



Cyngor Celfyddydau Cymru  
Arts Council of Wales



# Candidate Brief for the role of Chief Executive

Arts Council of Wales



Noddir gan  
**Lywodraeth Cymru**  
Sponsored by  
**Welsh Government**

Lexicon, Nofit State (image: Sigrid Spinnox)

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Arts Council of Wales makes information available in large print, braille, audio, Easy Read and British Sign Language. We'll also try to provide information in languages other than Welsh or English on request.

Arts Council of Wales operates an equal opportunities policy.

## Welcome Message



Thank you for your interest in the role of Chief Executive of the Arts Council of Wales.

For almost 13 years, the work of the Arts Council of Wales was brilliantly led by Nick Capaldi who left us in September 2021. Working with our talented staff and a strongly engaged Council, he did much to develop the reputation of the sector in Wales and the effectiveness of our own organisation.

Before we experienced the cataclysmic challenges of the last two years, we had already refocused our vision for the 5 years 2018-23 in our plan [For the benefit of all...](#) centring it on the twin goals of increasing equality of access to the arts across the communities of Wales and building the resilience and sustainability of the sector. As we entered 2020, we knew that the pace of change in relation to equalities was too slow and we started on a course of action to move faster.

And then the world changed. COVID-19 further revealed and exacerbated the brutal and unacceptable inequalities suffered by many of our fellow citizens. Powerfully challenging movements like Black Lives Matter and We Shall Not Be Removed transformed the arts agenda. They confronted us and the sector we fund with our failures in achieving fair and inclusive access to opportunity in the arts for ethnically and culturally diverse or disabled people.

We began a series of sustained and open conversations with those who have lived experience of marginalisation. Our response to what we heard was reflected in our discussion paper [Re-setting the Dial](#) which focused the arts sector's thinking about post-COVID recovery in Wales. And our innovative National Lottery funding programme [Connect and Flourish](#) has been leading the way in making progress towards the goal of more diverse and inclusive funding of arts activity.

But the most comprehensive and challenging agenda for change came out of the three Widening Engagement research reports we jointly commissioned with Amgueddfa Cymru/National Museum of Wales and published in August 2021. Our [joint action plan](#) has a clear timetable for significant progress and the incoming Chief Executive will need to give dynamic leadership to fulfilling these commitments.

The new Chief Executive will also be the principal sponsor of our next Investment Review which will deliver a new Arts Portfolio of revenue-funded organisations for April 2024. This Review is clearly a major engine of the changes in equalities of access and in sustainability that are our top priorities.

But I also want to say that the arts scene in Wales is an exciting one. Across the range of art forms, in international and in community-based work, we have dynamic, innovative companies and hugely talented individuals. And we have genuinely cutting-edge

programmes in Creative Learning in schools and in Arts and Health, both of which mainstream the arts in Welsh society.

Programmes like these are built on effective collaboration with Welsh Government and the Welsh NHS Confederation. And in partnership with Natural Resources Wales, we're developing new approaches to a Welsh speciality – art and performance in landscape. Indeed, one of the key features of the Chief Executive post is the range of influencing and collaborative opportunities in a devolved nation whose public life is underwritten by a world-leading piece of legislation, the Well-being of Future Generations Act. That Act gives a central place to culture in building a fairer, more sustainable future for the citizens of Wales.

A crucial feature of that culture is the Welsh language. Wales is a vibrantly bilingual nation. The Welsh language enriches all our lives, including the lives of those who do not speak it fluently. The Arts Council of Wales strongly supports the Welsh Government target of a million Welsh speakers by 2050 and we are committed to achieving a significant increase in arts activity through the medium of Welsh.

If you become Chief Executive of the Arts Council of Wales, you will be leading an organisation which has won widespread appreciation for its response to the urgent needs of the arts sector during the pandemic. But it is also an organisation acutely aware of the ongoing challenges to venues, companies and individual freelancers. And we recognise that we need to keep changing as an organisation in response to the changing society of Wales, a Wales that is determined to become a fairer, greener and more inclusive nation.

It's a big, demanding and richly-satisfying job. It will require remarkable energy and resilience, authoritative knowledge of the arts, skills in advocacy and influencing, a strong sense of the distinctive cultural features of Welsh society and a gift for leadership that is both challenging and collaborative.

