

GLASGOW SCULPTURE STUDIOS

Recruitment pack: Director of Glasgow Sculpture Studios



Image of GSS members taking part in a metal workshop induction led by a member of the technical team. Image credit: Alexander Hoyles.

Glasgow Sculpture Studios (GSS) is excited to announce that we are looking to appoint a new Director. We are interested to hear from dynamic and visionary candidates who hold demonstrable leadership experience and skills, and who have a track record of delivering innovative approaches to organisational development that is mission-centred and guided by the experience and insights of our staff team, artists, and communities.

This opportunity comes at a unique and exciting juncture in the organisation's trajectory and we are looking for an inspirational leader to harness the positive momentum and strategic goals gained

over the past 10 years and channel this drive towards unlocking the full potential of GSS. We are looking for an individual who understands the holistic and interconnected nature of our organisational structure; that artistic excellence cannot be divorced from the wide variety of infrastructures required to sustain it.

The Director is a critical and pivotal role at GSS and is the lynchpin of our governance and operational structures. This entails liaising and reporting to our Board of Directors and providing direct line management support to the Managers of GSS' three principle operational areas: Workshops and Production Facilities; Operations and Building; and Learning and Engagement. Detailed information about the characteristics and skills required can be found in the Person Specification section of this pack.

In addition to practical information regarding the recruitment processes, this pack has been created to give you an overview and insight into GSS' organisational priorities, values, and context.

About GSS

GSS is the largest visual arts production centre in Scotland, providing an essential infrastructure that unlocks the benefits of artistic practice to Glasgow's culture, communities, and economy. Our services and facilities evolve to meet the changing needs of artists and address barriers to accessing creativity. We provide affordable, subsidised production facilities and studio spaces designed for artists working in contemporary sculpture alongside providing technical support and expertise, and diverse development opportunities for artists, community groups and participants.

GSS is a creative epicentre in Scotland's cultural landscape, illustrated through the scale and quality of our facilities, the organisational skills and expertise we hold, the network of cultural and community partnerships we pursue and maintain, and the diversity and quality of contemporary visual art practice our members are producing. Our local, national, and international reputation is founded on our integrity, resilience, and commitment to artistic excellence.

As an organisation with a wide scope and diverse networks, we harness our influence on a local, national and international stage in varied ways. This includes but is not limited to:

- Our ability to develop innovative ways to support creative practice and respond to the evolving needs of our stakeholders and communities through our unique understanding of material practice and how artists research, experiment, and make work.
- Our innovative approach to developing workflows and methods of facilitating and fabricating the production of artworks of local, national, and international significance.

- Our unique position as Creative Community Asset for North Glasgow, developing frameworks for co-production that foster community empowerment and amplify community voices.
- Our significant and cross-sector sphere of influence; a key asset for our advocacy work and for addressing cross-cutting themes and priorities.
- Our enterprising approach to diversifying our income streams – notably, GSS Fabrication, a bespoke service that utilises our technical expertise to manufacture artworks and creative projects for a wide range of clients including artists, architects, design agencies, museums and galleries.
- Our ethos of prioritising collaboration over competition, and our ability to create and sustain long-standing relationships with a variety of partner organisations and collaborators.
- Our belief in learning by doing; reflecting and adapting our response to the changing needs of our communities, encouraging their participation in the development of what we do and how we do it.



Image of a GSS member working in their studio. Image credit: Glasgow Sculpture Studios.

GSS' Future Aspirations

GSS' move to The Whisky Bond building in 2012 marked a significant physical and cultural shift for the organisation. The move involved not only an upscaling of our premises, spaces, and facilities, but also necessitated an upscaling of the roles and resources required to maintain, manage, and support this new scale of operation. The structure and resources intended to deliver this were modelled and inherited from previous iterations of GSS' organisational structure, and as a result, the organisation has had to be agile and reactive to address the financial challenges associated with this move while working within the parameters of our existing means and resources. For the past 13 years, this has required that strategic, board-level discussion be primarily focused on securing financial stability through income-generating activities. While this focus was, and continues to be, a prudent and necessary priority for the organisation, we know that this focus has also limited our capacity to advance other strategic aims and priorities.

