

KWMC CO-DIRECTOR: BUSINESS DEVELOPMENT AND OPERATIONS

JOB PACK / APRIL 2024



KWMC building and BlockWest Pavilion. Image: Ibi Feher.

If you require this application pack in an alternative format, please email
michaela@kwmc.org.uk or call us on 0117 903 0444.

THANK YOU FOR YOUR INTEREST IN WORKING WITH KWMC

This is a wonderful opportunity to take up a joint Executive leadership role at an exciting moment of change for Knowle West Media Centre (KWMC).

We are looking for a fantastic leader to join the KWMC Executive team and help us evolve as an organisation. We have been founder-led since 1996 and now, with CEO Carolyn Hassan's retirement in March 2024, we are entering a new chapter; one that will both celebrate KWMC's legacy of community led change-making and evolve to embrace new possibilities.

We are welcoming this moment as the perfect opportunity to refresh our strategy and model. Like many arts and VCSE organisations, we are operating in a tough economic environment. At this time of change we have the opportunity to reconsider our business and operating model – driven by our mission, looking at what we do and how we do it so that we are able to flex and adapt, grow stronger, more efficient and able to keep on delivering impactful work. We want to experiment with new systems and ways of operating that support distributed leadership and resist extractive capitalist modes of working.

We are looking for a co-leader who works with generosity and care to make amazing things happen. We hope to welcome someone who brings extensive experience of developing innovative financial, business and operational models for mission and values-led organisations. You will work alongside Creative Co-Director, Martha King, to co-lead KWMC through a process of refocusing and on into the future.

Over the past year KWMC's team and board have been exploring alternative models of leadership that best fit our ethos of co-creation and collaboration. The decision to move from one CEO to two co-directors is a step forwards on this journey. Our teams are ready and eager to embed new ways of organising and operating that support decision making at all levels and enable a leaderful culture to flourish. We are really interested in someone with experience of leading change, where you provided not just the structures and governance to transition well, but also co-created the environment that brought people with you. You will play a key role in enabling KWMC to thrive and deliver its mission with refreshed energy.

If you share our values, are excited by our mission, 'Making fair and thriving neighbourhoods together with arts, tech and care', and think this job could be for you, we look forward to hearing from you.

If you would like to arrange an informal chat about the role prior to applying, please contact Martha King on martha.king@kwmc.org.uk.

In this pack you will find more about KWMC, the job and how to apply. Thank you for your interest and we look forward to receiving your application.

ABOUT KWMC:

Knowle West Media Centre (KWMC) is an arts and community tech, ACE National Portfolio Organisation (NPO) and charity based in Knowle West, South Bristol. Our mission is:

‘Making fair and thriving neighbourhoods together, with arts, tech and care’

We have been working in and with our local community since 1996. We work across the neighbourhood in green spaces, high streets and homes, bringing our arts, tech and co-creation practices into a local ecology of change making.



Retrofit Reimagined Festival, KWMC: Factory and Audio experience participant. Image: Ibi Feher

We ensure our programmes are rooted in community priorities by working closely with, and as founding members of, the Knowle West Alliance. From our purpose built community tech eco-building (KWMC: Leinster Ave) and our digital maker space (KWMC:Factory) we run regular arts+tech capacity building and co-creation programmes for all ages.



