

Welcome

Thank you for your interest in becoming Chair of our Board of Trustees.

The past few years have been transformative for CCA, demanding adaptability and renewed commitment to our vision. As we move forward, we remain dedicated to being a forward-thinking cultural organisation for artists, audiences and communities.

This pack outlines our organisation, ambitions, and the trustee role at this pivotal time. We hope it gives you a clear picture, and welcome any enquiries.

2025 is a significant year for CCA as we implement our recovery and turnaround plan. We are evolving our governance to amplify staff voices and reflect the artists and communities we serve. Trustees play a vital role in shaping our mission and ensuring accountability and sustainability. It is a stimulating, rewarding role, working with a dedicated and creative staff and board in a supportive environment.

CCA needs strong leadership at this critical point in our journey. We welcome individuals who have demonstrable governance experience at senior level and within large and diverse organisations, can think strategically, set priorities (including financial sustainability), and uphold the principles of charitable governance. All Trustees must act in the charity's best interests and comply with OSCR, the Scottish Charity Regulator.

We are also seeking several new trustees, and the new Chair of the Board will be actively involved in their selection, with further phased recruitment planned for continuity. As Chair, you will lead the Board on shaping meaningful opportunities for artists, support bold artistic work, and contribute to a history of civic engagement and artistic freedom.

Applications will be reviewed against criteria shaped by initial staff input. A key priority for the incoming Chair and trustees will be to launch the recruitment of a new permanent leadership role with a vision for CCA's future. Another priority will be to support a review of our values, policies and ethical fundraising, and make commitments going forward.

This autumn, our current Chair comes to the end of their term as a trustee.

This is an exciting opportunity to contribute to one of Glasgow's most dynamic and experimental arts venues and to play a leading role in shaping its future. As Chair, you will make a real difference to the future of contemporary practice in Scotland, while deepening your own appreciation of the role art can play in people's lives across diverse communities. You'll lead a board and staff team working together towards a more open, inclusive, and resilient CCA.

We would love to read your application.



Chair of the Board of Trustees - Overview

CCA is seeking to appoint a truly exceptional candidate to lead the Board of Trustees as Chair.

The Chair provides leadership to the Board and Management Team, harnessing and directing the Trustees' efforts in support of the organisation's wide-ranging creative and engagement activities. This is an exciting time for the organisation as we seek to appoint a new CEO/Artistic Director early in 2026.

Our Chair will work both with the Board and the CCA Management Team in a non-executive capacity, to support and implement the agreed re-set plan commenced in April 2025. They should be passionate about Art and Community and its role in supporting emerging creatives, delivering education and participation programmes to underserved communities, and producing new work.

They should be committed to ensuring that the core values of equality, diversity and inclusion, Are founding principles along with environmental sustainability and business resilience are central to the CCA's operations and everything it delivers.

Key responsibilities

Strategic Leadership and Advocacy

1. Develop the strategic direction for the company in conjunction with and execution by the management team.
2. Actively supporting an efficient and visible fundraising function at Board level.
3. Set high level direction for and manage the performance of the Management Team.
4. Assist in and, where appropriate, lead the company's positioning and reputation management, representing the company at functions both internal and external.
5. Oversee relations with funding bodies and key national bodies.

Board Management and Governance

1. Lead the Board of Trustees, ensuring that Trustees fulfil their responsibilities for governance of the company, meeting legal and constitutional requirements.
2. To chair general and extraordinary Board meetings, away days and sub-committee as appropriate.
3. Work to ensure strengthening of Board membership and support the recruitment of new Board members in line with our skills audit and contribute to induction of new Trustees.
4. Take principal responsibility for Corporate Governance ensuring that an appropriate organisational, process and control environment is established.
5. Maintain a full understanding of the company's operations and the sectors in which it operates.
6. Together with the Trustees, oversee the company's revenue funding agreements and outcomes associated with these.
7. Appoint sub committees for specific areas of the company's work, with the approval of the Board and delegate functions as necessary.

Staff

Provide support to the current Interim Director and incoming CEO and review and monitor their performance and delivery on the company's strategic objectives as set out in business plans.

Skills and Experience

- A demonstrable and active interest in the Arts
- Experience in setting and reviewing strategic direction and achievement
- Has a sound working knowledge of governance, management and understanding of the legal duties, responsibilities and liabilities of Trusteeship
- Has experience of understanding financial data and can monitor the financial performance of the company
- Preferably has previous experience as a Board member of a charity or similar organisation
- Has good, independent judgement, political impartiality and the ability to think creatively in the context of the organisation and external environment
- Can balance tact and diplomacy with willingness to challenge constructively
- Show a strong commitment to equality, diversity and inclusion

Time Commitment

The Chair is a non-executive position that on average provides 1 – 2 days per month in support of the Board and Management Team.

