

Job Application Pack

Director of Audiences



Photo: Abiola Remi-Lawal

Welcome

Thank you for your interest in our vacancy for our new Director of Audiences role.

In the following pages you will find:

- An explanation of the application process.
- An overview of what we do here at Freelands Foundation, and why we do it.
- A job description that explains what this role is responsible for and who it reports into.
- A person specification that sets out what we think the requirements are for someone to do this role, in terms of experience, knowledge, skills, qualifications and attributes.
- A summary of terms that sets out the salary, hours, working pattern, working location, and the benefits we offer.

The application process

You will need to read through this job application pack, and we also encourage you to take a look at our website. If you would like to apply for this role then please follow the link on our careers page, and provide the following via the online application form:

1. An up-to-date CV.
2. Responses to the application questions outlined at the end of this pack.
3. Contact details of two referees.

AI Tools, such as ChatGPT, can be useful for exploring thoughts but we ask that the words you share with us are your own. Responses that feel overly generic or artificially generated may not reflect the individuality we value and could affect how your application is perceived or result in it being rejected.

Accessibility

If using the online portal is not accessible to you, please let us know by emailing recruitment@freelandsfoundation.co.uk and we will do our best to accommodate your needs so that your application can still be considered.

Deadline

The deadline for applications is **12pm (noon) on 30 June 2026**. Anything we receive after that deadline will not be considered.

Next steps

We will consider all completed applications received by the deadline. Please read the full person specification for full details; this is the framework we use for assessing candidates throughout the recruitment process. If you are not sure if you meet all the essential requirements, please don't automatically rule yourself out – let us do the scoring.

We will create a shortlist for first interviews and send a response out to all applicants that either invites you to an interview or lets you know that your application has been unsuccessful. Due to the high volume of applications we receive, we do not provide feedback on unsuccessful applications at this stage.



If you are invited to interview, your interview invitation will let you know where to go, when, and what to expect. We will also ask what adjustments we can make to ensure your interview is fully accessible to you.

We may provide some questions in advance, and we may also ask interviewees to prepare or take part in a practical exercise as part of their interview. If so, we will include full details of that in advance as well, and everyone invited to interview will get the same information. We may also ask to take up some references in advance, with your permission. This would not include your current employer, unless you gave us permission.

There will be at least two rounds of interviews. The first round will be a 20-30-minute video call with the Executive Director, and the second will be an in-person interview with a panel, likely to last an hour. We will let all our interviewees know our decision as quickly as we can. If anyone is unsuccessful at this point, then we will offer feedback based on their application and interview, if they would like it.

Interview dates

We are aiming to hold the first round of interviews on **9 and 10 July 2026** and the second round on **15 and 16 July 2026**. If any of these dates change, we will let everyone affected know as quickly as we can.

More information

This appointment is subject to a Basic DBS check.

Freelands Foundation is committed to anti-racism and to addressing inequality in the art sector. We warmly welcome applications from Black, Asian and ethnically diverse candidates, as individuals from these backgrounds are currently underrepresented at all levels of our organisation.

We have tried to make this application pack as comprehensive as possible. If you cannot find the information you need before deciding whether to apply, please email recruitment@freelandsfoundation.org.uk

We really appreciate you reading this far and thank you for your time and interest.

With best wishes,
Freelands Foundation



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About Freelands Foundation

Freelands Foundation champions art education. Freelands Foundation believes in the intrinsic value of art and that making is fundamental. Its vision is to increase the status of art education, enable equality of access and promote material literacy.

The Foundation supports this important work in formal education settings, in galleries and art organisations, and by learning through artistic practice. Its charitable programme provides vital funding through grants, awards, fellowships and residencies. It also commissions innovative action research to inform the Foundation's future support and to help make progress across the sector. At the Foundation's home in London, as well as online, there is a programme of lively discussions, workshops and events for teachers, artists, gallery and art professionals, alongside a growing library of inspiring art education resources.

Our operating model is based around three main pillars – Programmes, Audiences, and Finance & Operations. We work collaboratively to ensure that our programmes and operations serve our audiences in delivering our mission.

Freelands Foundation was set up in 2015 by Elisabeth Murdoch. It is a registered charity (number 1162648). Freelands Foundation was set up in 2015 by Elisabeth Murdoch. It is a registered charity (number 1162648).



Photo: Matthew Blunderfield



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About the role

The Director of Audiences role is a new role at Freelands Foundation, and the successful candidate will be first in post. They will be joining us at a time of growth and opportunity, as we start planning for a major building refurbishment to re-open as a “centre for visual art education” with the needs of our audiences embedded into our plans and designs. All this while still delivering programmes and awarding grants that create positive change across our sector, including our flagship £1.5m Freelands Awards and our expanding Freelands Studio Fellowships with UK universities.

