



ALBA | CHRUTHACHAIL

CHIEF OPERATING OFFICER

CANDIDATE INFORMATION PACK, MARCH 2026

LHH

Aberdeen Performing Arts –
Dracula PR Slains

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Alvin Ailey American
Dance Theatre –
Photo by Andrew Perry

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Catherine Wheels –
The Last Forecast –
Photo by Sally Jubb

Welcome from **Iain Munro**, Chief Executive, Creative Scotland

A ROLE AT THE HEART OF STRATEGIC DELIVERY AND PUBLIC VALUE.

Thank you for your interest in joining Creative Scotland as Chief Operating Officer.

As the lead development body for culture and creativity in Scotland, Creative Scotland is in the exciting position of enabling people and organisations to work in and experience the arts, screen and creative industries by helping them to develop great ideas and bring them to life.

We have recently welcomed significantly increased funding from the Scottish Government in areas such as our flagship Multi-Year funding programme supporting more creative organisations than ever before, in Festivals to widen their impact and reach, in children and young people to deliver their creative ambitions, in Culture Collective to unlock local creative opportunities, and investment in Screen Scotland to ensure we remain on track to deliver a sector worth £1Bn to the Scottish Economy by the end of 2030/31.

We are also one of 12 Distributors of National Lottery funding which further enables us to deliver wide public benefit for people and communities across the length and breadth of Scotland by supporting new ideas, new work and projects, and activities with partners.

Our culture and creativity are world renowned and core to who we are as people, to our communities, and to our economy. They bring us joy, they entertain, challenge us, enrich our lives and lead us on journeys we never imagined.

A recent independent review of Creative Scotland has reinforced the importance of our central role in driving culture and creativity forward in the country. We are looking to the future with confidence and vigour, building on the enormous strengths of our organisation and my committed, expert and passionate Board and colleagues who work tirelessly to support our ambition for Scotland to be the best place in the world to be creative.

This is an exciting time to be joining Creative Scotland as we look to refresh and diversify Scotland's creative footprint. The Chief Operating Officer is a key leadership role and will ensure we remain focussed on the delivery of the organisation's strategic priorities and ambitions, through our governance, systems and processes, and people. As part of our Executive Leadership Team, you will be responsible for strategic, innovative thinking and decision-making that will enable our success and ensure a positive and sustainable future for Creative Scotland, and the many people and organisations we support every year.

If you are looking for your next challenge, are enthused by what Creative Scotland does and share our commitment to Scotland's creative future, I would be delighted to hear from you and look forward to reading your application.

Iain Munro,
Chief Executive
Creative Scotland



Advertisement

CHIEF OPERATING OFFICER, CREATIVE SCOTLAND.

LOCATION – EDINBURGH/HYBRID

SALARY – £99,820

Creativity is central to Scotland's identity, wellbeing and economic future. At Creative Scotland – inclusive of Screen Scotland – we invest public funding from the Scottish Government and The National Lottery to ensure the arts, screen and creative industries flourish in every part of the country.

We are now seeking an exceptional Chief Operating Officer to join our Executive Leadership Team at a pivotal moment for the organisation and the sector.

This is a rare opportunity to shape the operational and strategic delivery of one of Scotland's most influential public bodies.

The Opportunity

As Chief Operating Officer, you will provide strategic and operational leadership across our core corporate and business functions – including Finance, Funding, Digital, Communications, HR and Office Services – ensuring they operate with clarity, efficiency and purpose.

Working in close partnership with the Chief Executive and Board, you will:

- Lead the delivery of our operational and corporate strategy in a complex, high-profile public environment.
- Strengthen governance, risk management and financial stewardship, ensuring robust accountability for significant public investment.

- Embed a culture of innovation, continuous improvement and high performance across the organisation.
- Drive digital and organisational transformation to improve how we serve artists, creative businesses and communities.
- Deputise for the Chief Executive as required, engaging confidently with Ministers, senior civil servants and national stakeholders.

This role demands both strategic foresight and operational grip. You will balance day-to-day delivery with long-term transformation, ensuring Creative Scotland remains resilient, agile and impactful in a financially constrained and evolving public sector landscape.