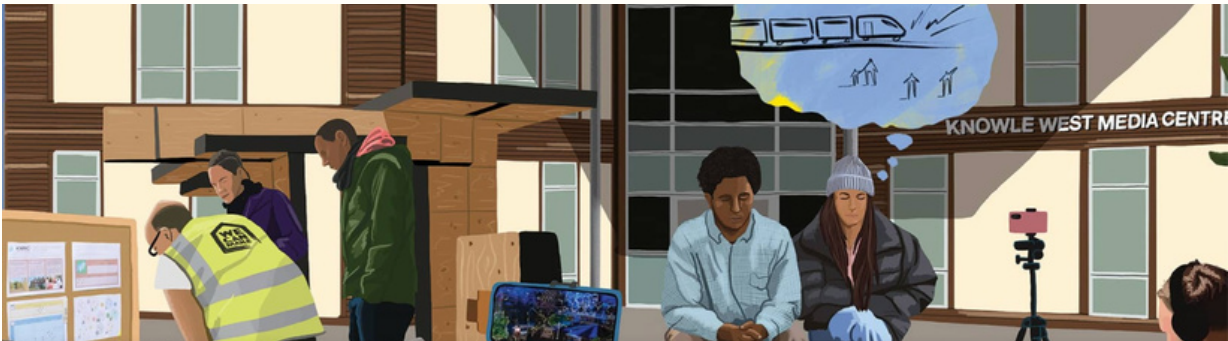
Soundwaves young people's programmes and KWMC: Factory, Making Together Day. Images: Ibi Feher

Our programmes range from regular after school social action and digital fabrication sessions for young people to artist residencies, neighbourhood science projects, international research projects and more.



KWMC Factory Making Day and Citizen Science activity. Images: Ibi Feher

Working with a mix of residents, artists, researchers, local government and businesses we dream, make, co-create and support people to make change, from developing new approaches to climate action, to street-level retrofitting and community-led storytelling with immersive technologies.



Digital illustration from 'Come Together' project. Illustrator Mary Hart.

We are part of a rich ecosystem of collaborators and partners, working closely with We Can Make, award winning community land trust & housing initiative based at our maker space, part of the growing community of practice around Community Tech and active members of the European Network of Living labs. From our grounding in place, we share our methods and neighbourhood-level innovations across Bristol, the UK and globally for others to adapt and adopt.

We have a staff team of 38, working across 2 sites. We hire offices and event spaces at KWMC, and run a membership scheme at KWMC: Factory. We are funded through a mix of grants, commissions and income from our buildings.

ROLE PROFILE:

We are looking to appoint a dynamic Co-Director who brings a collaborative approach and significant experience in both developing strategic fundraising and business plans and implementing effective and pragmatic operating systems to enable a vision led organisation to thrive.

We are looking for someone who brings creative approaches to business and finance strategy and has an appetite for developing cultures that empower distributed leadership and decision-making. We are looking for a co-leader who works with generosity and care to make amazing things happen.

We want to welcome someone to the team who will be able to immerse themselves into our context to review our operating and business models, and offer bold ideas around how we can evolve these to best enable the delivery of our mission and values. We would want to implement new systems in ways that are iterative and collaborative.

Experience of working in cultural, charity and/or social-change contexts is desirable.

PRIORITIES

Business Development: It will be a priority to look at how we can better maximise our assets, in ways that build community as well as revenue. Including a review of the business model for KWMC: Factory, our digital maker space, and a fresh look at how we can best utilise our own eco-building KWMC, Leinster Avenue. We want a financial / business model that is sustainable for people and the planet; that enables a positive inclusive work culture.

Operational Development: As we increasingly develop a leaderful culture within KWMC we need to develop systems that can support inclusive transparent practices and distributed leading.

MAIN PURPOSE OF THE JOB:

Work with the Creative Co-Director, as joint Chief Executives, to co-lead KWMC through and into a fully re-founded organisation.

You will have lead responsibility for evolving the organisations business model and developing new financial and operating systems and processes that best fit and enable KWMC to deliver its mission and long-term vision.

The role will include fostering a collective ethos and collaborative leaderful culture across staff, board, partners, tenants and other key stakeholders. You will line manage and develop an effective Shared Infrastructure team (including Finance, Operations and HR), working with the Creative Co-Director to ensure integration and collaboration with delivery teams.

