



**Chief Executive Officer  
Recruitment Pack**







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Dear Candidate,

2020 marks the 20th anniversary of welcoming artists to Cove Park on the beautiful west coast of Scotland, inviting them to take some valuable time out to reflect, create or gaze out over Loch Long and to have the opportunity to meet other residents from varied backgrounds and disciplines. Our mission has been to nurture individual artistic practices through self-determined residencies within our remote natural setting, while offering time for the exchange of diverse ideas and cultural insights. In these past few years, we have successfully initiated an inventive community engagement programme, providing free creative workshops led by our resident artists for children and young people plus events for the community in our immediate vicinity. We have engaged communities locally, nationally and internationally through partnerships and the networks we have continued to build throughout the past two decades.

Cove Park's original name was Outside the Box, reflecting the challenge we continue to give ourselves around our own development and to upholding our underlying ethos. Our Director Julian Forrester, who has been with Cove Park since the beginning and appointed as Director in 2009, is deservedly retiring at the end of this year. Cove Park has earned an admirable reputation within the artistic community and built a base of 2000 plus alumni residents over these twenty years. Cove Park's stalwart founders, Peter and Eileen Jacobs, both serve on the Board of Trustees, contributing a rich perspective as we move forward. In recent years, the Board of Trustees and staff team have resourcefully overseen the building of a thoughtfully-designed artists' centre and secured funds to sustain and upgrade the residence facilities and environment. We have been in the process of recruiting additional board members with particular expertise and from diverse backgrounds. Joining Cove Park two years ago to serve as Chair, I am committed to preserving the integrity and longevity of this extraordinary organisation positioned in this stunning corner of the world. It is a stewardship I could not resist.

We have created the role of Chief Executive Officer to address this challenging new era in our history. As Chief Executive Officer, you will have the opportunity to lead the organisation into the next stage of our development. This is an exciting moment to reset and reorient Cove Park. We want to re-examine our varied resources and to reinforce Cove Park's strengths, determining the best way forward to support the communities of artists and creative thinkers we have built and those we wish to newly engage. We are searching for someone who has the passion, leadership and foresight to work with us to create and secure an ever-brighter and sustainable future for Cove Park.

If you are interested in becoming our new Chief Executive Officer, please review the attached materials and send us your CV, along with a covering letter telling us why you are the right person for the post.

We will be delighted to hear from you.

Best wishes,

A handwritten signature in black ink, reading 'Lauren Dyer Amazeen'.

Lauren Dyer Amazeen  
Chair  
July 2020

This is an exciting opportunity to lead the team at Cove Park, a highly-successful international artists' residency centre located within an outstanding rural site on Scotland's west coast. Cove Park's residencies support the development of new work by national and international artists, groups and organisations, working in all art forms. Cove Park also creates a wealth of programmes and events for children, young people, families, community groups and schools.

Cove Park's new Chief Executive Officer will demonstrate high levels of ambition and enthusiasm in establishing and delivering Cove Park's strategic goals and objectives for developing the organisation further as an international cultural organisation. The new Chief Executive Officer will create innovative models of operation for Cove Park, and all its creative and participative activities, by developing business plans for Cove Park's sustainable cultural and financial future.



### How to Apply

Please visit our website to access the Job Description and Recruitment Pack. To receive this information in hard copy or large print format, please contact Kerrie MacQueen: [kerriemacqueen@covepark.org](mailto:kerriemacqueen@covepark.org)  
Tel: 00 44 (0)1436 850500

[www.covepark.org](http://www.covepark.org)

**The closing date for applications is Friday 14 August 2020 (midnight).**

**It is anticipated that the first interviews will be held on Zoom during the week of 24 August 2020.**



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### Application Accessibility and EDI Statement

We will accept submissions in audio or video formats if this is preferable to a written application. If you consider yourself to have a disability please tell us if there are any reasonable adjustments that we can make to assist in your application.

Cove Park believes that the arts are for everyone and that equality, diversity and inclusion help to support creativity. We are committed to community engagement and encouraging wider access and participation in our work as a centre of excellence. We actively encourage and support applicants from under-represented communities and those with protected characteristics.

Image: Toby Paterson, Visual Arts residency 2015

### Chief Executive Officer Job Description

Salary range £40,000 –£45,000

*Dependent upon experience and expertise*

Cove Park is an international artists' residency centre located within an outstanding rural site on Scotland's west coast. Cove Park's residencies support the development of new work by national and international artists, groups and organisations, working in all art forms. They respond to and support the diversity of contemporary artistic practice across all disciplines.

