



# COCKPIT ARTS

Chair of Trustees  
Recruitment Pack

# FOREWORD

From the Chair of the  
Nominations Committee,

**Andrew Readman**

Cockpit Arts is an award winning creative business incubator for designer-makers. It is a small but rapidly-growing and influential organisation that punches above its weight. Sydney Levinson recently stepped down as Chair of Trustees and we are seeking a new Chair to help take Cockpit to the next stage of development. The Trustees have ambitious plans that include securing our tenure at our Holborn site via “asset transfer”, extending our business incubator model with our profitable craft businesses that have further growth potential, and developing our national and international profile. In this pack you will find information on Cockpit

Arts and its background; our current position; future plans; the Chair role and person specification and a list of current Trustees.

We hope that the organisation interests you enough to encourage you to apply.

If you have any questions or would like to have an informal discussion about the role, please do so on 07769 655009 or [andrewreadman@afarcorp.co.uk](mailto:andrewreadman@afarcorp.co.uk)

I look forward to hearing from you.

Yours sincerely



**Andrew Readman**  
Chair, Nominations Committee  
on behalf of the Board of Trustees

## BACKGROUND TO COCKPIT ARTS

Cockpit Arts is a social enterprise and the UK's only creative business incubator for designer-makers.

At any one time, we house up to 165 creative businesses producing unique works in craft and design, and batch items for manufacture. In the past seven years the organisation has doubled in size and there is always a waiting list for support. We offer our designer-makers: Affordable managed workspace at Holborn WC1 and Deptford SE8; on-site one to one business development coaching; professional development workshops and events; Open Studios four times a year to give the designer-makers opportunities to sell their products; promotional opportunities; resource centres and office facilities. We also run the 'Creative Careers' programme, which aims to help young unemployed people to get their first foothold on the crafts career ladder.

Over the past 25 years we have nurtured hundreds of talents, many of whom have gone on to national and international success. These include textile designer Clarissa Hulse who sells to over 100 outlets worldwide, including best selling ranges of bedlinen for House of Fraser; fashion jeweller Sophie Harley, who has built an extraordinary private following of celebrities and exclusive clients; and Scottish knitwear designer Jo Gordon who has grown her business into an internationally-renowned label selling in 19 different countries.

## WHERE WE ARE NOW

The development of our creative business incubator model since 2005 means that from 2012 we are forecast to be generating surpluses year on year.

At present we are generating 87% of our income from fees from our beneficiaries; 5% of our income from earned income (sales income; venue hire and consultancy) and 8% from fundraising sources. We are aiming to increase the level of our earned income to achieve long-term self-sufficiency.

The incubator model is proving successful, as we have evidenced growth in a large number of

businesses since 2005. Data collected by Cockpit Arts each year has provided a valuable insight into business activity and performance among our designer-makers and informed the development of our incubator model. Our 2010 research findings show that on average client businesses' profits have increased by 25% (over and above inflation) every year since 2005, and significant variables have been identified for the most profitable businesses.

View our list of designer-makers at:  
[www.cockpitarts.com](http://www.cockpitarts.com)

## THE FUTURE

Cockpit Arts wishes to build on its success and accomplishments by preparing for its next stage of development and growth.

The organisation has faced challenging times in the past several years, recently achieving financial sustainability. It now wishes to build on this success and its accomplishments and sees embarking on a strategic and business planning process in 2011 (Cockpit's 25th Anniversary year) as a key step to preparing for the next stage of its development and growth over the next 5 – 10 years. Strategic issues and opportunities include, but are not limited, to the following:

*Decisions about premises linked to the capacity of the organisation to deliver the most effective services to beneficiary clients including progression routes*

*Growth options for the organisation including the potential for regional centres and financial investment*

*Use of surpluses to further Cockpit Arts' social mission as well as ensure long term financial sustainability and operational effectiveness.*

*Profile raising and advocacy linked to the above*

*Developing a national and international profile and through this beneficial links for Cockpit Arts*

Further information on Cockpit Arts is contained in our Case for Support and Operational Business Plan (which can be sent on request) and on our website.