Our 2025-28 plan seeks to evolve our current approach to supporting leadership and governance, moving our organisational mindset from reacting to responding. We are acknowledging our transition from an organisation that works with what it has, to knowing what it needs.

As an organisation we aim to:

1. Support artists working in Glasgow to build sustainable careers
2. Sustain a financially robust centre of excellence in Glasgow providing affordable workshops, studios and technical expertise
3. Evolve as a creative and cultural asset in North Glasgow that nurtures cultural entitlement and combats inequality of opportunity
4. Grow our existing partnership networks locally, nationally, and internationally
5. Drive innovation and research in sustainable creative practice
6. Develop an enhanced governance and leadership structure prioritising diversity of skills and experiences

To achieve this, our immediate priorities include:

- **Financial sustainability:** As both a Scottish Charity and Limited Company with a 'limited by guarantee' legal structure, GSS has received a significant Multi-Year Funding award from Creative Scotland covering 2025-28. We receive annual funding from Glasgow City Council and at the time of writing have applied for this to be renewed for the period 2026-29. However, core funding represents only part of the annual income we must sustain. Alongside grant funding, GSS self-generates income from studio rents and workshop fees,

hires of our spaces, and by providing building management services for The Whisky Bond. Another important source of income is the GSS Fabrication service which delivers bespoke fabrication solutions for clients such as artists, design agencies, museums and galleries. Our future plan needs to consider how to diversify funding support and manage our income streams in order to continue to support subsidised studios and workshop facilities, alongside delivering our Learning and Engagement programme.

- **Excellence in service provision:** Our artist-members are the life-blood of our organisation and they will remain the central focus of the future plan. GSS holds the unique position of supporting an intergenerational membership composed of artists at different stages of their careers. Our membership is an ever-evolving community – a dynamic mix of long-standing members who have been with us since our inception in 1988, and members who have joined us at different stages of our growth and development. We understand the practical structures that enable creative practice and the lasting impacts and legacies of supporting artistic careers.
- **Sound governance and Fair Work:** We aim to develop an enhanced staff development structure that will complement a robust board development and training programme, which embeds our aims and key funding criteria as central tenets of our board remit, and nurtures the effective participation and input from a confident leadership team with diverse perspectives, experiences and skills. We aim to facilitate improved organisational communication between artists, staff and board, and support a wider context of professional sharing and public connectivity through supporting our members to self-organise and create their own ecosystems, events and opportunities.

The Role of Director

Leading and supporting the staff team (currently 8 employees), the Director is responsible for all day-to-day operations of the organisation, including commercial and financial management, and delivering and upholding relevant health and safety standards. The Director reports to the Board of GSS who are both the charity's trustees and the directors of the limited company. The Board are all non-executive and in addition to representatives of the artist members, it includes people with varied experience in areas such as business management production and cultural programming. Together with the Board, GSS' Director is responsible for shaping strategy, reviewing and monitoring progress and ensuring strong governance. Detailed information about the role is given in the Job Description below.

Recruitment Process + Timeline

We are looking for a dynamic and energetic individual to lead GSS into the next phase of the organisation's development. The successful candidate will bring a balanced approach to the role, furthering the ambitions of the organisation whilst maintaining operational excellence and stringent financial management.

How to Apply

Please complete and submit GSS' application which can be downloaded from the GSS website.

Please submit this form either:

- in writing, saved as a .pdf or .docx/.doc

or

- complete the form in full via video or audio recording (max. 10 minutes)

You are asked to provide:

- your employment and work experience history
- details of your education, qualifications, professional achievements, courses and training
- details of why you think you are suitable for this role, responding to the duties listed in the **Job Description**, and outline how your experience, qualifications and personal and professional qualities meet the **Essential and Desirable Criteria outlined in the Person Specification**

Deadline for applications: **17:00, Friday 25th July 2025 (25/07/2025)**

Applications should be sent to: recruitment@glasgowsculpturestudios.org with the email subject 'Application – GSS Director'

Shortlisted applicants will be invited to an interview which we aim to hold during week commencing **11 August 2025**. As part of the interview process, applicants will be asked to give a short presentation to a select group of GSS Board, staff, members and strategic partner representatives.