The organisation hosts national and international artists from all cultures and career stages and creates a supportive and stimulating context in which new work and ideas can be developed, tested and shared. The bespoke and award-winning spaces provided for residents and visitors to live, meet and work in are located on a wonderful site overlooking Loch Long and the Firth of Clyde, one hour from Glasgow.

Founded in 1999 by Peter and Eileen Jacobs, Cove Park is a charity, funded by Creative Scotland, Trusts and Foundations, national and international funding agencies and by the generosity of individuals. Since 2000, Cove Park has hosted over 1,500 artists; former residents include Margaret Atwood, Ann Carson, Abraham Cruzvillegas, Mariana Castillo Deball, Alasdair Gray, Beca Lipscombe, Tom Morris, Ciara Phillips, Elizabeth Price, Charlotte Prodger, Simon Starling, Christos Tsiolkas, Louise Welsh and Jan Verwoert.

Cove Park develops funded and independently funded residency programmes, hosting up to 12 artists at any one time. A number of these programmes are produced in partnership with leading national and international companies, art schools and organisations, including Arts Initiative Tokyo, Fuel Theatre, Glasgow School of Art, The Lighthouse, National Theatre of Scotland, The Royal Opera House and Sadler's Wells. The organisation also hosts and facilitates residencies devised and led by prominent organisations such as BBC Scotland, Cryptic and Playwrights' Studio Scotland, commissions new work and works collaboratively with partners on major international projects such as Scotland + Venice 2019, the Scottish participation in the 58th International Art Exhibition, the Venice Biennale.

Cove Park is an integral part of the West of Scotland community and creates a wealth of programmes, workshops, talks, screenings and events for children, young people, families, community groups and schools. These are delivered at Cove Park itself or externally as part of its outreach programme. Workshops are devised and led by former creative residents, providing unique experiences for those taking part. They are a means through which Cove Park can continue to work with, and support, communities and artists. Events and programmes cover varied and stimulating topics, themes and hands-on experience including colour and language through printmaking, boat-building, mark-making, poetry and literature readings, photography and sculpture. External visits are also organised by Cove Park for local school pupils to such renowned organisations as the Glasgow Print Studio, The Lighthouse and Glasgow's Tramway.

2020 marks the 20th Anniversary of Cove Park's programme of local, national and international residencies and confirms the organisation's place as a global centre of creative achievement. Our Director, Julian Forrester, is deservedly retiring at the end of the year.





Scotland + Venice 2019 - Charlotte Prodger, *SaF05*, 2019, single-channel video, courtesy of the artist; Koppe Astner, Glasgow and Hollybush Gardens, London

The Board of Cove Park has now established a new leadership role to sustain and uphold the organisation's ethos as it moves beyond its first 20 years. It is the ultimate vision of the Board and the Professional Team that Cove Park should build upon the success of recent projects – such as the Translation, European and Scotland/Japan programmes – to become evermore internationally recognised as a centre of excellence for the nurturing of creativity and its support of the arts and culture.

Developing the highly successful programme nurtured over these past 20 years, while confidently and creatively addressing this next era in Cove Park's history, will be a stimulating prospect for the organisation's new Chief Executive Officer. This person will be an inspiring leader, responsible to the Chair and Board for the creative, financial and public-facing success of the organisation. Possessing the creative and business vision to lead Cove Park into the next stage of its future, the Chief Executive Officer will uphold the organisation's mission and its core purpose of supporting residencies for a diverse range of national and international artists and, in parallel, serving the local and Scottish community.

The Chief Executive Officer will work with a small but highly-experienced and dedicated Professional Team, including specialists in contemporary craft and design, literature and translation, visual arts, moving image and creative learning. The Team has a strong track record in developing innovative residency and participatory programmes and fundraising from a wide range of national and international Trusts, Foundations and funding agencies.

The Chief Executive Officer will demonstrate high levels of ambition and enthusiasm in establishing and delivering Cove Park's strategic goals and objectives for developing the organisation further as an international cultural organisation.

