

wasps_

Chief Executive Officer

**Candidate Recruitment Pack
March 2025**

LHH



Image Credit, Martin Campbell Residency by Iain Smith

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Welcome from Karen Anderson, Chair

Thank you for your interest in joining Wasps
as our Chief Executive Officer.

As one of Scotland's important and valued cultural organisations for nearly five decades, Wasps has provided artists, makers, and creative businesses with the space and support they need to thrive.

We are more than just studios - we are a community, a platform and a force for the arts across Scotland.

Now, as we approach our 50th year, a rare and exciting opportunity has arisen to lead us into our next phase of growth and development as our new Chief Executive Officer.

The successful candidate will play a pivotal role in shaping our future, ensuring that we continue to evolve, innovate and champion the artists who make Scotland's creative landscape so vibrant.

We are looking for an inspiring and strategic leader - someone who can build on our legacy while bringing fresh ideas and vision.

You will be the face of Wasps, strengthening relationships with artists, funders and key stakeholders, while ensuring that our organisation remains financially sustainable and artistically ambitious.

You will lead a committed and talented team, fostering a culture of collaboration, inclusivity and excellence.

This role requires a deep appreciation of the arts, an understanding of the challenges and opportunities facing Scotland's cultural sector, and the leadership skills to drive real impact.

We are also looking for a CEO with strong financial acumen, who understands the challenges and opportunities of the work we do breathing new life into historic buildings and who can lead the work on our business plan and strategy in the years ahead.

If you are passionate about supporting artists and shaping the future of a thriving creative community, we would love to hear from you.

We look forward to receiving your application.

Karen Anderson
Chair



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Advertisement

Wasps Chief Executive

Location – Glasgow

Salary – Circa £75k

Wasps (Workshop & Artists Studio Provision Scotland Ltd.) is seeking an exceptional leader to guide one of Scotland's valued cultural organisations into its next chapter. As we approach our 50th anniversary, we are looking for a visionary and strategic Chief Executive Officer to champion our mission, strengthen our impact and ensure our long-term sustainability.

For nearly five decades, Wasps has been at the heart of Scotland's creative community, providing studios and workspaces for artists, makers, and creative businesses. With 19 sites across 14 towns and cities, from the Shetland Islands to the Borders, we support more than 1,000 artists, 25 arts charities, and 81 creative enterprises. Through our innovative property developments, we breathe new life into historic buildings, transforming them into thriving creative hubs that contribute to Scotland's cultural and economic landscape.

The Role

As CEO, you will provide strong, visible leadership, ensuring Wasps remains a sustainable, artist-centred organisation that meets the evolving needs of Scotland's creative sector. Reporting to the Board, you will drive the strategic vision of the organisation, leading an experienced team to deliver operational excellence, financial sustainability, and sustainable growth.

You will be the public face of Wasps, representing the organisation at the highest levels, advocating for our tenants and fostering relationships with key funders, policymakers, and stakeholders across the arts, business, and government. You will also oversee our capital projects, ensuring that we continue to develop and enhance our creative spaces across Scotland.

Who we're looking for

We are seeking an inspiring and entrepreneurial leader with the following attributes:-

- A strategic thinker who can demonstrate vision and identify opportunities for - and manage - change.
- Experienced in partnership working, business planning and organisational development.
- Respected and connected in cultural/charity/property networks and understands the opportunities and challenges facing the creative economy and Wasps communities across Scotland.
- Has an understanding of a property-based charity and legislative compliance responsibilities as a landlord.
- Committed to leading Wasps to achieve Net Zero in our properties and organisational practice.



Image Credit – Audrey Grant, Patriot Hall

- An outstanding communicator, networker and advocate, with the ability to build strong partnerships and influence key decision-makers.
- Experienced in complex stakeholder engagement and management
- A strong strategic and financial mindset, capable of leading a complex property-based organisation with a focus on long-term sustainability.
- Committed to diversity, inclusion, and community engagement, ensuring Wasps continues to serve artists, makers and creative people.

Applications in the form of a tailored CV and a covering letter (no longer than two pages), highlighting your skills and experience pertinent to the role, should arrive no later than **midnight on Sunday 13 April 2025**. For a confidential, informal discussion about the role, or to request a Candidate Information Pack, please contact LHH directly on **+44 (0)141 220 6460** or email ScotlandExecutive@LHH.com



About Us

For nearly five decades, Wasps (Workshop & Artists Studio Provision Scotland Ltd) has been a cornerstone of Scotland's creative community, dedicated to providing affordable, high-quality spaces where artists, makers and creative businesses can thrive.