Commencement of role: **October 2025 is preferred**

Equality, Diversity and Inclusion at GSS

GSS is committed to creating an organisational culture that is equitable, diverse, and inclusive. We enact this commitment through upholding our duties under the Equality Act (2010) and through the

pro-active implementation of an Equality, Diversity & Inclusion (EDI) policy. We welcome applications from all backgrounds including, but not limited to, those who identify as from marginalised backgrounds based on any protected characteristic including age, race, gender identity or sexuality, disability or long-term health condition, pregnancy or maternity, religion or belief, and socio-economic background or class identity.

To assist our commitment, we would be grateful if you could return our Equality, Diversity and Inclusion Survey, however this is purely optional and it will not affect your application if you choose not to return this form.

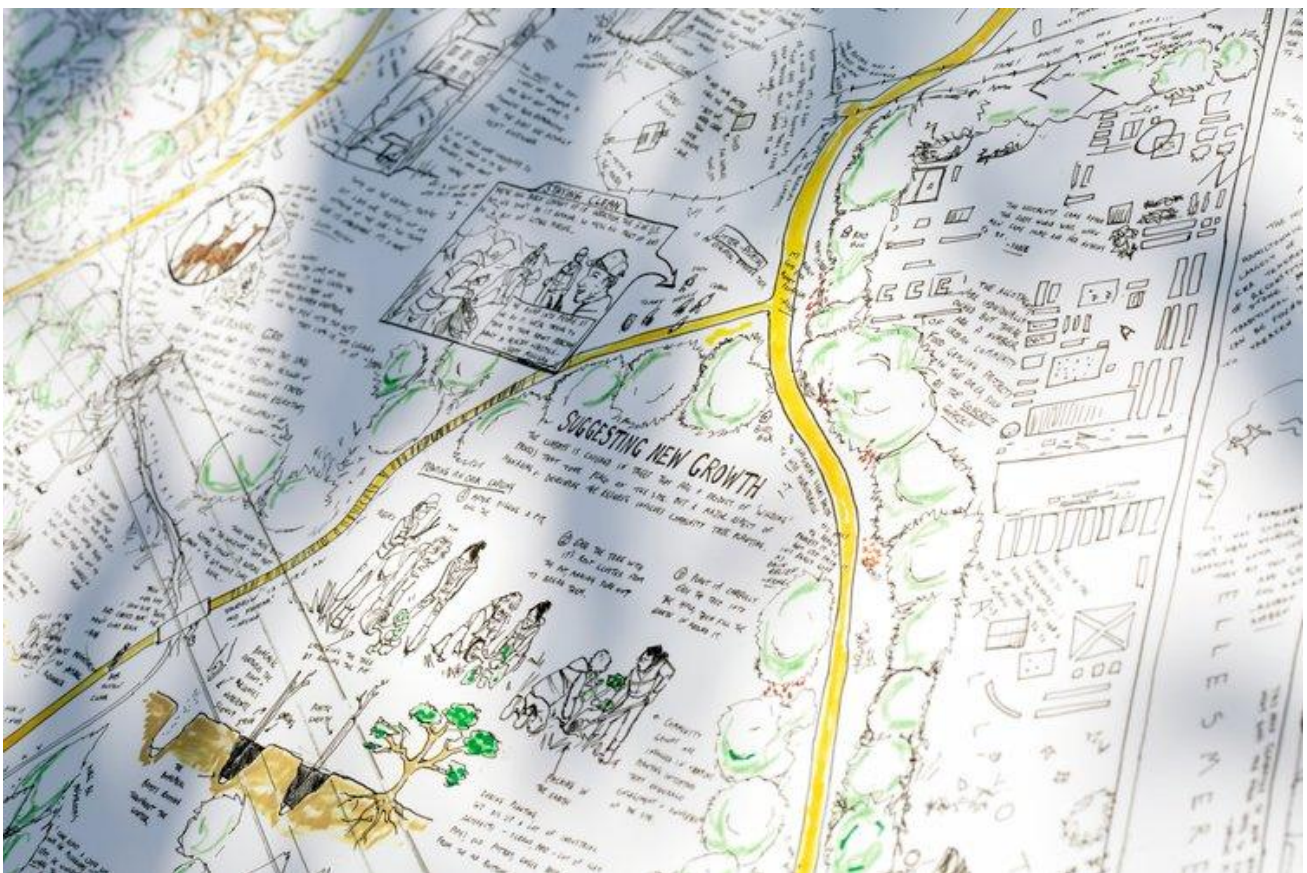


Image from unveiling event for 'From Cowp to Nature Reserve', commissioned by GSS' Learning & Engagement Programme in partnership with Hamiltonhill Claypits Local Natural Reserve. Image credit: Aga Paulina Młyńczak.