### The Chief Executive Officer will:

- Develop exciting models for the future of Cove Park and all its creative and participative activities
- Originate ideas for new programmes and secure funding and other support for such initiatives
- Develop and oversee all creative strands for Cove Park including progressing ideas for current and future artistic residencies, maximising innovative and original opportunities for artists and advancing opportunities for exceptional creative impact
- Maximise public involvement in Cove Park, creating opportunities for access and connection with appropriate groups, publics and related constituencies
- Develop all related participatory, learning and community programmes for Cove Park ensuring maximum impact on local, national and international communities including schools, families and community groups
- Develop Cove Park's future plans for 360° EDI (Equalities, Diversity and Inclusion) in all areas of the organisation including progressing plans for increasing the representation of artists, participants and staff from across Scotland and beyond
- Develop future plans for all facilities at Cove Park including the site itself, the buildings and the accommodation
- Create business plans and related strategy and objectives for Cove Park's sustainable financial future and for its related resource requirements



Heiba Lamara, Early Career Residency Programme 2019 (image, Alan Dimmick)



Jenn Kirby, Musician/Composer, Early Career Residency Programme 2018, (image, Alan Dimmick)

- Create and execute approved strategy for the above, consulting the Board and all other key stakeholders in pursuit of future plans
- Provide the main point of contact for Cove Park's major funders, Creative Scotland, ensuring all required reporting procedures are met. Maintain effectively Cove Park's ongoing relationship as one of Creative Scotland's Regularly Funded Organisations
- Provide leadership, direction and staff guidance for all the company's activities
- Analyse and evaluate the effectiveness of operations and team members
- Monitor and understand all cultural sector and technological developments which impact on the organisation
- Represent the organisation to cultural sector bodies, public agencies, partners and funders, the charity regulator and the media
- Report effectively to the Board of Trustees on all of the above
- Carry out any other reasonable duties commensurate with the efficient running of Cove Park

*Cove Park's 2019 Annual Accounts will be available at the beginning of August for any candidate who wishes a copy. Please contact Kerrie MacQueen (details on page 12) to receive the document.*



There are six principal elements to the Chief Executive Officer's role:

### 1. Strategic Direction

- Development of the organisation's creative, artistic, community and business strategy and long-term objectives in consultation with, and the approval of, the Board
- Development of a sustainable business model which takes account of future challenges and risks while identifying opportunities available to Cove Park
- Nurturing and maintaining all relationships required for successful delivery of Cove Park's strategy and objectives

### 2. Operational Management

- Instigate, create, develop and deliver, in collaboration with the Professional Team, Cove Park's operational plan, with the approval of the Board, for the effective delivery of the organisation's activity portfolio
- Work with the Professional Team to prepare and oversee Cove Park's Creative Scotland Regularly Funded Organisation funding applications in consultation with, and the approval of, the Board



Launch of the Scotland/Japan Residency Exchange Programme, 2018 (image, Alan Dimmick)



Ashanti Harris, Emerging Visual Arts Residency, 2019 (image, Alan Dimmick)

- Work with the Professional Team to ensure Cove Park's adherence to all appropriate legislation and Scottish Government policy including, but not limited to, Health and Safety, Equalities and Disability legislation, Data Protection, Child Protection and Employment legislation
- In collaboration with the Professional Team, understand, undertake and oversee the management of the organisation's facilities and surrounding 50 acres of property
- Work with Team members to ensure all contracts and commitments are fulfilled as agreed, with particular emphasis on the delivery of targets
- Identify, evaluate and manage all risks to the organisation's people, visitors, residents, finances and reputation
- Monitor performance against agreed objectives
- Draw up written reports, financial reports, performance reports and compliance documents for funders
- Oversee quality control ensuring the successful delivery of all projects and programmes
- Ensure that the day-to-day operation of the organisation meets the expectations of all stakeholders and the objectives agreed by the Board



### 3. External Relations

- Act as an advocate and ambassador for Cove Park
- Develop existing and build new relationships and effective advocacy with stakeholders and local, national and international cultural and other relevant agencies, consulting them and keeping them briefed on the work and achievements of Cove Park
- Promote the organisation's reputation and profile through participation in sector events
- Position the company as a trusted and reliable partner for those involved in the development of the arts and cultural sector in the UK

### 4. Financial

- Responsible for the overall finance performance and accounting of the organisation
- Ensure finance processes and procedures are robust and effective
- Ensure that operating results established in the overall budget are achieved and that there is control of operating expenditure within individual programme budgets
- Oversee all finance reporting, forecasting, cost control and cash flow
- Ensure the accuracy, integrity and timeliness of all finance accounting and reporting
- Provide the Board with comprehensive, regular reports on income and expenditure
- Ensure the timely and complete preparation of the annual audited accounts and Annual Report



Cove Park's Original Cubes, Redesigned in 2019 by CameronWebster Architects (image, Alan Dimmick)



Roanna Gonsalves, Varuna Writers' Residency, 2019 (image, Alan Dimmick)