There is an expectation that they will be available for regular catch up meetings together in between board meetings and available to attend additional meetings with Senior Leadership, and to have capacity to be responsive to engage with matters arising in a timely manner. In addition contribute to the following:

- One Annual General Meeting and four Board meetings a year. Meetings currently take place on Mondays in the early evening and last up to two hours.
- Read Board papers in advance of each meeting, including artistic, financial, and strategic reports.
- Contribute to and attend at least one Board away day per year.
- Attend opening events (currently around 6-8 per year) and other activities that form part of the company's programme of work.
- Act as an ambassador for CCA and supporting fundraising initiatives.

Location

Board meetings, sub-committees, and the AGM take place at CCA (Center for Contemporary Art), 350 Sauchiehall Street, Glasgow. We believe there is a benefit to meeting in-person but Trustees can attend meetings virtually when they cannot be there in person.

Remuneration

The Board of Trustees are volunteers and are not financially remunerated, though reasonable expenses to enable attendance at meetings may be claimed. The Chair will discuss and agree expenses with the Executive Director and these could include travel, accommodation, postage, phone calls, childcare or care of other dependents while attending meetings.

We will ensure access provision is in place.

The Chair and Trustees can work for CCA in their professional capacity in appropriate circumstances.

Term:

- Three years with maximum of two terms (6 years in total)

Organisational Background

The past few years have brought significant challenges for many arts organisations. As we emerge from restructuring and recovery, we are committed to ensuring CCA remains a vital and sustainable cultural hub.

Overcoming financial and organisational pressures has strengthened our resolve for lasting change. We are refreshing our processes to ensure leadership reflects our principles and meets CCA's evolving needs.

We have ongoing secure support from Creative Scotland, a critical endorsement of CCA's artistic excellence and social impact. We have benefited from the UK Shared Prosperity Fund (administered by Glasgow City Council), and are awaiting the announcement of further support from the GCC Communities fund, providing investment for our Community Engagement programme strands. The implementation of our business turnaround plan and a focus on building a sustainable model, including income generation, will provide a stable foundation for the years ahead, allowing us to develop opportunities for artists, innovative programming, and the long-term sustainability of CCA.

As Sauchiehall Street is redeveloped into a cultural heritage district, CCA is well-placed at the heart of this regeneration. This is a timely opportunity to shape our next chapter, and board members will play a key role in ensuring CCA remains a vital, innovative, and accessible space for contemporary arts in Glasgow and beyond.

Who are we...

[Centre for Contemporary Arts](#) (CCA), on Glasgow's Sauchiehall Street, is a not-for-profit, multi-purpose arts and culture organisation. Our location has been an arts centre for over 50 years, formerly the Third Eye Centre. We programme thought-provoking, often experimental work, valuing collaboration and partnership throughout. We provide a platform for a broad cultural programme that enriches Glasgow's art scene while holding national and international significance and strive to promote equity through our work and engagement with diverse audiences.

Our [open-source approach](#) to event programming is a pioneering initiative in Scotland, supporting more than 200 programme partners every year to present work to a wide range of audiences. The ultimate aim is to provide the public with a diverse, high-quality, high-volume, and engaging cultural offering. This strand of work co-exists with the cultural programme, often complementing and enhancing it. CCA exhibitions expand understandings of Scottish culture and its global connections. Our Schools and Young People Programme builds meaningful links locally, with a focus on widening access and supporting additional needs.

Our community engagement strand encompasses [Common Ground](#) and the [Glasgow Seed Library](#). Common Ground provides a safe and inclusive space for refugees and individuals in the asylum process, addressing isolation, fostering connectivity, and promoting collaboration among participants and the broader community. The Glasgow Seed Library focuses on environmental sustainability, critical climate issues, and community engagement.

Housed in the Alexander 'Greek' Thomson building, the CCA complex also incorporates the in-house [Third Eye Bar](#), a not-for-profit venture that supports the Centre's aims and building upkeep, whilst we are seeking new operators for our courtyard café. It is also of great value to have so many other cultural organisations in the building, CCA's cultural tenants, whose work complements our programme.



Our Values

The business values that CCA has been using in recent years are:

1. Artistic quality and experimentation

CCA platforms work, which is experimental and often explores new concepts or ideas. Artistic quality is a curatorial value running through the heart of our programme, making space for artists at all stages of their lives and careers through open-ended opportunities for experimentation and reflection.

2. Critical thinking and conversation

Critical thinking and conversation are fundamental values that drive the work of CCA with artists and community groups. We believe in fostering an environment where diverse perspectives are welcomed and where thoughtful, constructive dialogue can flourish. We promote the exploration of ideas, enabling staff, artists, community members and audiences to pursue knowledge, understanding, and positive social transformation. The exhibitions we curate and the partner work we platform contribute to local, national and international conversation - connecting audiences with new ideas and creating space for reflection.

