



Appointment Brief

Chief Executive Officer

Project code: QABWMA

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# Message from our Co-Chairs

Thank you for your interest in becoming our new Chief Executive Officer.

Last year CLA celebrated 40 years of delivering value to the UK's creative economy and achieved another record year, generating £103.3m in revenue. This success allowed us to distribute over £91.5m via CLA's members (ALCS, DACS, PICSEL and PLS) and international partners to authors, publishers and visual artists based in the UK and overseas.

Our creative industries are not just culturally significant but also a major driver of economic success, contributing an estimated £126 billion to the economy and employing over 2.4 million people. In today's rapidly changing technological landscape and the popularisation of generative AI use and training, CLA becomes indispensable to protect rights and ensure that creators and publishers are fairly remunerated so that creativity continues to be a viable and vibrant industry.

Looking forward, we are strengthening our role in supporting the creative ecosystem through future-focused licensing and working in partnership across the creative sector. We will remain agile and innovative, ready to respond with attractive solutions to emerging technological and societal change shaping our industries.

If you share our passion and think you have the skills to lead the CLA in these exciting – and unprecedented – times, please contact our advising consultants at Saxton Bampfylde for an initial conversation.

We look forward to meeting you through the process.

Kit Fan and Monisha Shah



## About Copyright Licensing Agency

The Copyright Licensing Agency Ltd (CLA) is a strong partnership organisation bringing publishers, authors and visual artists together to protect and remunerate creative endeavour. We have a 40-year track record of generating over £1.5 billion in collective licensing revenues. In 2024/25, our revenue was £108.9m. We are successful because we have been agile and innovative, constantly finding attractive solutions to grow our business, in sync with the advent of technology revolution and AI.

We work across public and private sectors with an extensive customer base and attractive portfolio of licences. Our first Generative AI workplace licence launched in May, and new licences for training generative AI are in the pipeline. We are always striving to develop new sources of income and opportunities in a rapidly changing copyright ecosystem.

Our licences facilitate the efficient reuse of content by 12.7 million students and over 9.5 million employees in over 40,000 businesses, schools, and universities across the UK.

With over 40 international agreements, we provide lawful and simple access to over 8 million print and online publications.

# Where does the money go?

We are dedicated to ensuring that rights holders are fairly remunerated when their works are used. We distribute our revenues back into the creative industries and the originators of creative works, helping to sustain and nurture creativity.

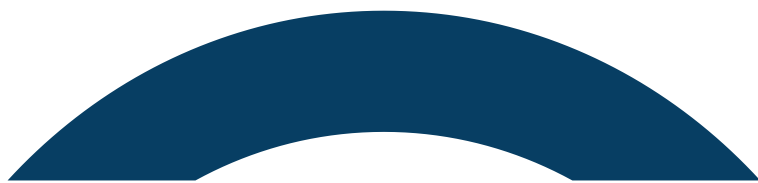
Our revenue is distributed to our member organisations and international partners who pay royalties directly to copyright owners:

- [Authors' Licensing and Collecting Society](#) (ALCS)
- [Design and Artists Copyright Society](#) (DACS)
- [Picture Industry Collecting Society for Effective Licensing](#) (PICSEL)
- [Publishers' Licensing Services](#) (PLS)
- International reproduction rights organisations.

## CLA Board and Staff

The CLA Board is comprised of two Co-Chairs, 6 Directors, two Independent Directors, the CEO and four observers (CEOs at ALCS, DACS, PICSEL and PLS).

CLA has a team of 108 staff split between its London Office (London Bridge) and Edinburgh.



# Key Responsibilities

## Strategy

- Ensure that CLA leads at the forefront of technological and collective licensing solutions and to be proactive, agile and anticipatory to changing customer and rightsholder needs.
- Develop a coherent and ambitious innovation programme to support business objectives and maximise licensing revenues in a rapidly changing technological environment.
- Building on long standing success, create new business revenue opportunities with emerging AI and other technologies.
- Ensure that CLA has the appropriate budget, skills, technologies, processes and partnerships to effectively deliver the strategy.
- Work collaboratively in partnership with CEOs at ALCS, DACS, PICSEL and PLS, and ensure that CLA has the necessary support and mandate to deliver its strategy and commercial success.

## People

- Provide consistent, exemplary leadership and a clear direction for staff and the Leadership team, while operating collaboratively, respectfully, and transparently at all times.
- Ensure that CLA is properly organised and staffed to effectively deliver its strategic plans.

## Communications

- Communicate CLA's vision and business clearly, compellingly and effectively to all stakeholders.
- Maintain effective relationships with customers, Members and international bilateral partners and to keep abreast of the changing needs of content users and rightsholders with respect to collective licensing.
- Collaborate with stakeholders and Government to advocate for effective rights management and a favourable copyright regime.
- Advocate for effective rights management and for the maintenance of a favourable copyright regime at both a national and international level.

## Governance and Risk

- Collaborate with Co-Chairs and Board on strategic planning and governance.
- Keep the Leadership team, Board, and Members informed about issues and risks materially impacting CLA.
- Maintain internal controls and ensure CLA complies with all statutory obligations.
- Serve as a member of the CLA Board.