### 5. Fundraising / Business Development

#### Fundraising, development and sponsorship

- In collaboration with the Professional Team, develop the organisation's fundraising, development and sponsorship strategy, maintaining and strengthening existing relationships with major Trusts and Foundations. This will also include researching additional sources of support and creating appropriate relationships in pursuit of fundraising partnerships with corporates, Trusts and Foundations and individuals
- Develop realistic financial targets and objectives for fundraising income for Cove Park and agree targets with the Board as part of the organisation's income portfolio
- Oversee and develop, with the Professional Team, suitable proposals and applications to secure funding, and other support, to deliver Cove Park's fundraising objectives

#### Business Development

- Identify new business and income opportunities for Cove Park including positive and imaginative future uses of the site, buildings and accommodation
- Develop programmes and other initiatives with the Professional Team that make maximum and appropriate use of the organisation's resources while adding to Cove Park's excellent reputation



### 6. Team Leadership

- Provide effective, inspiring leadership through successful internal communication and leading by example, by identifying and encouraging ongoing professional development for Team members, realistic and motivating objective-setting and clear lines of authority and delegation
- Encourage and facilitate a culture of creativity and support, centred on Cove Park's creative, artistic, community and business ethos
- Lead ongoing organisational Team member development, including conducting performance appraisals and providing ongoing team/line management
- Ensure compliance with all employment and other Team member-related legislation. This will include ensuring all HR administration, correspondence, contracts and ongoing records are lawful, current and fair

### Skills, knowledge and experience required

- Inspirational leadership qualities developed within a cultural, third-sector, education or non-profit environment
- Confident representation of the organisation on a public stage
- Knowledge of, and passion for, the current contemporary Scottish, UK and international cultural landscape including awareness of policy matters and trends
- Relevant experience of managing a non-profit organisation at Director level
- Relevant experience of managing teams of staff, freelance and independent artists
- Experience of direct working with boards of trustees
- Relevant high-level expertise and experience of budget management and financial planning
- A demonstrable track record in organisational fundraising, sponsorship and development
- Confidence in the developing role of technology and social media/digital platforms in a cultural context
- Assurance as a public speaker with excellent standards of written and verbal communication

If you wish to apply for the post of Chief Executive Officer with Cove Park please send your CV and a covering letter, detailing why you are the right person for this position, to:

[kerriemacqueen@covepark.org](mailto:kerriemacqueen@covepark.org)

Hard copies of your application may, if preferred, be sent to:

Kerrie MacQueen  
Cove Park, Peaton Hill  
Argyll & Bute, Scotland  
G84 0PE

[www.covepark.org](http://www.covepark.org)

Tel: 00 44 (0)1436 850500

If you have any questions regarding the application, please contact Kerrie MacQueen on the email above. We will respond via email or phone accordingly.