The Person

We are looking for an exceptional senior leader with:

- A strong track record of executive leadership in a complex organisation, ideally within the public or publicly funded sector.
- Deep experience of corporate governance, financial oversight and performance management.
- The credibility to influence at Board and Government level.
- Experience of leading multi-disciplinary corporate functions and driving organisational change.

- A commitment to equalities, diversity and inclusion, fair work and environmental sustainability.

Above all, you will be motivated by public value. You will understand the role that creativity plays in Scotland's social, cultural and economic life – and be inspired to ensure that our organisation operates at the highest level in enabling it.

This is a nationally significant leadership role, offering the opportunity to make a lasting contribution to Scotland's creative future.

If you are a strategic, values-driven leader ready to shape the next chapter of Creative Scotland's journey, we would be delighted to hear from you.

To apply for the post, please send a tailored CV and covering letter to ScotlandExecutive@LHH.com by **midnight on Sunday 22 March, 2026**. The covering letter should be no more than two pages of A4 and should outline your relevant experience, leadership approach and motivation for applying.

If you would like a confidential, informal discussion about the role, please contact LHH on **+44 (0)141 220 6460** or via the email address above.



About

BRINGING BOLD IDEAS TO LIFE.

Creative Scotland is the public body that supports the arts, screen and creative industries across every part of Scotland – on behalf of everyone who lives, works and visits here.

We enable people and organisations to develop bold ideas and bring them to life. Through investment from the Scottish Government and The National Lottery, we distribute significant public funding each year to artists, creative practitioners, cultural organisations and screen businesses. Our role is both national and local: we champion Scotland's creative excellence on the world stage while ensuring opportunity and access in communities across the country.

Screen Scotland sits within Creative Scotland and drives the development of Scotland's film and television sector, supporting production, skills, infrastructure and international promotion. Together, we work across the full breadth of Scotland's creative ecosystem.

Our Role

We are more than a funder. We are:

- **A development organisation**, shaping policy, building capacity and strengthening the creative economy.
- **An advocate**, promoting the value of culture and creativity to government, partners and the public.

- **A steward of public investment**, ensuring that funding delivers the widest possible public benefit and supports long-term sustainability.
- **A partner**, working collaboratively with local authorities, public bodies, industry, communities and international networks.

Our remit requires us to identify, support and develop quality and excellence; to widen access and participation; to realise national and international value; and to promote the industries and commercial activity that rely on creative skills.

In practice, that means helping creative work of quality and ambition to be made; enabling more people to participate and engage; and ensuring that art and creativity remain central to Scotland's identity at home and abroad.

Our Strategic Focus

Our refreshed Strategic Framework aligns with our legislative duties and sets out our priorities for recovery, renewal and long-term sustainability. We are committed to:

- **Equalities, Diversity & Inclusion** – Widening opportunity and increasing who benefits from our support.
- **Fair Work** – Promoting fair pay, conditions and employment across the sector.

- **Environmental Sustainability** – Contributing meaningfully to Scotland's climate ambitions.
- **International Development** – Strengthening collaboration and cultural exchange globally.

We operate in a context of public sector reform and financial constraint, with high expectations around transparency, accountability and impact. As a Non-Departmental Public Body sponsored by the Scottish Government, we are accountable to Ministers and Parliament, and to the public whose funds we invest.

Our People

Creative Scotland is powered by a passionate, expert staff team with deep knowledge of the cultural and creative landscape. We combine professional rigour with a strong sense of purpose, working collaboratively to ensure our resources achieve maximum impact.

For our next Chief Operating Officer, this is an opportunity to help lead one of Scotland's most influential public bodies at a critical time - strengthening operational excellence while enabling the creativity that defines our nation.

The Role

A LEADERSHIP ROLE WITH NATIONAL IMPACT.

The Chief Operating Officer is a key member of Creative Scotland's Executive Leadership Team, responsible for the organisation's operational leadership, corporate governance and performance.

This is a role that combines strategic influence with operational accountability. It requires an exceptional leader who can ensure the effective and efficient delivery of day-to-day business while driving long-term organisational development and transformation in a complex, high-profile public environment.