Our mission is to create and sustain inspiring environments that foster creativity, enrich society, and contribute to Scotland's economy.

Our reach across Scotland

With a presence spanning 19 locations in 14 cities and towns from Shetland to the Borders, Wasps supports a vibrant community of more than 1,000 artists, 25 arts charities, and 81 creative businesses. Our properties include:

Each location aims to meet the unique needs of its creative community, offering flexible studio spaces that nurture artistic careers and invigorate local economies.

Revitalising historic spaces

A key aspect of our work involves the transformation of historic, often neglected buildings into dynamic creative hubs. By investing more than £30 million into these projects, Wasps not only preserves Scotland's architectural heritage but also breathes new life into communities. Notable examples include:

- The Briggait, Glasgow: Originally built in 1873 as Glasgow's fish market, The Briggait was reopened by Wasps in 2010 after a £6.5million renovation, providing affordable studio space to more than 150 artists. In summer 2024, Wasps completed a £4million expansion into the Clydeside Market Hall to include 1,200 square metres market, event and exhibition space.
- Inverness Creative Academy: Completed in 2022, this transformed two Victorian A-listed school buildings into 30 affordable art studio spaces, creative offices and meeting rooms, as well as a public art gallery and café, serving as a creative hub for the Highlands.
- Riverside House, Edinburgh: A former 1970's office building, purchased and remodelled during 2024 to create 80+ modern and fit-for-purpose artist studios, expanding our provision in Edinburgh where demand outstrips supply and replacing another building which had reached the end of its viable lifespan.



Image Credit - Izzy Thomson at Winter Artists and Makers Market at Inverness Creative Academy

About Us

We continue to seek opportunities for growth and innovation, ensuring that our spaces adapt.

Organisational structure

Wasps operates through a robust and transparent structure comprising three entities, which the Chief Executive Officer will oversee:

- **Wasps Trust:** A charity responsible for holding property assets and overseeing capital projects.
- **Workshop & Artists Studio Provision (Scotland) Limited:** A charity and company limited by guarantee that manages property ownership and offers arts programming, exhibitions, events and artist residencies.
- **Wasps Creative Industries C.I.C.:** A community interest company focused on property development, generating profits to support Wasps' programming and activities.

Community impact

Beyond providing physical spaces, Wasps plays a pivotal role in community regeneration and economic development. By offering studios and fostering creative enterprises, we generate employment, stimulate local economies and enhance the cultural fabric of Scotland. Our efforts have been instrumental in transforming areas such as Glasgow's Briggait and Irvine's Courtyard Studios, creating vibrant communities where creativity and innovation flourish.

A commitment to the future

As we approach our 50th anniversary in 2027, Wasps remains committed to supporting Scotland's creative sector. We continue to seek opportunities for growth and innovation, ensuring that our spaces adapt to the evolving needs of artists and creative businesses. Our dedication to sustainability, community engagement and artistic excellence drives us to create environments where creativity thrives, enriching Scotland's culture and economy for generations to come.



[Play Video](#)



In Flux' by Louise Evans at Perth Creative Exchange,
photo by Alexander Hoyles

What We Do

Wasps has been supporting the arts community in Scotland since 1977.

We have grown to become one of the UK's largest studio providers supporting around 1,000 creative people at 19 re-purposed buildings from the Scottish Borders to the Shetland Islands.

In the years ahead we are focussed on ensuring that we are a financially self-sustaining organisation model and that we move to a Net Zero estate for the benefit of our tenants and the planet by 2040.



Market Day & Open Studios, Inverness. Credit – Paul Campbell

Our key aims for the years ahead are that Wasps remains:

- A financially self-sustaining not for profit charitable organisation
- A preferred landlord for artists and SME creative industries
- An exemplar property owner/investor – incorporating energy saving and energy generating upgrades and metering systems to minimise rents for our tenants
- An inspiring landlord who utilises their buildings to maximise the benefits to tenants and the communities they are located in
- A supporter of emerging and early career artists
- A preferred partner for public investment in the re-purposing of buildings at risk for studios and space for creative industries
- A promoter of the contribution of our tenants/ creative culture in and to society



Market Day & Open Studios, Inverness. Credit – Paul Campbell

The Role

This job description sets out the main purpose and elements of the post at this time and is not an exhaustive list of duties. The CEO will work with the Chair and the Board to add to and refine the specific duties over time.