We look forward to hearing from you.

A handwritten signature in black ink that reads "Phil George". The signature is written in a cursive, flowing style.

**Phil George**  
Chair, Arts Council of Wales

## About Us

The Arts Council of Wales was established by Royal Charter in March 1994. We are a registered charity whose trustees are the appointed Council Members. We are also a Welsh Government Sponsored Public Body. We are the country's official funding and development organisation for the arts.

Our vision is of a creative Wales where the arts are central to the life and well-being of the nation, making our country an exciting and vibrant place to live, work and visit.

The success of our vision depends on the imagination and creativity of our artists, the quality of their work and the efforts that are made to reach out to and inspire audiences. Our role is to create the environment in which ambitious, enterprising artists can grow and flourish, and where as many people as possible enjoy and take part in the arts. We help to support and grow this activity by using the public funds that are made available to us by the Welsh Government and by distributing the proceeds we receive from the National Lottery.

We receive core Welsh Government funding of about £32m and around £17.5m of National Lottery funding. By managing and investing these funds in creative activity, the Arts Council contributes to Wales's cultural, social and economic well-being.

We employ around 90 members of staff based in three locations around Wales – Cardiff, Carmarthen and Colwyn Bay.

Further information on the Arts Council of Wales can be found on Arts Council of Wales' [website](#) and on the Wales and Cardiff sites here <https://www.visitwales.com/> and <https://www.visitcardiff.com/>

## Our Principal Services

**We support and develop high quality arts activity** – we invest public funding, provided by the taxpayer, and allocated to us by the Welsh Government. We use these funds to create opportunities for people to enjoy and take part in the arts.

**We distribute Lottery funds** – through applications to our Lottery funding programmes we're able to invest in projects that develop new arts activity, supporting individuals, communities and organisations.

**We provide expert advice about the arts** – through our Council, staff and Arts Associates we have the largest concentration of specialist arts expertise in Wales.

**We share information** – we're the national centre of a network of information and intelligence about the arts in Wales. We also have strong international links in the UK and beyond.

**We raise the profile of the arts in Wales** – we're the national voice for the arts in Wales, making sure that people are aware of the quality, value and importance of the country's artists and arts organisations.

**We generate more money for the arts** – we manage initiatives such as **Collectorplan** (our scheme to encourage more people to buy art); we secure funding from Foundations to grow the arts in Wales; and manage major projects such as **Creative Learning Through the Arts** (a joint initiative with Welsh Government to promote creativity in our schools) or our joint funding of Arts and Health Co-ordinators with the seven Health Boards.

**We influence planners and decision-makers** – the arts take place in many different settings. They can have a dramatic impact on the quality of people's lives, and the places in which they live and work. The arts are also frequently at the heart of initiatives for developing approaches in education, for improving health and well-being and for economic and social regeneration. Our job is to ensure that the contribution that the arts can make is recognised, valued and celebrated.

**We develop international opportunities in the arts** – through our specialist agency, **Wales Arts International**, we develop partnerships with cultural organisations such as the British Council, we promote internationally the contemporary culture of Wales, and we encourage international exchange and collaboration between artists and arts organisations. And we connect this international activity with the lives of our diverse communities in Wales.

**We promote small – scale performances in local communities** – our **Night Out** scheme provides financial incentives to encourage the promotion of high quality arts activity in local community venues.

**We work collaboratively with stakeholders and the public** – seeking and listening to feedback through our formal consultations and open conversations, we ensure that our programmes of work deliver public benefit.

**We conduct all of our activities through the medium of both Welsh and English languages** – a responsibility defined in statute.

## Our Strategic Challenges

### Resilience and creativity in spite of economic austerity

The arts in Wales are a great success story. Every day, large numbers of people are enjoying and taking part in the arts. This is not an accident – it's the result of growing public interest, right across Wales.

The arts enhance the well-being of citizens across Wales. They bring life and give meaning to a wide range of strategies that underpin public policy. From community arts to the creative industries, arts and health to cultural tourism, public art to town centre re-generation, the arts bring meaning and enjoyment to our everyday lives. They create and sustain jobs, enrich education services and bring people together. The arts matter because they excite, inspire and entertain. These will be especially important as we address the challenges from the devastating impact of the Covid-19 pandemic.