Executive Leadership & Strategic Delivery

Working in close partnership with the Chief Executive and Board, the Chief Operating Officer will:

- Play a central role in shaping and delivering Creative Scotland's strategy and aligned funding framework.
- Provide visible, credible internal and external leadership, representing the organisation with senior stakeholders across the arts, screen and creative industries, Scottish and UK Governments, and partner bodies.
- Deputise for the Chief Executive as required, particularly in matters relating to governance, operations and public accountability.
- Lead major cross-organisational projects and national initiatives on behalf of the Executive Leadership Team.

- Maintain a strong horizon-scanning perspective, ensuring that emerging risks, opportunities and policy developments inform strategy and operational planning.

The COO will also help embed a culture of innovation, accountability and continuous improvement, ensuring Creative Scotland remains resilient and forward-looking in a changing public sector landscape.

Operational & Corporate Leadership

The Chief Operating Officer provides strategic direction and oversight across the organisation's core business functions, including:

- Finance
- Funding
- Digital
- Communications
- HR & Office Services
- Major Programmes

You will directly lead senior functional heads, fostering collaborative working, coordinated planning and effective resource management across the organisation, including Screen Scotland.

Key responsibilities include:

- Leading the development and delivery of the organisation's operational plan, ensuring alignment with strategic objectives and available resources.
- Overseeing the distribution and stewardship of public funding (Scottish Government and National Lottery), ensuring maximum public benefit and full compliance with regulatory and legislative requirements.
- Providing high-level strategic financial advice to the Chief Executive and Board, ensuring robust financial management and performance oversight.
- Ensuring governance arrangements are effective, transparent and fit for purpose, with strong risk management and assurance frameworks in place.
- Driving digital transformation and improved use of data to strengthen decision-making, reporting and stakeholder experience.

The COO will ensure that systems, processes and structures are efficient, accessible and proportionate, enabling colleagues to focus on delivering impact for Scotland's creative communities.



The Role

Governance, Risk & Public Accountability

As a senior leader within a Non-Departmental Public Body, the Chief Operating Officer will play a central role in ensuring that Creative Scotland operates to the highest standards of public accountability.

You will:

- Lead the organisation's risk assessment and assurance processes, providing confidence to the Chief Executive and Board on delivery of statutory and public body obligations.
- Ensure compliance with all relevant financial, legal and ethical standards.
- Support effective Board engagement, reporting and decision-making.
- Ensure the organisation's funding and investment strategies are streamlined, transparent and aligned with policy priorities.

Operating under public and political scrutiny, the COO must be confident handling complex and sensitive issues with sound judgement and clarity.

Organisational Development & Culture

Beyond operational excellence, this role is about enabling people and performance.

The Chief Operating Officer will:

- Create an environment in which talented colleagues are supported, empowered and accountable.
- Champion equalities, diversity and inclusion across all corporate and operational functions.
- Drive sustainable business practices and ensure environmental commitments are embedded in corporate and project planning.
- Lead change with clarity and empathy, building commitment across the organisation and strengthening a culture of collaboration and high performance.

Sector Impact

While this is an operational leadership role, its impact is national.

By ensuring Creative Scotland operates as a modern, expert development body and funder, the Chief Operating Officer will directly contribute to the success and sustainability of Scotland's arts, screen and creative industries - strengthening their profile at home and internationally.

This is a rare opportunity to shape not only how an organisation operates, but how public investment in creativity delivers lasting cultural, social and economic value for Scotland.



Chief Operating Officer



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The Person

CONFIDENT HANDLING SENSITIVE AND COMPLEX ISSUES UNDER PUBLIC AND POLITICAL SCRUTINY.

We are seeking an exceptional senior leader with the credibility, judgement and operational expertise to help lead one of Scotland's most influential public bodies.

This role demands strategic acuity, financial and governance rigour, and the ability to inspire confidence at Board and Government level. Equally, it requires emotional intelligence, resilience and the capacity to lead through complexity and change.

Experience & Professional Background

You will bring:

- Significant experience in a senior executive leadership role within a complex organisation, ideally in a public or publicly funded context.
- A strong track record of corporate governance, operational leadership and organisational performance oversight.
- Experience managing large and complex budgets, with accountability for public funds and robust financial stewardship.
- A deep understanding of business-critical corporate functions such as Finance, HR, Digital, Communications and Funding operations.
- Demonstrable experience of leading and delivering strategic and operational change in environments characterised by competing priorities and external scrutiny.
- Evidence of successfully building and sustaining long-term partnerships across government, industry and stakeholder networks.