We are really excited to have created this role to bring in significant Audiences expertise, to build on the great work we have been doing so far in digital, marketing and communications and lead a change from providing a service function into an audience-led, purpose-driven department. As the first in post, our new Director of Audiences role will be instrumental in bringing in new skills and expertise, and ensuring that our mission to champion art education reaches, engages and influences diverse audiences from artists and educators, to policy and decision makers, and the wider public.

The Director of Audiences will lead on developing a cohesive and effective audiences strategy, using all the tools available to ensure our audiences are identified and served in ways that meet our strategic objectives and align with our values. They will bring expert knowledge of current communications, marketing and digital practice, including cross-platform content strategy, digital development, tech and analytics, media relations and marketing. They will apply an inspiring and supportive management style when leading their team, and a collaborative and values-led approach when taking up their role alongside colleagues in the organisational leadership team.

This opportunity is perfect for someone with substantial experience at a senior level leading an audiences department, or audience-led communications, marketing and development functions, within arts, culture or education sectors. The ideal candidate will thrive in an environment that balances deadline-driven projects with thoughtful and bold sector interventions. They will be great at supporting all of us to build networks that lead to changes in policy and practice that put art education where we think it deserves to be. Above all, they will be passionate about what we do and why we do it, and relish the opportunity to inspire others to join us.

Please see the full job description and role requirements overleaf for more details.



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Job description

Role purpose

Reporting to the Executive Director, the Director of Audiences is responsible for one of the three core pillars of the Foundation. Alongside the Director of Programmes and the Director of Finance and Operations, they form the organisational leadership team who are responsible for delivering the Foundation's mission.

The Director of Audiences will lead the cohesive development and delivery of all Freelands Foundation's audience-facing work, delegating and managing delivery where appropriate, and ensuring that our audiences are identified and served in ways that meet our strategic objectives and align with our values.

They will lead the Audiences department that currently comprises the Head of Digital, Graphic Designer and Digital Content & Communications Coordinator.

Role responsibilities

Organisational leadership

- As a member of the strategic leadership team, support the Executive Director in managing effective organisational leadership across the Foundation as a whole.
- Provide insight on behalf of the Foundation's audiences from early organisational planning through to delivery.

Strategy

- Provide strategic leadership and management of the agreed strategy for Freelands Foundation's audiences, ensuring alignment with organisational mission, vision and strategic plan and containing clear and effective objectives.
- Lead the development and implementation of the Foundation's brand strategy, ensuring consistent and compelling brand positioning, messaging and visual identity that reflect Freelands Foundation as a champion for art education.
- Develop and oversee integrated communications, marketing and digital strategies that build awareness, drive engagement and support the Foundation's goals across all areas.
- As part of the strategic leadership team, support colleagues where appropriate in developing, communicating and supporting the Foundation's wider strategic objectives.
- Work with the strategic leadership team to identify and develop strategic partnerships that amplify the Foundation's reach and influence within the visual art and education sectors.

Audience development

- Commission and utilise audience research, data and insight to support the Foundation's strategic goals.
- Work closely with the Director of Programmes to ensure ongoing review and iteration of our audiences work in response to the programme, in line with the Foundation's agreed objectives.



- Work closely with the Director of Finance and Operations to ensure ongoing review and iteration of our audiences work in response to identified financial and operational plans, in line with the Foundation's agreed objectives.
- Work with the strategic leadership team to identify and develop strategic partnerships that amplify the Foundation's reach and influence within the visual art and education sectors.

Communications, marketing and digital

- Oversee the planning and delivery of high-quality, effective audience-centred campaigns for all Freelands Foundation programmes and projects.
- Oversee and develop where needed the Foundation's digital strategy, providing support and input to the Head of Digital in line with agreed objectives.
- Ensure excellence in PR and media relations that raise and maintain the Foundation's profile in the service of its strategic objectives.
- Oversee creative direction and act as guardian of the brand, working closely with direct reports and other colleagues to ensure consistent, high-quality design and communications across all print and digital assets.
- Establish and embed evaluation frameworks and feedback loops for all communications, marketing and digital activity as part of a culture of continuous improvement.
- Support direct reports and other colleagues in their delivery of their roles within communications, marketing and digital activities.

Advocacy, policy and sector influence

- Lead the Foundation's advocacy and policy communications strategy, translating research and programme evidence into compelling campaigns and materials that influence policymakers, funders and decision-makers.
- Support the Artistic Director in building and maintaining strategic relationships with key stakeholders including national, sector, and peer bodies.
- Represent the Foundation externally as agreed.
- Oversee the development of advocacy content including policy submissions, publishing and sharing research, thought leadership pieces and evidence-based campaign materials.
- Work closely with colleagues to ensure research findings are translated into accessible, impactful communications for policy and public audiences.

Team leadership

- Provide inspiring and supportive line management to the audiences team, with clear objectives and effective ongoing performance management.
- Build and develop team capacity and capability, including creating the business case for any identified opportunities for change and improvement.
- Develop and embed agreed team management and operational processes across the audiences team, including project and budget management.

Freelands Foundation contribution

- Undertake such tasks that are needed to deliver this role's responsibilities and contribute to the development and delivery of the Foundation's strategic plan.