POSITION IN THE ORGANISATION:

The post-holder will:

- Be joint chief executive with the Creative Co-Director
- Be accountable to the KWMC board
- Line manage the Heads within KWMCs Shared infrastructure team (including Head of Finance)

JOB DETAILS:

JobTitle: Co-Director: Business Development and Operations

Salary: Between £50,426 - £54,748 depending on experience

Hours: 4-5 days a week (open to proposed job share)

Contract: Permanent (subject to successful completion of a 6-month probation period)

Place of Work: Knowle West Media Centre, Leinster Avenue, Bristol, BS4 1NL.

We support a mix of in-person and flexible offsite working. We are a place-based organisation so physical presence is ideally required on a regular basis, however we are open to applicants outlining how they might do the job differently for access reasons.

MAIN RESPONSIBILITIES:

Business Development and Strategic Leadership:

- Work with the Creative Co-Director, staff & board to **develop and deliver a business strategy** that will enable an agile, financially stable, efficient and mission-centric organisation.
- Lead the **development of a fundraising and income generation strategy** that enables our mission to flourish and creates a resilient organisation. Including the development of ideas for new commercial ventures and considering new sources of funding.
- Bring strategic thinking to **develop new ways of financing ‘core’** / shared infrastructure and programme delivery.
- Develop a **strategy to maximise KWMC assets** (including our 2 buildings) in ways that increase revenue, build an ethos of the ‘commons’ and are in line with our mission. Provide **visible, inspiring and engaging leadership**, direction and decision-making around business and operational development.
- Work with the Creative Co-Director and team to **ensure there is an appropriate organisational structure and experienced staff** in place to deliver the strategic plan.

Finance:

- **Review and improve financial operating systems** and software.

- With support of the Head of Finance, lead on financial planning and maintaining an **overview of the organisational financial position** and projections.
- Oversee annual budget-setting processes and present a draft budget to the board of trustees at the start of each financial year.
- **Set fundraising / income generation targets** for each programme, including their contributions to 'core' / shared infrastructure costs, in line with new business model development.
- Set **full cost recovery and commercial charge-out rates** each year in line with business strategy and mission
- Report on financial position to trustees via **Finance Sub-Committee and full board** Review and approve annual accounts, authorise key payments and instruct auditors and accountants.

Operations and HR:

- Work with the Creative Co-director to **develop an integrated operational team** and accompanying processes that fully enable the mission.
- **Review and improve systems and software**, (such as data collection, project management etc.) to enhance efficiency and enable a culture of integrity, transparency and distributed leadership to thrive.
- Ensure **implementation of HR tools, processes and systems** that are inclusive and align with our values.
- Ensure all staff are confident in **how to use shared frameworks, processes and systems**.
- Ensure **reviews of new policies are approved by the Board** in a timely fashion.

Culture:

- Work with the Creative Co-Director to **cultivate a leaderful culture** of distributed decision making at multiple levels and across all aspects of the business.
- Work with the Creative Co-Director, Trustees, team and wider stakeholders to fully **transition into a re-founded organisation**, with refreshed mission / purpose and ways of organising.
- Champion and ensure **coaching practices** are embedded.
- Ensure our **practices are inclusive** and promote diversity.

Communications and advocacy:

- Be a **public advocate for KWMC**, nurturing relationships with funders and other stakeholders at local, city, national and international levels.
- Ensure **KWMC external communications support the business and income generation plan**; in line with KWMC mission and values.

Governance:

- Work with the Creative Co-Director to **report to the board of Trustees**, with clear responsibility on the areas identified above.
- **Oversee compliance with all laws and regulations**, including reporting to Companies House and the Charity Commission.

