

Chair Recruitment Pack





Welcome

Established in 1994, Impact Arts is Scotland's leading arts charity and social enterprise, whose vision is for a Scotland where people benefit from life transforming creativity that tackles inequalities and addresses poverty.

We transform people's lives through participation in creative activities, and we use creative engagement to build people's confidence and empower them to achieve their potential.

We place innovation, enterprise and creativity alongside outstanding delivery, sound management and a strong ethos of partnership to tackle society's big issues. Our talented in-house and freelance artists across Scotland and beyond ensure that our artistic programmes, exhibitions, performances and events are of the highest quality. We exist to inspire creativity in people and regenerate our communities through a deep and rewarding relationship with the arts.

We are governed by our Board that comprises up to 13 Trustees. All Trustees, including our Chair, are volunteers and uphold and represent our purpose, vision, values and mission in a personal and professional capacity. They come from a range of backgrounds with experiences including youth work, equalities, mental health, social enterprise, placemaking, finance, HR and creative arts. As a result they bring a wealth of experience and skills to the role. In order to take the organisation forward, the Trustees wish to appoint a new Chair who will lead the organisation over the coming years.

Impact Arts has been through a period of significant growth & development over the last couple of years, launching our new social enterprise venue The Boardwalk in Glasgow's City Centre in March 2023 (finalist for Social Enterprise of the Year in 2025) and developing a life journey through the arts, supporting people at each key life stage. Looking to the future, we are hugely ambitious for the organisation and want to develop the impact we have achieved across all the groups we work with. Our dedicated Board and Leadership Team are aware of the challenges that exist for people living with the effects of poverty in Scotland and are committed to the power of creativity in tackling these. We are midway through our current strategy *Transforming Lives Through Creativity 2023-28* and have recently launched our first manifesto *Impact Through Art: Tackling Inequality and Poverty in Scotland* as we look to advocate more strongly for the people and communities we support.

The Chair of the Board position is an exciting opportunity to build on over 30 years of successful creative delivery and to shape the future direction of one of Scotland's most significant creative arts organisations and the impact it has for people and communities living with poverty and inequalities in Scotland.

Fiona Doring, Chief Executive Officer

ABOUT IMPACT ARTS - WHO WE ARE

VISION

A Scotland where people benefit from life transforming creativity that tackles inequalities and addresses poverty.

MISSION

To be the most trusted provider of creative arts engagement in Scotland.

AMBITION

To transform people's lives through participation in creative activities. To use creative engagement to build people's confidence and empower them to achieve their potential.

OUR STRATEGIC OBJECTIVES

- Transforming lives by improving wellbeing.
- Empowering people to improve their life chances.
- Enhancing inclusive community connections.
- Growing impact, people and profile.
- Building sustainable foundations for the future.

We have a core team of over 50 staff, 40 sessional artists, and 25 volunteers working on services across Scotland with our Head Office in Glasgow and further bases in North Ayrshire and Edinburgh. We work with multiple partners and funders all with a strong ethos **#artchangeslives**.

We are supported on an annual basis by over 40 funders including Scottish Government, CashBack for Communities, National Lottery Community Fund, Corra Foundation and a range of other local authorities and foundations and trusts.

In 2025/26 Impact Arts supported 3102 people through 142 projects and 46 exhibitions and events. 333 customers made 1037 bookings at The Boardwalk with a footfall of 44,185.

OUR VALUES

As a team of people we share the following values:



Inclusive

We are non-judgemental and embrace diversity



Creative

We are artists, makers, thinkers and innovators



Kind

We are compassionate, caring and person-centered



Brave

We are bold and ambitious and embrace challenges



Fun!

We love to play and bring joy to peoples lives

Board

Impact Arts' current Trustees are listed below. Their profiles can be viewed on Impact Arts' website: [Our People - Impact Arts](#).



BOARD MEMBERS

- Cath Denholm (Vice Chair)
- Craig McCreadie
- Gerry Milne
- Gillian Gilmour (Chair of Finance & HR Committee)
- Humna Bukhari
- Kieran Daly
- Maeve Dolan
- Martyn Dempsey
- Rachel Maclean
- Wendy Halliday
- Elise Gallagher

EXECUTIVE LEADERSHIP TEAM

- Chief Executive - Fiona Doring
- Head of Finance & Corporate Services – Mairi McLaren
- Head of Operations – Caroline McGhee
- Head of Development – Fran Armour

ASSOCIATES

- Finance Associate - Tom McGowan
- Finance Associate - Colin Sharkey
- Digital Associate - Tariq Ali

SUB COMMITTEES OF THE BOARD

- Finance & HR Committee (meets quarterly)
- Policy Committee (new committee, no formal terms of reference)
- Programme Delivery Committee (being established in 2026)

Governance

Impact Arts (Projects) Ltd is a company limited by guarantee (SC225422) and is a registered Scottish Charity (SC032430), generally referred to as Impact Arts.

Impact Arts Ltd is a dormant subsidiary of Impact Arts (Projects) Ltd.