GLASGOW SCULPTURE STUDIOS

Job Description: Director of Glasgow Sculpture Studios

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| Job Title: | Director |
| Working hours: | 35 hours / 5 days per week Evening and/or weekend working as required (we operate a Time Off in Lieu system for additional hours worked) |
| Location: | Glasgow Sculpture Studios, Dawson Road, Glasgow |
| Reports To: | Board of Directors |
| Line Manager: | Chair of the Board |
| Direct reports: | Production Facilities Manager, Operations and Building Manager, Learning and Engagement Manager, Financial Administrator |
| Salary: | £44,000 p.a. |
| Pension: | Contributory pension scheme (5% employer contribution, employee contribution 3% minimum) |
| Annual leave: | 22 days per annum plus 9 public holidays |
| Contract Type: | Full-time, Permanent |
| Probationary period: | 6 months |

1. Purpose of Role

As Director of Glasgow Sculpture Studios, you will be responsible for the organisation meeting its key organisational aims. You will lead the future development of GSS, generating a shared strategic vision for the organisation, which continues to be responsive to the needs of our artist members, and recognises the organisation's unique position to drive research and innovation within art production and sustainable material practice.

You will ensure GSS continues to investigate new models of access and public engagement through the continuing development of our Learning and Engagement programme, nurturing partnerships within our local North Glasgow communities, and providing opportunities to share knowledge and collaborate. Underpinning this, you will generate a financially robust business model

to ensure the long-term sustainability of the organisation, building our income generating activities and fundraising capacities.

You will oversee the operational structure which ensures our facilities and services are delivered efficiently, to a high standard, comply with all relevant health and safety legislation, and set a best-practice standard in our sector. This role will require strong leadership and excellent communication skills to support GSS staff, as well as the ability for strategic thinking to drive future organisational, operational and financial development.

2. Key Duties and Responsibilities

Organisational development

- Further developing GSS' business plan, following on from the work undertaken for the 2025-28 plan submitted as part of our successful Multi-Year Funding application to Creative Scotland, developing and articulating GSS' strategic approach and priorities in response to artistic, social and financial context.
- Leading GSS through a process of development and change to deliver a successful business model underpinned by equity, diversity, and inclusion in all aspects of its operations.
- Ensuring GSS continues to develop as a leading artist membership organisation, facilitating productive and collaborative discussion and communication with GSS artist members, providing structure for critical thinking and reflection, and supporting artistic excellence and innovation.
- Managing and evolving GSS' HR policies and procedures to support a positive working environment and staff career development, considering guidance such as Effective Voice and Fair Work.
- Championing a culture of innovation, connectivity and collaboration across all aspects of the organisation, ensuring structures are in place to facilitate excellent communication and stakeholder engagement.
- Supporting and advising the Board of Directors and working with them to strengthen governance processes and relationships.

Strategic leadership and programme development

- Directing the planning and delivery of GSS' programme of work, across all areas; developing our workshop and studio facilities, growing of our membership and artist support programmes, advancing the impact of our Learning and Engagement programmes; meeting strategic aims around supporting artistic excellence and innovation, widening access, progressing equality, diversity and inclusion, environmental impact and sustainability, fair work and international profile.

- Ensuring GSS' programme of work is delivered with the available resources of our organisation.
- Driving effective structures to review and deliver relevant organisational policies and activity plans, supporting staff collaboration and board review processes.
- Positioning and promoting GSS as a centre of excellence in art production and a foundational organisation in Scotland's visual arts landscape, recognised locally, nationally and internationally.
- Leading and supporting a cohesive staff team, ensuring the right mix of skills and experience are held within the organisation, and ensuring roles, responsibilities, and objectives are understood.
- Implementing effective workforce planning, including recruitment, succession planning, and skills development to support the organisation's goals and Fair Work principles.
- Ensuring thorough management processes are in place to mitigate organisational risk including effective budgeting and budget management, contingency planning, health & safety management and risk assessment.

