings of the full Board, Nominations, Finance & General Purposes and Remuneration Committee
- Oversee contracts and procurement practice to ensure compliance with relevant legislation, our policy, equality, diversity and sustainability aims and value for money.

Human Resources, culture and organisational development

- Oversee the further development and embedding of our culture and ways of working, being a role model for collaboration, inclusion and effective delegation.
- Ensure effective, legally compliant policies and procedures are in place to support the recruitment, development and retention of a high performing workforce.
- Support the development and implementation of HR initiatives which build and underpin equity, diversity and inclusion, learning and development, wellbeing and employee engagement.
- Lead on the development and presentation of recommendations for the annual pay and benefits review.

Building Services/ Health & Safety

- Ensure the effective management of Art Fund's offices and associated services – so that the office/hybrid home working arrangements meet the needs of the organisation
- Ensure strong relationships are in place with the estate management team and local community.
- Oversee the sub-tenant relationship (currently Queer Britain museum) at a strategic level, balancing programmatic and commercial needs, and lead any lease negotiations
- Ensure compliance with legal obligations and that an effective preventative maintenance programme is in place
- Ensure service and supplier contracts are value for money, meet business and legal need and support out sustainability and diversity aims
- Ensure necessary health and safety policies, procedures and risk assessments are in place, actioned and regularly reviewed.

Other

- To actively participate in the wider life of the Art Fund
- To undertake other duties as requested by the Art Fund from time to time

How we work together

Collaborative & Inclusive

- We work together to achieve success and make the most of opportunities
- We value contribution - ensuring everyone's voice is heard and everyone's experience matters
- We keep up to date with internal and external activities - proactively reaching out and positively responding to requests for support
- We care about each other, respecting and appreciating differences, so that everyone feels included

Curious & Innovative

- We try new things
- We ask questions
- We encourage openness and ideas
- We embrace change

Expert & Impactful

- We do our best work, are clear on priorities and understand sometimes priorities change
- We make decisions based on insights and measurable results
- We communicate on a diverse range of subjects in ways that are accessible to everyone
- We share our knowledge and expertise, and draw on that of others, to get things done

Trusted & Trusting

- We're open and honest with each other, giving and receiving constructive feedback
- We trust others to involve us at the right time
- We are trusted, and trust others, to do their best work and deliver on time
- We celebrate success, learn from mistakes and have a no blame culture



Visitors explore the collection at The Hepworth Wakefield
© Janie Airey / Art Fund 2022

Person Specification

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

You should be/have:

Knowledge and Experience

- A fully qualified accountant and current member of one of the recognised accounting bodies in the UK (ICAEW, CIMA, ACCA, CIPFA etc)
- A proven track record of success in leading organisational strategy and planning to drive income growth and new business development.
- Experience in building excellent relationships with Board members, Senior Management Team, and colleagues, providing advice and inspiring their confidence and trust.
- 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.
- A good understanding of the charity/arts/museum sector and the regulatory framework in which charities operate in the UK.
- Knowledge of Charity SORP and statutory obligations in financial reporting for charities
- Thorough understanding of financial planning, forecasting and analysis techniques
- Ability and proven experience of developing and optimising financial systems, especially financial reporting tools

- An understanding of the implementation of, and adherence to, financial control mechanisms within a business environment
- Both a high-level and granular understanding of management and financial accounting principles and techniques
- Good understanding of charity VAT

Skills and Abilities

- Strong commercial acumen, 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
- A creative mindset and the ability to identify opportunities to do things differently to save time, cost or improve experience.
- Digitally knowledgeable and curious with an appetite for continuous learning around new advances in technology
- Resilient under pressure and problem-solving mentality, able to motivate and build a great team.
- A commitment to Art Fund's values and strategy.



Terms of appointment

Remuneration

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. In recent years up to 4 additional discretionary leave days have been granted, 3 being taken between Christmas and New Year and 1 immediately before the August Bank Holiday.

Free National Art Pass

When you join Art Fund you are given a free NAP, 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 these 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.

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-dir-fin-ops/> 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 are committed to building our team and trustees from the broad range of backgrounds and experiences across the UK, valuing difference and diversity, and building a workplace based on shared values of equality and mutual respect.

We have ambitious plans for the future and will be holding ourselves to account and putting our principles into action, as we all work together to help bring about positive change and a fairer future for everyone. We therefore want to encourage applications from all races, ages, religions and sexual orientations, as well as parents, veterans, people living with any kind of disabilities and any other groups that could bring diverse perspectives to our organisation.

Closing date: Friday 21st February 2025

Preliminary interviews: 3rd, 4th & 5th March 2025

First stage Final Panel interviews: w/c 10th March 2025

Second stage Final Panel interviews: w/c 17th March 2025