### We work to create an environment in which artists and arts organisations can prosper

This is our arts development mission. But it's a mission that comes under stress when resources tighten.

In the last 20 years we have experienced downward pressure on arts funding but we've also had several funding uplifts in recent years and we've developed a sharper awareness of diverse sources of funding, including from areas of public life and Government with which the arts can make beneficial partnerships.

If the arts in Wales are not only to survive but to thrive, they'll need strong, entrepreneurial leadership to capitalise on the core public investment that they receive.

### For the benefit of all... – our strategic direction

Our vision is of a creative Wales where the arts are central to the life and well-being of the nation. Our vision is explained in more detail in our published [Corporate Plan, For the benefit of all...](#)

Two priorities underpin our vision:

- Promoting **Equalities** as the foundation of a clear commitment to reach more widely and deeply into all communities across Wales.
- **Strengthening the Capability and Resilience** of the sector, enabling creative talent to thrive.

Efforts to increase and widen audiences have been at the heart of the Arts Council of Wales' funding policies for decades. Yet evidence clearly shows that the benefits of public investment in the arts remain stubbornly limited to a small proportion of the population.

We want this to change.

Our main aim is to foster a sustainable environment in which the arts are able to flourish–

- an environment which encourages, identifies and nurtures creative talent, wherever it's found in Wales, to its full potential;
- an environment that is protected and nurtured for our future generations;
- an environment that challenges and removes barriers to accessing the arts, - socially, culturally – including through language, geographically and economically.

After all, a generous, fair-minded and tolerant society is instinctively inclusive and values and respects the creativity of all its citizens. So we are working to a fairer and more inclusive strategy that reaches deeper and more widely than is currently the case.

### **The need for change applies as much to the Arts Council as to those who we fund**

It's very important that we demonstrate that we're subject to the same disciplines as organisations across the public sector. Our goal is to build a different sort of organisation. And by different we mean better, in spite of the financial constraints. Better at working together, better at developing the potential, capability and resilience of our artists and arts organisations, better at harnessing the talents and enthusiasm of our own staff, better at reducing the impact of our actions on the environment and better at promoting the Welsh language.

This means making changes – to our policies, our ways of working and our organisational culture. So it's about making sure that we're well-organised and that we manage effectively the process of change, setting the tone and the style of how we want to work in the future. Crucially, given our priority commitment to the Welsh language, equalities and inclusion, we need to change so that our staff and our engagement with the arts sector reflect the diversity of lived experience in the communities of Wales.

As we move forward, we'll always be passionate champions of the arts. And we'll continue to play an exciting role in helping the arts in Wales to thrive. We'll do this by building an effective 'fit for purpose' organisation, valued in equal measure by its users, its partners and its staff.

## Chief Executive Role Description

The Chief Executive is the senior member of Arts Council staff, reporting to the Chair of the Arts Council of Wales. They are directly responsible for the Senior Leadership Team (SLT), comprising:

- Director Arts Development
- Director Arts Engagement
- Director Finance and Business Services
- Director Operations (Arts Funding Services)

as well as:

- Head Wales Arts International
- Agent for Change
- Manager (Planning, Performance & Compliance)
- Executive Assistant

The Senior Leadership Team, to include the Chief Executive, is the Council's principal executive decision-making body. Its role is to shape the overall objectives and priorities of the Arts Council and to lead the delivery of policy. SLT is also responsible for the effective management of the Arts Council's finances, its resources and people, ensuring that Council's business is being managed in an accountable and appropriate manner.

This is a high profile public role that demands expertise, authority and resilience.

Specific corporate level responsibilities will vary and change according to the projects that Council wishes to advance.

The four main current focuses of the role are:

- increasing equality of access to the arts across the communities of Wales and building the resilience and sustainability of the sector;
- embed a new Welsh language strategy in the work of the council.
- to lead our next Investment Review which will deliver a new Arts Portfolio of revenue-funded organisations for April 2024; and
- develop our new Corporate Plan 2023-28

## Chief Executive Principal Responsibilities

**Governance and Corporate Management** – accountable for the management of the Arts Council’s business and for working closely with the Chair in delivering Council’s objectives. The Chief Executive is also the Arts Council’s Accounting Officer reporting to Welsh Government, with the legal responsibilities that this entails.