3. Addressing inequalities

CCA is committed to challenging discrimination in all its intersectional forms and ensuring that our spaces, programmes, and governance structures reflect the diversity of the communities we serve. We recognise that inequities persist across race, gender, sexuality, class, disability, migration status, and other lived experiences, and we aim to actively dismantle barriers that prevent full participation in the cultural sector. Our vision is for CCA to be a place where everyone feels welcome, respected, and represented.

4. Collaboration and partnership working

CCA believes that by actively engaging in collaborative efforts, we broaden access, amplify impact, and create a more diverse range of events and opportunities. Through our partnership-based approach, we share the building and resources with artists, organisations, and individuals, fostering a collective environment that encourages the exchange of ideas and cultivates creativity.

5. Sustainable development

CCA is committed to enhancing the quality of life in all aspects of operations, for the benefit of all. We recognise our responsibility in reducing emissions across the organisation and in our venue, and we are committed to exploring what de-growth means for CCA's programmes of work. We are committed to implementing sustainable practices as well as creating space for discussion and reflection on the climate crisis.

As CCA will be reviewing and developing its current organisational values, with input from the incoming Chair and board members.



What we are looking for

As part of our succession planning, we seek new Chair with skills to guide CCA's funding ambitions and strengthen governance, including:

- Artists and representatives of the communities we serve
- Capital and Heritage projects
- Communications and external relations
- Community leadership, advocacy and local representation
- Equality, Diversity & Inclusion and social justice work
- Environmental sustainability and climate action
- Financial, accountancy, and business development
- Hospitality management
- HR, Fair Work and coaching
- Income Generation and Fundraising
- Legal expertise
- Organisational change and risk management
- Safeguarding and Accessibility

We especially encourage applications from underrepresented groups in the arts, including disabled people, people from the Global Majority, working-class individuals, and those aged 18–30, reflecting our commitment to equity and inclusion.

What we will expect of you

CCA's new Chair should share a passion for building a sustainable, inclusive, and equitable cultural sector. All Trustees collectively guide the organisation through stewardship, advocacy, accountability, and securing resources. The Board has a particular role to create the conditions that champion that through trustees' collective responsibilities in **stewardship, advocacy, accountability** and securing resources and opportunity.

The role of a Chair is to ensure CCA is well-governed, professionally run, and aligned with its charitable aims. Both Chair and Trustees are required to help support and promote CCA's **mission** and **strategy**, which fulfils its purpose, and ensure that it is able to account for its activities to OSCR, our public funders and the public.

The Chair and Trustees must ensure **compliance** with company and charity law, all other relevant legislation and regulations (including in relation to employment, health & safety, data protection and so on) and operate within the terms of its current Memorandum and Articles of Association.

The Chair and Trustees take **collective responsibility** for CCA's **legal** and **charitable responsibilities**, including optimising CCA resources and ensuring that our staff team performs effectively to realise CCA's vision and fulfil its mission. We do this through providing direction and support for the CCA staff team.

In addition to its governing and leadership role, trustees are expected to play an active **advocacy** role for CCA in order to enhance and strengthen the resilience of the organisation. Trustees are expected to act in the best interest of the charity, beneficiaries and future beneficiaries at all times, **promoting** the aims and objectives of CCA and communicating the decisions of the Board when required to staff, external stakeholders, and the public.



How to apply

Please send us your CV and a covering letter (no more than 2 pages) with:

- Your relevant skills and experience: please refer to those mentioned in this pack under 'What we are looking for'.
- A brief outline of your governance experience: as a trustee, previous chairing experience or your work with Boards.
- How would you like to support CCA's governance: e.g. we are open to discussions on co-chairing models.
- Whether you would also wish to be considered for a Trustee role as part of our board, should you not be appointed as Chair.

We are also happy to accept video applications. These should be no longer than 3 minutes long, and should tell us why you would like to join the board and what skills you have to bring. Please submit a CV along with a video application.

All applications will be reviewed in line with a scoring criteria established with CCA staff input. An easy read and audio file of this recruitment pack will be available from our website's vacancies section.

Please send your application to **recruitment@cca-glasgow.com** by **10am Monday, 10th November 2025**, with 'Chair' in subject title.

Shortlisted applicants will be invited for interviews expected to be held at CCA in the week commencing 17 November 2025.

The new Chair will be invited to meet staff, along with new trustees, in December.

If you would like to speak to a member of the CCA team regarding your application, please contact the above recruitment email address, and we will come back to you as soon as possible.

Thank you for your interest in CCA.