Principal Duties and Responsibilities

- To be the Accountable Officer and to report to the Board of Trustees on all matters.
- In line with Wasps purpose to lead on the development of Wasps vision, strategy and business carrying it through to ensure implementation and delivery of objectives.
- Ensure all Wasps work programmes and projects are delivered to the required standards and are regularly reviewed.
- To lead and develop the overall organisational culture, supporting and developing staff and encouraging a collaborative approach to working that contributes to clear and effective communication and team working throughout the organisation.
- To have overall responsibility for Health and Safety and legislative compliance for Wasps and its property portfolio which includes heritage buildings.
- To sustain and manage relationships across Wasps.
- Ensure that effective partnerships are built with other organisations to maximise the impact and expand the reach of Wasps work and build outcome-focussed relationships with funding and arts partners.

- To keep abreast of relevant developments, best practice, and policy changes in order to identify and introduce appropriate innovation.
- To seek out opportunities to develop projects and workstreams that will support Wasps' purpose.

Specific Responsibilities

Management and organisational strategy

- To lead strategic planning for Wasps, working with the Board and partners to ensure effective development of corporate plans
- To support the development of an appropriate and effective management model that reflects the position of the organisation, retains high levels of accountability and minimises bureaucracy.
- To ensure the effectiveness of the senior management team making sure that all training, support and performance management is delivered.



Alan Campbell

- To lead the Senior Management Team (SMT), with support from the Board of Trustees to develop and deliver organisational strategy, engaging the SMT and other staff to ensure a collaborative approach to strategic planning.
- Ensure that all actions coming from compliance requirements and the Board of Trustees are progressed and implemented.
- To implement effective strategies for leading and managing change.
- To monitor and advise on organisational structure to best meet Wasps' strategic and business objectives and to support securing resources to achieve this.
- To contribute to the development and maintenance of all policies and processes for Wasps.
- To support the design and delivery of strategic initiatives to ensure excellent HR practices across Wasps, including succession planning, recruitment and selection, training, development and employee support and engagement.

The Role



Hoya Ceramics at The Briggait Spring Market 2024. Credit - Emma McBride

Relationships with tenants, key stakeholders and partners

- To build, sustain and manage relationships across Wasps and the whole range of stakeholders and partners, including tenants, local authorities, arts bodies, national organisations and the public.
- To lead on all external relationships and to support other members of the senior management team to develop new and strengthen existing relationships.

Project and Business Development

- Prioritise, develop and oversee strategic programmes and projects, ensuring effective governance, management and reporting.
- Lead on Wasps' ambition for Net Zero.
- Co-ordinate fund raising applications from trusts, foundations and the public sector, ranging from short bids to multiyear programmes of capital projects.
- Identify and oversee feasibility studies and initiate projects within the field which directly support and add value to the strategic direction of the organisation.

- Support the functions of fundraising, communication, PR, and branding.
- Identify new sources of funding such as venture philanthropy and other funding streams including revenue opportunities which enable Wasps to achieve Net Zero and become more self-sustaining.
- Lead/direct Equality, Diversity and Inclusion policies / ensuring it is embedded into our culture.

Governance

- To work with the Chair and Board to ensure all regulatory requirements are fulfilled and that the organisational strategy is reviewed and refreshed appropriately by the Board.
- To attend all Board meetings and meetings of all of the Board's Subcommittees (currently Finance and Resources, Property & Projects and Arts & Enterprise).
- To work with the Chair to ensure robust evaluation processes are developed and implemented throughout the organisation.

- Ensure the risk register is updated regularly and shared with the Board and Sub-committees.
- Ensure that the Board are provided with high quality, timeous and accurate information to enable the Board to make strategic decisions.
- Work collaboratively with trustees, board members, staff, volunteers and all external stakeholders to ensure all activities are strategically aligned and uphold the values and aspirations of Wasps.
- To support on Trustee recruitment and ensure the Board of Trustees is well populated with a diverse membership who will contribute to the ongoing strategic development of the organisation.

