



***Our mission is to help people determine their place in the world and define their identities, so enhancing their self-respect and their respect for others.***

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Our venues

North Tyneside

North Sea



Stephenson Steam Railway

Segedunum Roman Fort

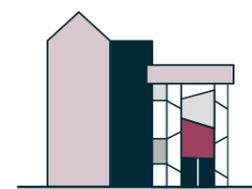


Arbeia Roman Fort, South Shields



South Shields Museum & Art Gallery

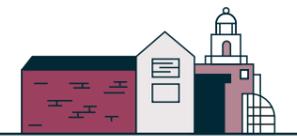
Newcastle upon Tyne



Hatton Gallery



Great North Museum: Hancock



Laing Art Gallery



Discovery Museum and Tyne & Wear Archives

River Tyne

River Tyne

South Tyneside



Shipley Art Gallery



Gateshead

*In 2019-20 we achieved...*

858,393

visits to our website

22,896

people signed up to our Must-see Museums membership scheme, up 10%

£83,123

income from facilitated learning visits

28,320

children, young people, teachers and adults used 339 of our collection loans boxes

22,231

volunteer hours from 359 volunteers

£18,000

in contactless donations

31,386

visits to The Late Shows - Newcastle Gateshead's annual culture crawl co-ordinated by TWAM

133,106

children and young people took part in activities and visits across our venues

£150,897

in donations income

187,123

followers on social media, up 11%

£545,000

in retail sales, including 729 Dippy soft toys

3,334

physical items digitised (reels, cassettes, mini discs, CDs) and 5,622 recordings fully catalogued as part of the Unlocking our Sound Heritage project.

1,258,722

visits to our venues

OVER 6,500

engagements through our adult community engagement programmes including 350 creative sessions co-designed with community and healthcare professionals and participants



## People

TWAM works for local communities, visitors to the area and a wide online audience. We have worked hard to create agency for our users and to build a resilient and sustainable organisation, anchored in the North East of England but truly part of a national and international community.

We have a loyal local audience – 83% of our visitors are from North East England and of those, 65% are from Tyne and Wear. We are popular with families – 50% visit with children and we attract audiences from all economic backgrounds – 32% are from socioeconomic groups C2DE. Visitor satisfaction levels are high – 98% rate their visit as good or very good and 61% are repeat visits.

We aim to engage the broadest possible audience and we deliver targeted programming for audiences who do not traditionally engage with museums. In 2019-20 we worked with women in the criminal justice system, older people, armed forces veterans, people with autism spectrum conditions, Tyneside's Asian community, asylum seekers and refugees, disabled people and people from disadvantaged socio-economic backgrounds.

We have an extensive learning programme for children and young people, including facilitated school workshops and family activities. In 2019-20 133,106 children and young people took part in activities at our venues.

## Collections

We care for our region's heritage – more than 1.1 million individual items. Shaped by our natural, industrial and social landscape, our collections are firmly rooted in our locality, yet nationally and internationally important. Together, our venue collections include archives, art, archaeology, military and social history, maritime history, science and technology, natural sciences and ethnography.

We are committed to ensuring that diverse voices influence our programming and collections development and that has been a strong theme of recent work and future plans. We have also seen rapid developments in our digital engagement plans, accelerated by the Covid19 pandemic.

## Partnerships

As an organisation forged on partnerships, collaborative working is in our DNA. On a regional level we work closely with our cultural colleagues, local authorities, universities, community groups and local businesses. We also lead the Museum Development programme and Culture Bridge North East providing support to smaller museums, and connecting schools and cultural organisations. At a national level we work with national museums as part of the National Museum Directors Council (NMDC), liaise closely with the Civic Museums Network and have roles on numerous subject specialist networks. Internationally, we work with the British Council to deliver training, our experts speak at conferences across the world and we have live projects with China and Brazil.

## Organisational overview

### Strategic Board

Policy and decision making is undertaken by the Strategic Board, comprising of 11 members made up of elected local authority members, a nominee from Newcastle University and independent appointments, with an independent Chair, Rt Hon Baroness Joyce Quin.

### The Tyne & Wear Archives & Museums Development Trust (TWAMDT)

TWAMDT was established on 1 December 2010 and is a registered charity which raises funds to support TWAM activities.

### TWAM Enterprises Ltd

Established on 1 May 2018 to capitalise on retail operation, venue hire and catering with all profits donated to TWAMDT. The company limited by shares is wholly owned by the five 'partners'; Gateshead Council, Newcastle City Council, North Tyneside Council, South Tyneside Council and the Newcastle University.

As the Director of TWAM, the postholder is required to be a Director of Exhibitions by TWAM Ltd and TWAM Enterprises Ltd, the post holder must not be disqualified from being a director.

### Exhibitions by TWAM Ltd

Exhibitions by TWAM Ltd manages all exhibition production activities for TWAM. The company commenced trading on 1 September 2020, and will donate its profit to TWAM Development Trust to further TWAM's charitable objectives.

TWAM produces approximately 35-40 exhibitions per year across its 9 venues. These vary greatly in scale, subject matter and target audiences.