- Experience of leveraging digital solutions and data to improve service delivery, performance insight and organisational effectiveness.

You will be comfortable leading executive-level discussions, influencing senior colleagues and providing assurance to a Board on governance, risk and performance.

A postgraduate qualification or equivalent professional experience reflecting the intellectual, analytical and strategic demands of the role is expected.

Leadership & Personal Qualities

The successful candidate will demonstrate:

- Strategic thinking and sound judgement – The ability to interpret complex information, assess risk and make well-evidenced decisions in a high-profile public environment.
- Empowering leadership – A proven capacity to set direction, build commitment, develop high-performing teams and address under-performance constructively.
- Credibility and presence – Able to represent the organisation with authority and integrity, including deputising for the Chief Executive when required.
- Resilience and composure – Confident handling sensitive and complex issues under public and political scrutiny.
- Collaboration and relationship-building – Fostering trust across executive peers, staff, Board members and external partners.

- Commitment to Equalities, Diversity & Inclusion – Embedding inclusive practice and fair work principles across the organisation.
- Commitment to Environmental Sustainability – Ensuring climate and sustainability considerations are integrated into operational and strategic delivery.
- Clear and compelling communication – Able to convey complex ideas in plain English, both verbally and in writing.

You will be highly organised, adaptable and comfortable operating at pace, with the ability to prioritise effectively and maintain focus on long-term objectives while ensuring day-to-day operational excellence.

Sector & Context Awareness

A wide understanding of Scotland's social, political and cultural landscape will be important, alongside an appreciation of the public value delivered by the arts, screen and creative industries.

You may come from within the cultural sector, the wider public sector, or from a complex regulated environment where governance, accountability and stakeholder engagement are central. What matters most is that you recognise the transformative power of creativity – and are motivated to ensure that Creative Scotland operates at the highest standard in enabling it.

This is a nationally significant leadership role. It requires not only operational mastery, but a belief in the importance of culture to Scotland's future – and the drive to ensure the organisation that supports it is exemplary.

Donna Wilson Wider Portrait Selection –
Photo by Grant Anderson

Conditions & Remuneration

Salary:
£99,820

Place of Work:
Edinburgh/Hybrid

Other Benefits:

- Defined benefit pension scheme with membership of the Arts Council Retirement Plan
- 38 days leave (inclusive of public holidays) increasing to 43 days leave after 4 years
- Flexible Working
- Festival/Event Allowance
- Family Friendly Benefits & Policies
- Employee Support Programme
- Staff Development

Timescales

Closing date for applications:
Midnight on Sunday March 22, 2026

Interviews with Creative Scotland:
Week commencing Monday April 20, 2026.

Feis Rois 2023 Ceilidh Trail –
Photo by Paul Campbell

How to Apply

TO APPLY FOR THE POST, PLEASE SEND A TAILORED CV AND COVERING LETTER TO SCOTLANDEXECUTIVE@LHH.COM

To apply for the post, please send a tailored CV and covering letter to ScotlandExecutive@LHH.com

Please note that the covering letter should be no more than two pages of A4 and should summarise your relevant skills and experience and motivations for applying for this role.

If you would like a confidential, informal discussion about the role then please contact Fizza Islam, LHH on **+44 (0)141 220 6460** or email the above address.

Equality, Diversity and Inclusion (EDI) is one of Creative Scotland's Strategic Priorities. We are committed to supporting a diverse range of creative people, communities, and activity, promoting an equality of opportunity to create, participate and engage. We are constantly reviewing our approach to ensuring equality and diversity in our applications and would be pleased if you could complete an Equalities Monitoring Form.

Should you require any modifications or wish to speak with a member of our team to discuss any particular circumstances, please email the above address.

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We count innovators, creatives and leaders among the professionals we work with, and our clients and candidates span a diverse range of sectors and functions. From procurement and supply chain, medical, engineering, project management, accountancy, legal, transport and business transformation, to banking, the arts, government, technology, marketing and communications, not-for-profit and HR, our expertise is wide-reaching and our reach unparalleled.

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A fragile correspondence –
photo by Daniele Sambo