The Role

Financial management

- Ensure Wasps remains a financially self-sustaining organisation, maximising use of our assets to support artist studio provision at high occupancy levels.
- Maintain oversight of all budgets liaising with budget holders, the COO and other members of the senior management team and the Finance Manager as necessary to track income and expenditure and ensure accurate forecasting through the year.
- Work with the Senior Management Team and Head of Finance to produce annual and longer-term budgets, modelling a variety of scenarios as appropriate, and presenting budgets for approval to the Finance and Resources Committee and Board.
- Ensure financial reporting is fit for purpose and is useful for all users of this information.
- Maintain oversight of the five-year forecast and support the development of a scenario planning approach to monitor risk.

Leadership & people management

- Provide inspiring, clear and visible leadership to all staff.
- Champion the organisation's commitment to personal development, up-skilling and collaborative vision building. Attract and inspire talent across all relevant disciplines.



Glasgow Ceramic Studio



Person Specification

Experience of:-

- working as a senior leader in an arts organisation or charity
- developing and delivering organisational strategy
- developing and delivery successful business plans
- effective resource management, including successful fundraising in the public and /or private sectors.
- staff management and motivation of a staff team
- working with a Board or Committee

Knowledge of:-

- current developments and issues affecting artists and the charitable and not for profit sector
- the arts and culture
- the importance of stakeholder relations and outreach

Abilities

- Excellent communication skills with the ability to connect with a wide and diverse range of people – tenants, the general public and other stakeholders
- Strong problem-solving ability
- Ability to efficiently manage a heavy workload and prioritise as appropriate to meet targets and deadlines
- Ability to work collaboratively way with colleagues and stakeholders
- Ability to work flexibly, in the evenings and at weekends as appropriate