**Policy, funding and investment** – leads the development of policy and funding programmes, overseeing the implementation of operational processes.

**Equalities** – actively promotes Council’s objectives by ensuring that Council and staff, individually and collectively, fully embrace the principles and priorities of our Equalities and Welsh language objectives.

**Resource development** – influences and negotiates with partners and stakeholders to develop additional investment to support the delivery of Council projects.

**Partnerships** – builds and maintains relationships at a senior level with local, national and international bodies and agencies.

**Management** – is accountable for ensuring the effective and appropriate use of financial, human and physical resources. Leads, supports and mentors staff.

**Risk Management** – ensuring that appropriate processes are in place to identify, manage and report on risks.

**Well-being and Sustainability** – encouraging an approach to the management and delivery of the Council’s activities that embraces a positive commitment to the sustainable use of resources and the requirements of the Welsh Government’s Well-being of Future Generations legislation.

**Advocacy** – promotes the profile of the Arts Council of Wales and the activities that it supports at the highest levels within government and the media.

**Flexibility** – as the senior member of staff, is frequently required to work across the UK outside of normal working hours. Responsibilities also require occasional international travel.

**Corporate compliance** – adheres to those policies that protect the Arts Council and its staff against potential exposure to reportable risks and incidents. These include Anti-Fraud, General Data Protection Regulations, Welsh Language Standards, Wellbeing of Future Generations and Cyber Security/ICT use. (Staff responsibilities are defined in the relevant Arts Council policies.)

**Additional duties** – any reasonable duties consistent with the above.

## Person Specification

### Knowledge, skills, experience and attributes

This role requires the following specific knowledge, skills, experience and attributes. Applicants will be assessed against the essential and desirable criteria set out below:

#### Knowledge - Essential

- A passion for the arts and the vision to develop initiatives and strategies that advance the Arts Council's priorities
- A familiarity with the complexities and nuances of a publicly funded body
- Understanding of the devolved Government and Local Authority structures in Wales
- A thorough understanding of the distinctive features of Welsh society, including its rich bilingual culture
- A familiarity with the analysis and interpretation of business plans and financial information
- A thorough understanding of equalities issues and their practical application to the Arts Council's work
- A thorough understanding of the regulatory obligations that apply to a public body

#### Knowledge - Desirable

- A familiarity with online/web-based funding processes
- A detailed practical understanding of the management of public funding and the administration of grant application processes

#### Skills - Essential

- An effective communicator
- Competent IT and administrative skills
- Delivering and/or monitoring significant strategic projects
- Project planning and project management

- Financial and business literacy – the ability to plan and manage budgets, and assess, diagnose and address financial and operational issues within the Arts Council and the arts sector

### Experience - Essential

- Professional experience of operating at a senior management level within a complex financial and publicly accountable environment
- Experience of working in the arts, creative industries or cultural sector
- Experience of initiating, developing and implementing policy
- Proven experience of leading through substantial change
- A track record in delivering progress in the areas of equalities, diversity and inclusion