The Boardwalk is the Head Office and venue run by Impact Arts at 105 Brunswick Street, Glasgow G1 1TF.



CHARITY RESPONSIBILITIES

- As a responsible charity, we take best guidance in upholding our duties and responsibilities as Trustees. The following link provides a full overview: [Roles & Responsibilities - SCVO](#).
- The Office of the Scottish Charity Regulator (OSCR) has produced Good Governance guidance which sets out in detail the duties and responsibilities of charity trustees in Scotland.
- See: [OSCR Good Governance guidance](#).

- As outlined in the Impact Arts Articles of Association, the Board consists of up to 13 Trustees.
- Tenure is initially for 3 years (up to a maximum 3 terms of 3 years).
- All Trustees must have or be prepared to gain an understanding of the legal duties, responsibilities and liabilities inherent in the role and be eligible to act as a Company Director and Charity Trustee.
- All Trustees undergo PVG checks.
- This post is not remunerated however reasonable expenses to support with attendance at meetings are payable in line with our standard expenses policy.



The Role of the Chair of Impact Arts Board

The Chair is responsible for the leadership of the Board and, together with the Board and the CEO, provides high level strategic direction to Impact Arts to ensure delivery of its key strategic objectives.

STRATEGIC LEADERSHIP

- Lead and energise the Board and ensure effective conduct of business in line with Impact Arts (Projects) Ltd Articles of Association.
- Provide leadership to the Board and organisation ensuring a clear vision, mission and strategic direction are established and pursued and the Impact Arts values are adhered to.
- Work effectively with the Chief Executive as a “critical friend,” providing appropriate challenge and support while respecting the boundary between governance and operational management.

GOVERNANCE

- Maintain high standards of governance in line with charity law, maintaining trust and confidence amongst Board members, staff, funders, stakeholders and participants.
- Support the work of the Committees, liaising with Committee Chairs as appropriate and attending committees as required.
- Regularly review the performance of the Board and the Chief Executive and identify and manage the process for renewal of the Board through recruitment processes.
- Ensure risks are effectively managed and mitigated.
- Act with integrity, avoiding conflicts of interest and safeguarding charity funds and assets.

PROFILE AND STAKEHOLDERS

- Maintain and develop strong relationships with key funders and stakeholders, including local authorities and Scottish Government.
- Championing and promoting the work of Impact Arts through their networks.
- Represent Impact Arts at external and internal events to grow and sustain the charity profile.
- Ensure the voice of staff and participants are central to strategic decision making.

The Role of the Chair of Impact Arts Board

TIME COMMITMENT

The expected time commitment amounts to approx. 1 day per month and the Chair would be expected to undertake the following each year:

- 4 x Trustee Board meetings held per annum commencing 6.00pm for approximately 2 hours duration plus preparatory reading in advance. Meetings are held in person in Glasgow although option to attend virtually.
- 1 or 2 half day Board strategic planning meetings p.a.
- 1 x Annual General Meeting & Showcase Event.
- Annual appraisals with Trustees and CEO.
- Regular support & supervision meetings with CEO.
- Occasional training as required e.g. Equalities & Diversity; Charity Governance; Safeguarding.
- Attendance at Committee Meetings as agreed. There is an expectation that Trustees will take Board ownership of one strategic theme and sit on one Committee. Current committees include Finance & HR Committee and Policy with plans to establish a Programme Delivery Committee in coming months.
- Occasional focussed meetings between Board Meetings, as agreed. Short life working groups for Property and EDI have existed in recent years.
- Engagement with our exhibitions and events which run throughout the year. (Trustees are expected to attend at least 2 events p.a.)
- Fulfilling an ambassadorial role while meeting new contacts and networks.



WHAT YOU CAN EXPECT TO ACHIEVE IN RETURN

You will gain valuable networks through connections with other Trustees, the Impact Arts Leadership team and Impact Arts' partners & funders.

You will develop your strategic thinking, business skills and financial understanding which are transferable to all future roles.

Ultimately, as Impact Arts' Chair, you will be able to make a real difference to a vibrant, national arts organisation that aims to support many people and communities in achieving their potential.



Application, Interview and Appointment

We hope that you have found the Trustee Recruitment Pack informative and useful.
All applications must include the following:

- A copy of your current CV including education and professional qualifications, employment history, previous board experience, relevant achievements.
- A supporting letter of no more than two A4 pages outlining your motivations for applying for this opportunity and clear evidence of how you meet the requirements within the Chair Role Specification.
- Names of at least two referees. Please note, referees will not be contacted without your prior consent.
- Contact details – telephone number(s) and email address that you are happy to be contacted via regarding this application.

To support the monitoring of our equalities & diversity work we would be grateful if you would complete our voluntary online equal opportunities form, available here: [Equal Opportunities Monitoring Form](#).

For an informal conversation about this role please contact HR Manager Maria Boyle at jobs@impactarts.co.uk in the first instance.