**The closing date for applications is Friday 14 August 2020 (midnight).**

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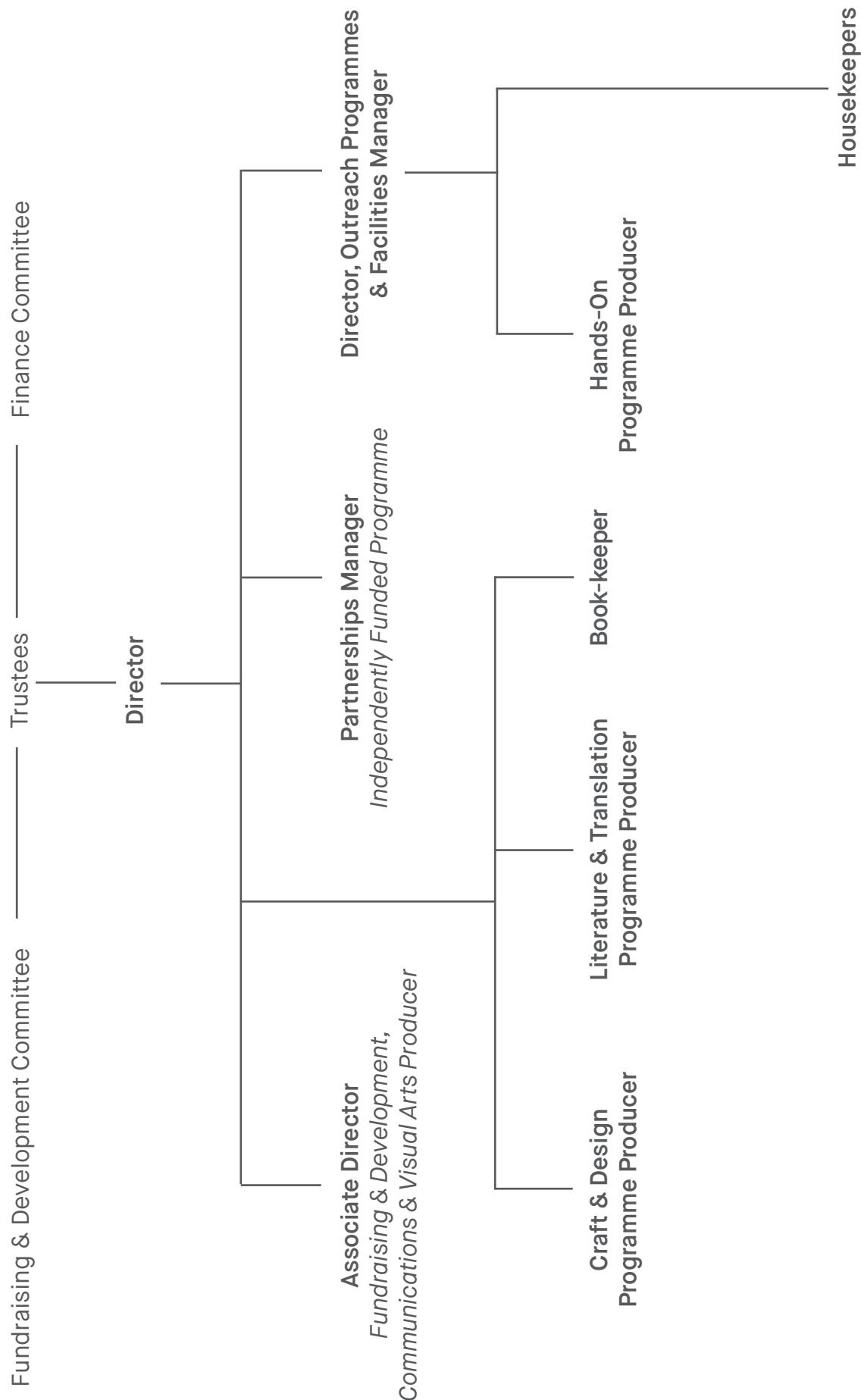
Cove Park is committed to safeguarding privacy and related data within recruitment processes and abides by all appropriate General Data Protection Regulations.

Cove Park is a Creative Scotland Regularly Funded Organisation.



Simon Starling, Autoxylopyrocycloboros, Cove Park Commission, 2006 (image, Ruth Clark).





# Equal Opportunities Monitoring Form



Dear Applicant

As part of the recruitment process we are collecting equalities data. Cove Park is committed to being a fully inclusive organisation and will use this data to monitor our progress. This information is confidential and will not inform the selection process.

What age are you?

- ☐ 16-24
- ☐ 25-44
- ☐ 45-65
- ☐ 65+
- ☐ Prefer not to say

How do you describe your ethnicity?

- ☐ African
  - ☐ African Scottish
  - ☐ African British
  - ☐ Arab
  - ☐ Arab Scottish
  - ☐ Arab British
  - ☐ Asian
  - ☐ Asian Scottish
  - ☐ Asian British
  - ☐ Black
  - ☐ Black Scottish
  - ☐ Black British
  - ☐ Caribbean
  - ☐ Caribbean Scottish
  - ☐ Caribbean British
  - ☐ Chinese
  - ☐ Chinese Scottish
  - ☐ Chinese British
  - ☐ Gypsy/Traveler
  - ☐ Irish
  - ☐ Mixed or Multiple Ethnic Groups, please detail below
  - ☐ Polish
  - ☐ White Scottish
  - ☐ White British
  - ☐ White other, please detail below
  - ☐ Prefer not to say
- 

How do you describe your sexual orientation?

- ☐ Bisexual
- ☐ Gay/Lesbian
- ☐ Heterosexual
- ☐ Queer
- ☐ Prefer not to say

Do you have a disability?

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

If you have a disability, and are comfortable to share further detail, please select from the following options:

- ☐ Cognitive or learning disabilities
  - ☐ D/deaf
  - ☐ Mental health condition
  - ☐ Physical disabilities
  - ☐ Visual impairment
  - ☐ Other long term/chronic condition
  - ☐ Prefer not to say
  - ☐ Other, please detail
- 

How do you describe your gender?

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Thank you

You may also fill this form out online at:  
[www.surveymonkey.co.uk/r/XXF5P2B](http://www.surveymonkey.co.uk/r/XXF5P2B)