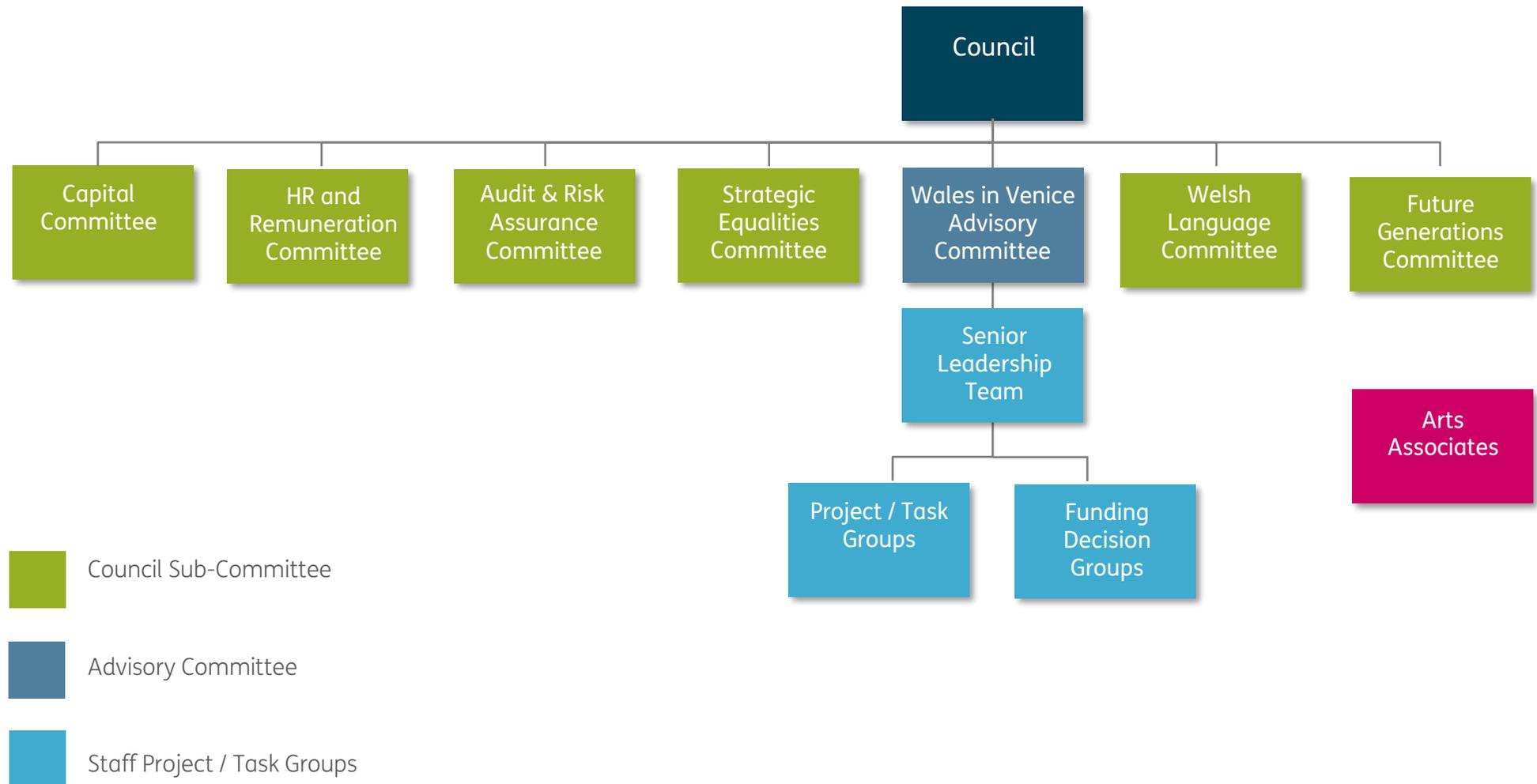
### Attributes - Essential

- The personal authority to operate credibly at a senior management level and the flexibility to work effectively as a leader and member of a senior team
- Excellent spoken and written communication skills – the ability to be an effective and persuasive advocate and negotiator
- Excellent leadership and management skills, and the experience to inspire, mentor and support staff
- A commitment to continuing professional development
- A track record of delivering progress in the areas of equality, diversity and inclusion
- The ability and willingness to frequently travel throughout Wales, the UK and occasionally overseas and to work unsocial hours as the need arises (this could be at least a monthly requirement)
- A proven ability to work under pressure and to deal with difficult and demanding situations

### Fluency in the Welsh Language - Desirable

- However, Council takes the view that should the person appointed not be a fluent Welsh speaker, they will be encouraged and supported to make good progress in learning Welsh so that they could use the language in the ordinary course of carrying out their duties and at a level which goes beyond the use of a few basic phrases.