EQUAL OPPORTUNITIES AND DIVERSITY

We are committed to building a Board that reflects the diversity of the people and communities that we serve and value the benefit of having different experiences and points of view amongst our Trustees. We welcome all people no matter their age, race, gender, sex, sexual orientation, religion or belief, class, cultural background, disability, marital status, pregnancy or maternity status.

We want to make sure that process barriers do not get in the way of applicants, so if you have any accessibility needs in regard to any parts of this process (or want to discuss alternative ways to show your skills and relevant experience), please do get in touch.

INTERVIEW AND APPOINTMENT TO BOARD

The Selection Committee will review all applications and determine which of them meet the criteria for appointment as set out in the Chair Role Specification.

Candidates selected for interview will be informed by email.

Following interview and receipt of satisfactory references, the interview panel will make a recommendation to the full Impact Arts Board for the appointment of the successful candidate.

RECRUITMENT DATES

- Closing date: Monday 17th August 2026 at noon.
- Interviews will be held in person at The Boardwalk in mid September 2026.
- Final candidates will be invited to visit an Impact Arts' project with the CEO.

If you are aware you are unable to attend for interview on the above date, please let us know at the earliest possible opportunity.



Links to Supplementary Information on Impact Arts

IMPACT ARTS WEBSITE

- [Home - Impact Arts](#)

STRATEGIC DOCUMENTS

- Details of our Strategic Plan, Annual Reports and Accounts can be found here:
[Publications - Impact Arts](#)

GOVERNANCE

- Board member and leadership team profiles - [Our People - Impact Arts](#)

IMPACT ARTS' DIGITAL SOCIAL MEDIA

- [Linkedin](#)
- [Instagram](#)

THE BOARDWALK

- [Home - The Boardwalk](#)
- [Linkedin](#)
- [Instagram](#)

PRIVACY NOTICE

Information given in this application will be held and processed for Impact Arts Trustee recruitment purposes only. Applicant personal details are held electronically in locked folders and in the email accounts of those involved in the recruitment process. Access to this information is restricted to the recruiting panel, HR staff and any person called upon to advise the panel during or in consequence of that recruitment process (for example lawyers or HR advisors). Paper copies are held in locked filing cabinets.

If your application is successful, personal data gathered during the recruitment process will be transferred to your personnel file and stored confidentially for the duration of your tenure and 6 financial years following the financial year in which your tenure ends.

For those applicants who are unsuccessful, paper application forms will be shredded and electronic copies deleted 6 months after the appointment is made. This is to allow time for unsuccessful candidates to contest the decision made by the interview panel in a legal claim and to receive feedback on their application or interview.

Trustees should be aware that we are required to share your personal information (if appointed to the Board) in the following ways:

- As a Company Limited by Guarantee, we must register Trustees as directors with Companies House.
- As required information to support grant and tender submissions.
- With banking institutions and insurance companies (specifically in relation to the professional indemnity insurance cover).
- With Disclosure Scotland as all trustees are required to undergo a Disclosure check once appointed.

By submitting your application, you consent to Impact Arts processing your data as described. Should you wish to withdraw consent at a later date or discuss how we have handled your data, you can make contact with the Data Protection Officer for Impact Arts on 0141 575 3001. Should you wish to complain about how we have processed your data at any time you should do so to the Information Commissioner's Office.

Chair Role Specification

	ESSENTIAL	DESIRABLE
SKILLS / ABILITIES	<ul style="list-style-type: none"> • Relevant professional expertise and knowledge in matters critical to the successful operation of a large and diverse charity (e.g. finance, commercial acumen, risk management, organisational and cultural change). • Ability to demonstrate leadership skills, act impartially, and engender respect from others. • Ability to interpret information, debate constructively, and rigorously challenge while building consensus. • Networking, influencing, and advocacy skills. • Strong communication skills and ability to communicate at a senior level. • Understanding of the strategic planning process. • Understanding of financial and budgetary processes. 	<ul style="list-style-type: none"> • Media skills.
EXPERIENCE	<ul style="list-style-type: none"> • Significant high-level experience in the third or arts sector or the ability to quickly develop an informed understanding of the sector's operating environment. • Significant experience and expertise of strategic leadership within a large charity. • Experience of Board governance and working alongside Chief Executives within organisations in the private, public, or third sectors. • Experience of networking with a wide range of stakeholders from all backgrounds including from private, public, or third sector organisations, politicians, artists, people and communities living in areas of deprivation. 	<ul style="list-style-type: none"> • Experience of representing an organisation in an ambassadorial role. • Experience of chairing a charity.
KNOWLEDGE	<ul style="list-style-type: none"> • Knowledge and understanding of the principles of good governance and their effective implementation. • Understanding of the economic, social, and political dynamics in Scotland and more widely, and how these may affect Impact Arts. • A clear understanding and commitment to Impact Arts' mission, vision and values. 	<ul style="list-style-type: none"> • Understanding of the political and funding systems and streams in Scotland. • Knowledge of the arts and creative industries sector in Scotland.
ADDITIONAL REQUIREMENTS	<ul style="list-style-type: none"> • Availability to commit appropriate time to the role, including board and committee meetings, stakeholder engagement, and preparatory work. 	