# Person Specification

## **Ideal candidates will have the following essential core skills and attributes:**

- Proven ability to build positive, collaborative relationships with all CLA Member CEOs essential to securing the mandates that underpin and support the Company's commercial success.
- Strategic focus, with commercial/operational/technological acumen and experience of developing and implementing successful and innovative revenue and service strategies.
- Proven experience of leading and inspiring diverse teams, and maintaining a performance-oriented culture of innovation and continuous improvement, whilst also demonstrating a consistently high level of emotional intelligence.
- Ability to partner with external stakeholders at all levels to develop and deliver new products and services that support the achievement of strategic objectives.
- Excellent interpersonal skills with gravitas, diplomacy, and dynamism; with a track record of complex negotiation to form collaborative relationships in commercial and political environments.
- Excellent communication and presentation skills with a proven ability to represent the organisation in both national and international fora.
- Experience of working with Board, non-executives and internal stakeholders, in a complex governance structure.
- Track record of balancing different interests in a fair and equitable manner, resolving conflicts amicably and with lasting effect.

# CLA values

The Chief Executive Officer, must display a strong appreciation for all aspects of the business, will always lead by example and help create an environment where all staff understand and demonstrate the company values of CLA.

- We support creativity
- Our knowledge is our strength
- We find solutions
- We connect creative communities
- We are ambitious
- Our People make us what we are

We are committed to a diverse and inclusive workplace, offering equal growth opportunities for all backgrounds. Our goal is for every team member to feel trusted, respected, and empowered.

As the senior ambassador for the CLA, you will be required to represent the organisation at external meetings, functions and events including some overnight and international travel.

The purpose of the job description is to indicate the general level of responsibility of the position. The duties may vary from time to time without changing their general character or level of responsibility.

# Benefits

- **Pay and grading**

Salary for this role will be circa £185,000 plus bonus.

- **Holiday**

27 days in a full calendar year, in addition to all bank and public holidays, and pro rata for part-time staff and those joining during the year. Three days of which are fixed to be taken between Christmas and New Year.

Holiday entitlement increases to 29 days after 5 years' service and 32 days after 10 years' service (pro-rated for part-time employees).

- **Holiday Purchase Scheme**

In addition to annual holiday, staff may purchase up to one week's additional holiday in any given leave year.

- **Group Personal Pension Plan**

CLA operates a Group Personal Pension plan with a minimum employee contribution of 5%. CLA will contribute 4.5% within the first year, rising to 7.5% after one year and 10% after 4 years' service. After one year, matched funding is available (up to 2.5%) for additional employee contributions above 5%. Membership of the pension scheme is available on a salary sacrifice basis and the Employer's NI savings on your contribution will be paid as an additional amount to your pension fund.

- **Hybrid working**

CLA has a Hybrid Working policy which includes the opportunity to work from home 3 days a week, with a expectation for 2 days in office hot desking, giving employees the freedom to work where they are most productive. Hybrid working not only encourages collaborative and productive workstyles within CLA, but also allows for cross-organisational practices to be carried out with significant efficiency.

- **Life Assurance**

The scheme is non-contributory to members and offers a minimum of four times basic salary on death in service. (Salary is based on basic salary at time of death excluding any bonuses or additional payments).

A satisfactory health declaration may be required as a condition of joining the Life Assurance Scheme.

- **Private Healthcare Insurance**

All staff are entitled to join the company private healthcare scheme on a single member basis and at no extra cost to the employee after the completion of six months' service.

Family membership (at preferential rates) may also be purchased with the employee paying the difference above the single member rate.

However, the employer-funded element of the cash plan is a taxable benefit and this will be processed through the monthly payroll on a monthly basis. or wish to include their partners, they will be responsible for the associated costs.

- **Asset Cash Plan**

After completing three months' of service, all employees are entitled to join the company's Asset Cash Plan. There's also an option for employees to upgrade their plan and include their partners at preferential rates. If employees opt for these upgrades or wish to include their partners, they will be responsible for the associated costs.

However, the employer-funded element of the cash plan is a taxable benefit and this will be processed through the monthly payroll on a monthly basis.

- **Company Bonus Scheme**

The scheme is dependent on CLA's collective success in achieving business KPIs and is paid in May. Bonus' are pro rata depending on joining date in the financial year in the first year of employment. To qualify for a bonus, employees must attain a performance rating of Effective or above.

- **Personal Accident Insurance**

- **Employee Assistance Programme**

All staff have access to a 7 day-a-week 24 hour helpline which provides help with problems such as legal, marital, bereavement or a workplace issue.

- **Professional Subscriptions**

# How to Apply

**Saxton Bampfylde Ltd is acting as an employment agency advisor to CLA on this appointment.**

Candidates should apply for this role through our website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments) using code **QABWMA**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring\* form.

The closing date for applications is noon on **Wednesday 15 October 2025**.

\*The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

## **GDPR personal data notice**

*According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.*



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