- Work in close collaboration with colleagues across the organisation, providing support and cover as needed when working together on Freelands Foundation programmes and projects.
- Undertake organisational training as required.
- Work within the organisation's agreed policies and processes.
- Uphold the organisation's values and mission in all internal and external interactions undertaken on behalf of the Freelands Foundation.

The above job description is intended to be an outline of the duties and responsibilities of this role. This is not exhaustive, and it is likely to change over time.



Person specification

Essential

Experience

- Substantial senior-level experience embedding an audience-focused approach while leading communications, marketing and/or audience development functions within arts, culture, education or charitable sectors.
- Proven track record of developing and implementing successful multi-channel communications and marketing strategies that have delivered demonstrable and measurable audience growth and engagement.
- Significant experience of team leadership and people management, including building team capacity, managing performance and developing talent.
- Demonstrable experience of brand and design development and guardianship, ensuring consistency and impact across diverse channels and stakeholder groups.
- Experience of working with senior stakeholders including trustees, funders, partners and external agencies, with the ability to influence and build relationships at all levels.

Knowledge

- Expert knowledge of current communications, marketing and digital practice, including cross-platform content strategy, digital development, tech and analytics, media relations and marketing, especially digital.
- Broad knowledge of the UK arts and cultural sector, including understanding of funding landscapes, key organisations and current debates, especially in art education.
- Detailed understanding of audience development principles and practice, including segmentation, targeting, engagement and evaluation.
- Practical understanding of PR and media relations, including experience of securing coverage in national, arts and education media, or oversight of this area.
- Expertise in growing and harnessing external networks.

Skills

- Excellent strategic thinking and planning abilities - with the proven ability to translate organisational vision into clear, actionable communications strategies.
- Outstanding written and verbal communication skills - with the proven ability to craft compelling narratives for a diverse range of audiences.
- Strong analytical skills and data literacy - with the proven ability to use insight and evidence to inform decision-making and demonstrate impact.
- Excellent project and budget management skills - with the proven ability to deliver complex programmes on time and on budget.
- Strong interpersonal and influencing skills - with the proven ability to build trust and collaborate effectively across internal and external stakeholder groups.

Attributes



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- A proactive and collaborative approach to problem-solving.
- Thrives in deadline-driven project working.
- Strong support for the Foundation's mission to champion art education.
- A strong belief in the intrinsic value of art.
- Commitment to equity, diversity and inclusion, with an understanding of how to communicate with and engage diverse audiences.
- A growth mindset with openness to learning, adaptation and continuous improvement.

Desirable

Experience

- Experience of advocacy and policy communications, including engaging with government departments, education sector bodies or campaigning organisations.
- Experience working within a foundation, funder or philanthropic context.
- Experience of CRM systems and audience data management.

Knowledge

- Broad understanding of visual art making within the context of art education.
- Broad knowledge of the UK formal education system, including schools, further and higher education contexts, as well as gallery and museum education.
- Some knowledge of arts education policy landscape and current debates around creative education in schools.



Summary of terms

Starting salary: £72,545 per annum.

Hours of work: Full time, 40 hours per week.

Working pattern: Typical working hours will be Monday to Friday, 10am to 6pm. Due to the nature of the role, there will be some requirement for flexibility, including occasional evening and weekend working to support events, launches and sector engagement, for which TOIL can be claimed.

Location: Freelands Foundation offices at 12 Errol Street, Central London. A discretionary hybrid working policy is in place, which facilitates employees working from home one day per week.

Contract: Permanent.

Benefits include:

25 days annual leave, plus UK public holidays and discretionary office closure (currently one week in August, and between 25 December – 1 January inclusive, subject to project demands).

Employer pension contributions of 6%.

Critical illness insurance, group income protection and life assurance schemes.

Annual training budget available for approved work-related training.

Cycle to work scheme, with on-site lockable bike rack and shower available.

Well stocked staff kitchen with dedicated eating area.

Access to the Foundation's art education library.

Visa sponsorship status: We would consider sponsorship for the successful candidate, based on the skilled worker visa (SOC code 1132 - Marketing and Sales Directors).

DBS check: The appointment is subject to a Basic DBS check. Only candidates who pass the check will be offered employment.

Application Questions



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Below are the questions you'll find in our online application form that we'd like you to consider as part of your application. For question 1 we suggest a response of 400-500 words, and for questions 2-5 we suggest a response of 200-300 words.

1. Please tell us about your main achievements so far in developing and delivering audiences strategies within the arts, cultural, education or charity sectors.
2. Please share one example of you leading on the development and implementation of a successful multi-channel communications and marketing strategy, and how you assessed the strategy's effect on audience growth and engagement.
3. What do you think are the most interesting recent trends or developments in communications, marketing and digital practice?
4. What current issues or debates around visual art education policy do you find most interesting/relevant?
5. What is the most valuable lesson you have learned about people management and organisational leadership?