Financial and operational leadership

- Delivering GSS' budget and financial planning, ensuring effective use of resources, robust monitoring systems, and setting income generation targets based on sound evidence, and market analysis.
- Developing funding strategies, partnerships, and revenue models to ensure long-term financial sustainability, including income generation through studio leases and workshop fees, GSS Commercial Fabrication services, providing building management services, and hires of our available spaces.
- Providing oversight of the operational structure to ensure facilities and services are delivered efficiently and in compliance with all necessary health and safety, regulatory and legal requirements.
- Liaising with funders, overseeing the completion of relevant applications and reports in relation to GSS' regular core funders (currently Creative Scotland and Glasgow City Council), ensuring GSS meets funding criteria and identifies new funding opportunities.
- Ensuring progressive methods are employed to evaluate, review and share the work of the organisation, enabling this learning to positively impact GSS' future direction.
- Liaising with GSS' landlord for all building service charge, Planned Preventative Maintenance schedule and lease discussions and negotiations, and overseeing the delivery of GSS building management services for The Whisky Bond.
- Reporting on outputs and financial impact to the Board and GSS artist membership.

Partnerships and advocacy

- Developing GSS' networks and partnerships which champion artistic excellence and innovation, support opportunities for artists, creative skills development, and the commissioning of artworks.
- Effectively represent the impact of creative practice across multi-sector platforms including, education, health, culture, economic regeneration, and social connectivity.
- Building relationships with cultural and community partners, educational institutions, funders, creative industry, heritage and commercial sectors, local authority and national policy makers, national and international networks, to amplify GSS' sphere of influence and maximise collective resources to support wider impact and GSS' key organisational aims.
- Developing and implementing strategies for audience/constituency development, including responding to a wider city and national calendar of events and festivals.

Skills & Experience

- Proven leadership skills in team development, project delivery, and partnership development, fostering collaboration and support.
- Experience in devising and implementing strategic planning and organisational development.
- Strong financial acumen, including experience of developing innovative approaches to diverse income generation services, e.g. Commercial Fabrication etc.
- Experience in raising significant funds from trusts, foundations, government agencies and individual donors.
- A nuanced and rigorous understanding of the cultural sector in Glasgow, Scotland, and the UK, with an informed position on the challenges and opportunities facing contemporary arts organisations.
- Exceptional communication and stakeholder engagement skills.
- Ability to work with organisational governance structures, including Board of Directors.
- Experience of working with membership organisations and ability to leverage own professional networks.

3. Person Specification

We are looking for a dynamic and energetic individual to lead GSS into the next phase of the organisation's development. The successful candidate will bring a balanced approach to the role, furthering the ambitions of organisation whilst maintaining operational excellence and stringent financial management. Words our artist members have used to describe the role of the Director of GSS include: dynamic, energetic, creative, ambitious, pro-active, collaborative, visionary, engaged, transparent, visible, and enterprising.

Essential criteria

- Demonstrable experience in leading strategic planning and organisational development within an arts or cultural context.
- Proven ability to manage people effectively, with knowledge of HR best practices, and ability to foster a collaborative workplace.
- Strong financial management skills, including budgeting, financial planning, and developing income-generating services.
- A successful track record in securing major funding (e.g. Multi Year Funding grants), and experience in developing and managing funding strategies.
- Understanding of building operations, including lease negotiations and service charge management.
- Experience in designing and delivering artist support and Learning and Engagement programmes aligned with strategic goals.

Desirable Criteria

- An understanding of the artistic and cultural landscape in Glasgow and Scotland, including key challenges and opportunities.
- Excellent public speaking, interpersonal and advocacy skills and the ability to build partnerships with artists, funders, community organisations, and policy makers.
- Experience working with governing bodies (e.g. Boards of Directors/Trustees) and contributing to effective governance structures.
- Experience with international arts partnership organisations, artist residency and exchange programmes to build international networks and raise the profile of an organisation globally.
- Interest or experience in environmentally responsible art production and sustainable material practices.