Visit  
[www.cockpitarts.com](http://www.cockpitarts.com)



## ROLE OF THE CHAIR

The principal tasks of the Chair of Cockpit Arts are to act as a proactive advocate for, and champion of the organisation; to support the development of its charitable objectives through leadership of the Board of Trustees and through an effective working relationship with Vanessa Swann, the Chief Executive and the wider operational team.

Cockpit Arts has one delegated committee, the Loan Panel for the Business Growth Loan Scheme, which assesses applications to the Scheme and makes recommendations for loan funding to the Trustees who then ratify the decisions. It has been the custom for the Chair of Trustees to chair this committee, and meetings of the Loan Panel are held four times a year. This position is under review, so that a new Chair could, if he/she so wished, concentrate solely on the meetings of Trustees and delegate the chairing of the Loan Panel to a fellow trustee. The present Chair is also a member of the Finance Committee which meets seven times a year and is timed to take place immediately before each Trustee meeting.



## KEY RESPONSIBILITIES

- *To provide authoritative leadership of the Board of Trustees of Cockpit Arts*
- *To progress, guide and implement the strategic direction and development of Cockpit Arts agreed by the Board of Trustees in order to address the challenges and opportunities facing the organisation*
- *To be a national and international advocate of Cockpit Arts in support of its charitable mission and development plans*
- *To oversee the management arrangements of Cockpit Arts*
- *To act as the figurehead of specific events and activities of the charity in pursuit of its charitable objectives, and potentially to act as champion of new or alternative premises for Cockpit Arts over the next 5 – 10 years*
- *To represent Cockpit Arts on the national and international stage to support and advance its mission and development*
- *To chair meetings of the Board of Trustees in an effective and impartial manner (meetings are held seven times a year in central London)*
- *To attend meetings of sub-Committees as appropriate*

## PERSON SPECIFICATION

Cockpit Arts is seeking an individual who is:

- *An inspiring and motivational leader, able to represent Cockpit Arts nationally and internationally, and to chair an experienced and talented Board of Trustees*
- *An individual possessing excellent networking skills and the ability to involve existing and new contacts in the work of Cockpit Arts to achieve organisational goals*
- *An individual with experience and or interest in social enterprise development and the benefits that it can accrue in social, cultural and economic terms*
- *Ability to work supportively with a small executive team (10 staff)*
- *Understanding and knowledge of the contemporary craft sector is desirable but not essential*
- *Experience at Director or Board level of management of arts organisations especially in the charitable and or social enterprise arena is desirable but not essential*



## FURTHER INFORMATION

The post of Chair of Cockpit Arts is unpaid, although reasonable travel and subsistence expenses are paid in connection with the work of the charity. The time commitment is, on average, seven meetings per year (late afternoon/early evening), with additional meetings with the Chief Executive for example for the purpose of briefing the Chair before Trustees' - or other significant meetings, such as with prospective funders and other stakeholders which would take place during the day time.

The Chair is appointed for a term of three years.

Trustees of Cockpit Arts will welcome applications from all those who can demonstrate that they meet the person specification and fulfil the expected roles and responsibilities.

Expressions of interest will be considered at first by the Nominations committee of Cockpit Arts (Chair: Andrew Readman; Committee member, Michael Bedward). The Nominations Committee will review and may in addition hold interviews of prospective chairs. Interviews are likely to be held in March 2012. It is hoped that the announcement of the new Chair of Cockpit Arts will be made in Summer 2012.



## TRUSTEES

**Michael Bedward**

Creative industries business consultant

**Lucy Carver**

Head of the Bigger Picture, BSkyB

**Jane Grier**

Credit Suisse

**Jill Humphrey**

Deutsche Bank

**Andrew Logan**

Designer-maker and artist

**Rosie Neave**

Royal Opera House

**Stuart Newey**

Coutts & Co

**Paul Perlin FRSA**

Perlin Franco chartered accountants

**Andrew Readman**

Solicitor



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