PERSON SPECIFICATION:**Essential skills and experience:**

- Demonstrable experience in a similar senior role, ideally in the cultural or charity sector.
- Proven experience in collaboratively developing and implementing strategic business development plans and fundraising strategies.
- Knowledge/experience of a diverse range of funding streams, including social value.
- Experience of strategically growing the impact and achievements of an organisation and effectively delivering and demonstrating this impact.
- Strong financial management and maintenance skills.
- Experience of developing and implementing effective operational systems and processes.
- A track record of inspiring leadership and managing people, including successfully developing teams.
- Experienced in establishing and managing strategic partnerships and networking
- A thorough understanding of good charity governance, of working with a board of trustees and knowledge of company / property law.
- Experience of Human Resources Management.
- Ability to work in a fast paced and rapidly changing environment, with the ability to prioritise competing demands in ambiguous situations and understand / manage risks when the outcome isn't clear.

Essential qualities:

- Ability to work collaboratively, strategically and transparently at a senior level and with a wide range of stakeholders.
- Exceptional consultative, listening and communication skills with the ability to adapt to a diverse range of colleagues from a range of backgrounds, at all levels of the organisation.
- An affinity with the KWMC mission and values and an understanding of the importance of co-creation, arts/tech approaches to change-making and the power of distributed leadership.
- Able to think systemically and analytically to improve operational and financial processes.
- Bringing creative approaches to finance, operations and new ways of generating income

- Pragmatic, adaptive and forward thinking
- Committed to personal growth, the development of others and equity and inclusion
- Commitment to championing and practising a culture of care, generosity and kindness

Desirable skills and experience:

- Successfully leading a team through a period of change.
- Experience of working in the arts and / or charity sector.
- Experience of running a public building and championing environmental sustainability policies.
- Knowledge of the local Knowle West area and / or place-based practice.
- Experience of developing systems and processes for alternative modes of organising / that support distributed leadership

APPLICATION:

Application deadline: 6pm on Friday 24th May 2024

Interviews: An initial conversation will take place on Thursday 30th May 2024, followed by a second in person interview in early June (date TBC)

We are looking for someone to start the job as soon as possible, and no later than September 2024.

To Apply: Please make sure you have read the job application pack and then send the below to gail.bevan@kwmc.org.uk:

1. A PDF or a recorded video or audio clip with answers to the below questions (200 to 250 words or 2 to 3 minutes per answer)

- Your background, approach and personal motivations.
- Why you are interested in this job.
- How you meet the job description and person specification.

If you are submitting a video or audio clip please upload to an online platform that does not expire (e.g not WeTransfer).

2. A copy of your CV (no longer than 3 sides of A4) or links to relevant work

If you have access needs that require you to submit your proposal in another format, please get in touch with Michaela by emailing, michaela@kwmc.org.uk or calling 0117 903 0444 so we can help you find a suitable option.

All applications will be assessed according to the same criteria and submitting in a different format will not affect your chances of being selected.

If you would like to see a copy of the Creative Co-Director's JD, to support your understanding of this role and both Co-directors responsibilities contact: michaela@kwmc.org.uk.

RECRUITMENT PROCESS:

We welcome and encourage applications from those currently underrepresented in our workforce and in the arts and tech sector; particularly those who identify as working-class, from the global majority, transgender, non-binary or genderqueer, D/deaf, visually impaired, disabled or neurodivergent.

We guarantee an interview for anyone who identifies as one or more of the above and fulfils the minimum requirements of the role. **If you would like this to be a consideration please indicate in your application.** We will not use your Equal opportunities form to assess your eligibility. All applications will be assessed on merit.

Offer of employment: All offers of employment are made subject to contract, satisfactory Enhanced DBS checks, receipt of at least two suitable references and documentation confirming your eligibility to work in the UK.

CONTACT:

Please get in touch with any questions. You can contact Martha by emailing Martha.king@kwmc.org.uk or calling 0117 903 0444. If you'd like to talk to someone confidentially about any concerns or queries in advance of making an application, please contact Michaela: michaela@kwmc.org.uk

CREDITS:

Knowle West Media Centre is supported by Bristol City Council and Arts Council England.



Supported using public funding by

**ARTS COUNCIL
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BlockWest Pavilion outside KWMC. Image: Ibi Feher