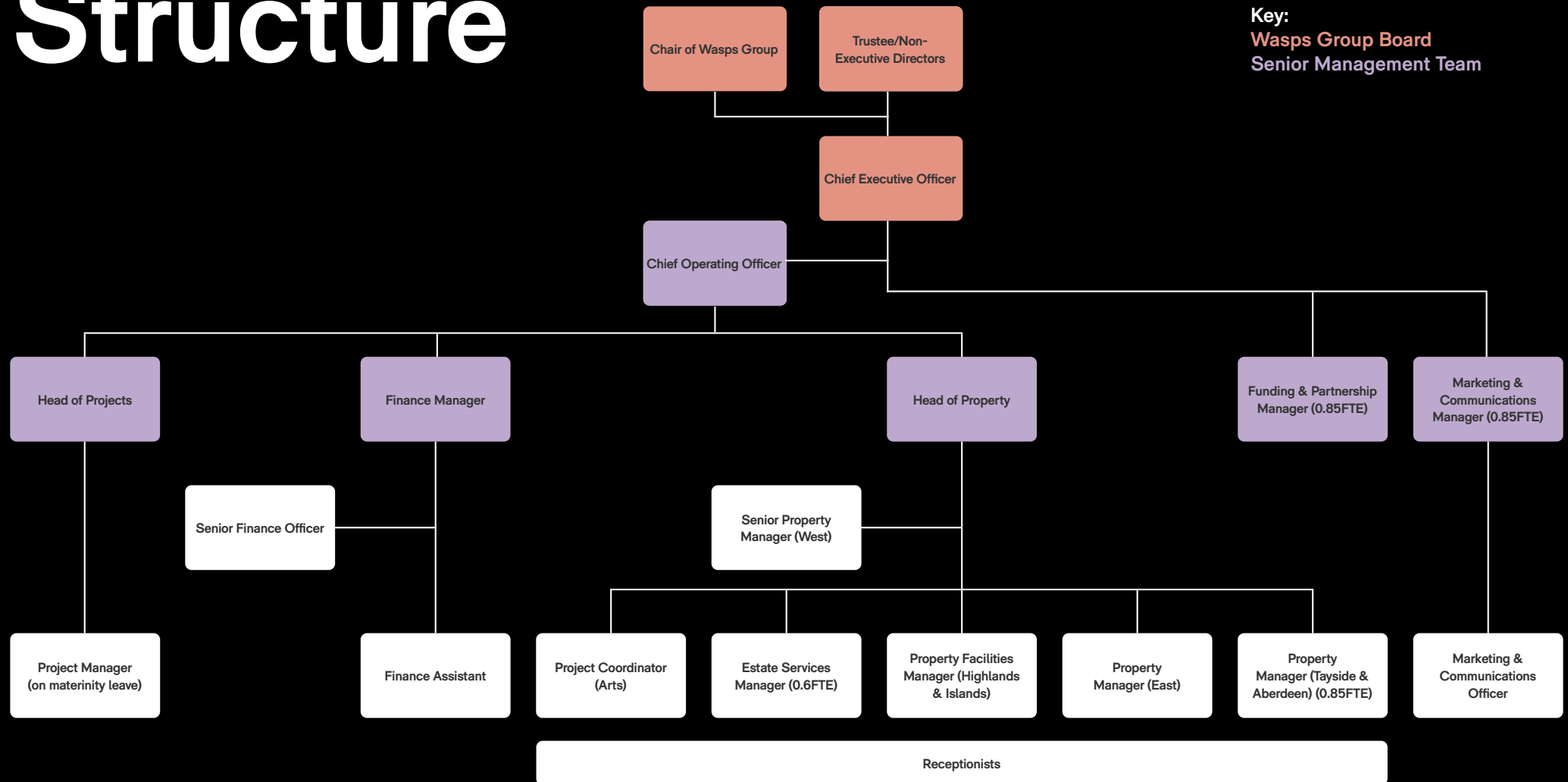
Personal Qualities

- Proactive and responsible in approach
- Commitment to continuous improvement
- Tactful and diplomatic
- A positive and enthusiastic self-starter
- A team player
- Friendly and open
- Is thorough and pays attention to detail
- Confident and assertive
- Calm under pressure
- Commitment to high standards of customer care



Laura Derby - Cannonwalls and Claverhouse

Organisation Structure



Conditions & Remuneration

Reports to:

The Chair and the Board of Wasps

Salary:

Circa £75k

Hours:

Full Time - 35 hours per week based in the Briggait Glasgow. An element of hybrid working may be negotiable. Due to the nature of the post evening and weekend work is to be expected.

As with other posts at Wasps this post will require the post holder to work in a flexible and creative way.

Benefits

Holiday Entitlement: 25 days per annum (rising with length of service to a maximum of 28), plus 12 additional public holidays.

Normal Place of Work:

The Briggait, 141 Bridgegate, Glasgow, G1 5HZ with the option for some home working in line with our Hybrid Working Policy.

Hybrid Working:

Maximum of 2 days per week from home subject to agreement. We expect the candidate to be fully office based for the first three months of the appointment.

Pension:

Employer contribution of 3% subject to a minimum employee contribution of 5%.

Probationary Period:

First 6 months

Notice Period:

3 months

Organisational Sick Pay:

after 6 months, scaled depending on length of service.

Other Benefits:

Death in Service Insurance at 3x salary (after 6 months), and Employee Assistance Programme (from day one).

Timescales

Closing date for applications
Midnight Sunday 13 April 2025

Interviews with Wasps

Friday 16 May 2025



Briggait 150th Anniversary Exhibition

How to Apply

To apply for the post, please send a tailored CV and covering letter to ScotlandExecutive@LHH.com

Please note that the covering letter should be no more than two pages of A4 and should summarise your relevant skills and experience and motivations for applying for this role.

If you would like a confidential, informal discussion about the role then please contact LHH Recruitment Solutions directly on +44 (0)141 220 6460 or email the above address.

Wasps is committed to equality of opportunity and to no discrimination on the grounds of race, religion or belief, age, sex, marital or civil partnership status, disability, sexual orientation, transgender status, pregnancy or maternity. We are constantly reviewing our approach to ensuring equality and diversity in our applications and would be pleased if you could complete the Equalities Monitoring Form below.

Equalities Monitoring Form - Chief Executive, Wasps

Should you require any modifications or wish to speak with a member of our team to discuss any particular circumstances, please email the above address.

Our people are our greatest asset. They are skilled in grant making, providing strategic advice and delivering evaluation services. They are guided in all they do by an equalities and human rights approach.



Image Credit - Ceri White in her PCE Studio



LHH Recruitment, formerly Badenoch + Clark, is Scotland's leading Executive Search team. We connect Scotland's top businesses with exceptional candidates – and we do it really well.

We count innovators, creatives and leaders among the professionals we work with, and our clients and candidates span a diverse range of sectors and functions. From procurement and supply chain, medical, engineering, project management, accountancy, legal, transport and business transformation, to banking, the arts, government, technology, marketing and communications, not-for-profit and HR, our expertise is wide-reaching and our reach unparalleled.

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