## Governance and Structure



## Terms and Conditions

<b>Appointment Terms</b>	Five years initially
<b>Location</b>	The Arts Council of Wales has three offices – in Cardiff, Carmarthen and Colwyn Bay. The Chief Executive may be based in any one of these. Moreover, hybrid working in office and online will be a feature of our working practices. However, the Chief Executive should spend a minimum of 8 days per month in the Cardiff office, since Cardiff is the location of a majority of our staff, of Government ministers and officials and of many of the public bodies with whom we are in partnership.
<b>Hours of Work</b>	This is a full-time role. The standard weekly working hours of for full-time Arts Council staff are 37 hours per week, excluding lunch breaks, but it is expected that the Chief Executive will be available and engaged beyond these hours.
<b>Salary</b>	The current salary for the role is £101,830. The Chief Executive may be eligible for an additional annual bonus, as directed by Welsh Government, upon the successful completion of all strategic objectives.
<b>Annual Leave</b>	30 days per annum pro rata on commencement, plus bank holidays and 2.5 days privilege leave.
<b>Sick Pay</b>	Up to six months' full pay and up to six months' half pay, subject to a maximum of 12 months in any four-year period following successful completion of probation.
<b>Pension Scheme</b>	Final salary scheme with a 6% employee contribution.
<b>Life Assurance</b>	Included within the pension scheme.
<b>Probation</b>	Six months' probation period with the option of extending up to three months, if necessary.
<b>Notice Period</b>	Six months' notice to be given in writing.

## How to Apply

The Chief Executive will be selected on the basis of a combination of a written application and interview. To apply for the role, please provide the following:

- an up-to-date CV (maximum 3 pages)
- a cover letter that addresses the criteria set out in the Person Specification and tells us why you are interested in this role (maximum 3 pages)
- the names and contact details of two referees who we may contact after the shortlisting stage (please note that we will not take up these references without advising you first).

Applications should be submitted via email to our recruitment consultant Heather Newill, Director AEM International, at [hnewill@aeminternational.co.uk](mailto:hnewill@aeminternational.co.uk) All applications will be acknowledged.

The closing date for applications is **12:00 midday on Friday 13 May 2022**.

Please ensure that you complete and submit the Equalities Monitoring Questionnaire with your application. This is available to download from <https://www.aeminternational.co.uk/current-opportunities> or <https://arts.wales/news-jobs-opportunities> This form will not be disclosed to anyone involved in assessing your application.

Should you have any questions or seek clarification on any matter regarding this opportunity, please send your questions to [HR@arts.wales](mailto:HR@arts.wales) by **5:00 pm on Wednesday 4 May**. We welcome correspondence in both Welsh and English. All questions will be anonymised and published with their corresponding answers, bilingually, by 5:00 pm on Friday 6 May.

We recommend potential candidates do not submit their applications prior to the publication date for responses to questions as important information could be communicated up to that point.

The Arts Council of Wales is an inclusive employer, and we wish to reflect the diverse communities we serve. Applications from culturally and ethnically diverse people and underrepresented groups are encouraged and warmly welcomed. Applications are welcomed in Welsh or English and we will correspond with you in your language of choice. Applications submitted in Welsh will be treated no less favourably than applications submitted in English. We aim to take positive steps to ensure that all candidates are selected for jobs solely on their suitability for the role.

If you have a disability, please indicate in your application whether you need any specific assistance or adjustments for any interview.

## Recruitment Timeline

<b>Deadline for Questions</b>	5:00 pm Wednesday 4 May  Responses to all questions will be published by 5:00 pm Friday 6 May.
<b>Closing Date</b>	12:00 midday on Friday 13 May 2022
<b>Longlist Meeting</b>	Friday 20 May 2022 (candidates will be notified of the outcome immediately afterwards)
<b>Preliminary Discussions (with AEM International)</b>	Weeks commencing 23 and 30 May and 6 June 2022
<b>Shortlist Meeting</b>	Monday 13 June 2022 (candidates will be notified of the outcome immediately afterwards)
<b>Candidate profiling for shortlisted candidates</b>	From week commencing 20 June 2022 onwards (selected candidates will be contacted by AEM International to arrange for online tests to be completed)
<b>Informal conversations with Phil George, Chair of Arts Council for shortlisted candidates</b>	Week commencing 27 June 2022
<b>Panel Interviews</b>	Tuesday 5 or Wednesday 6 July 2022
<b>Second Panel Interviews (if required)</b>	To be confirmed

Unless otherwise advised, interviews will take place at:

Arts Council of Wales  
Bute Place  
Cardiff  
CF10 5AL

Please let us know in your application if you are unable to meet the proposed interview date and your preferred language of choice for any interview. It may be possible to arrange an alternative date but this cannot be guaranteed. Note that simultaneous translation services may be used by Panel Members and expenses incurred by candidates during the recruitment process will not be reimbursed except in exceptional circumstances and only when agreed in advance.