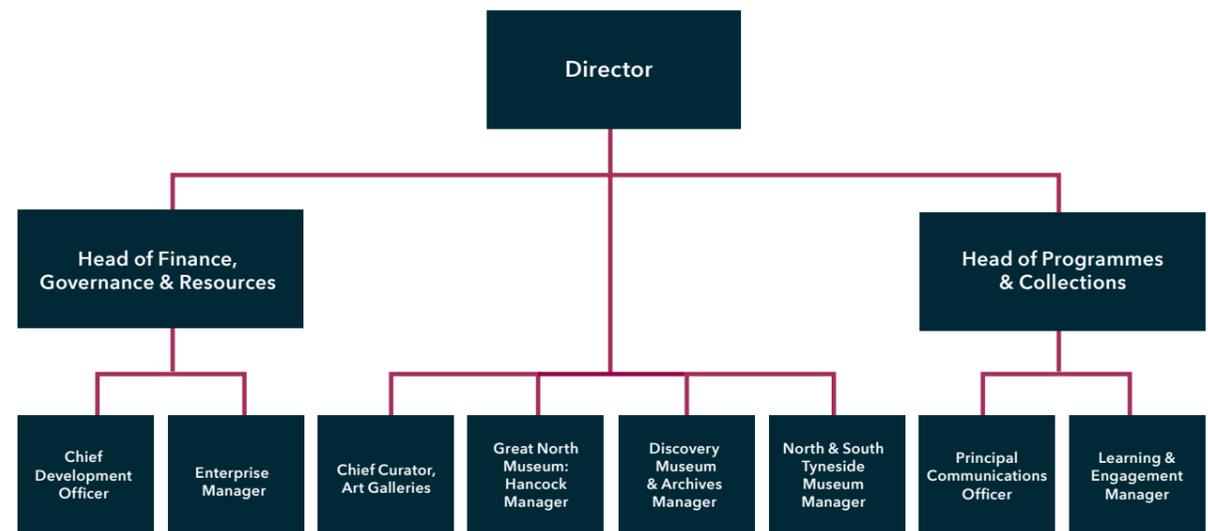
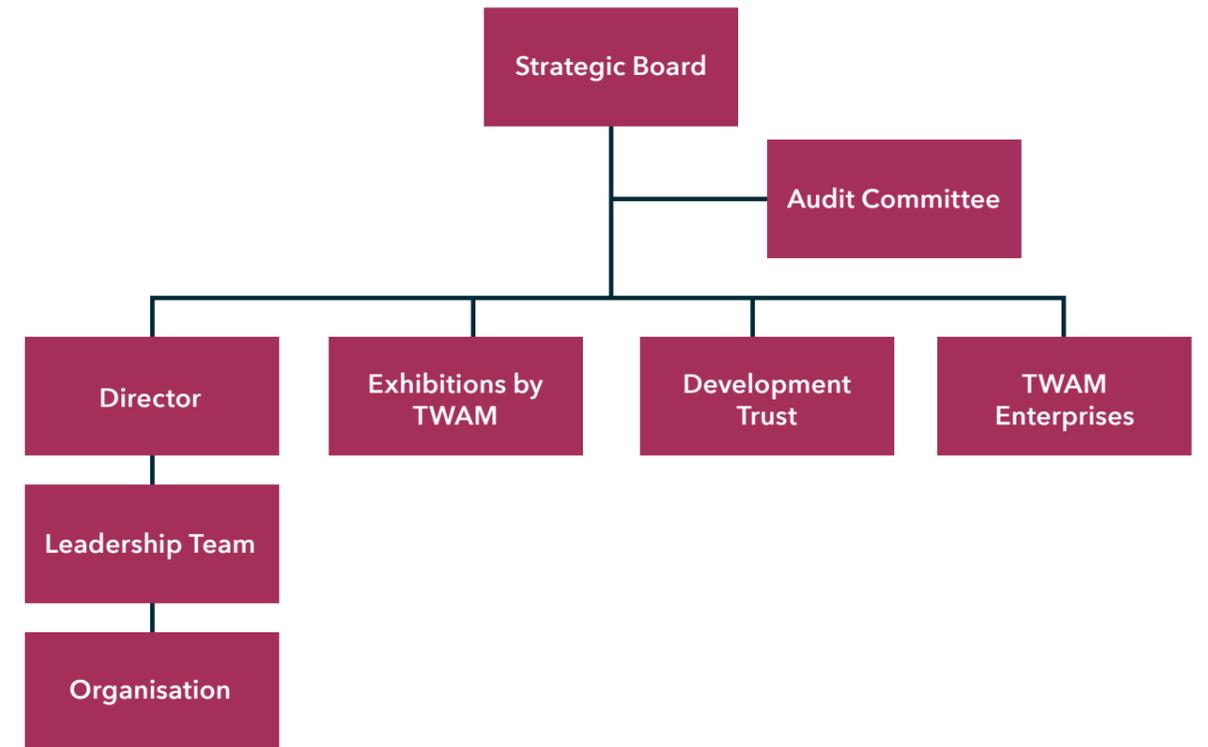
### Audit Committee

The Audit Committee includes an independent chair and vice-chair to challenge, monitor and scrutinise in relation to governance and internal control issues.

### Business Plan

The current Business Plan sets out our activities and priorities for the period 2018-22. The Covid 19 pandemic changed our business planning process and we are now developing the plan for 2021-23 which will go to the Strategic Board for sign off in March 2021.

## Structure and governance



## Purpose of the Board

- To work independently and collaboratively with TWAM's Strategic Board and Trading Company to ensure TWAM's continuing financial viability and long-term sustainability
- Ensuring the Trust uses its resources exclusively in pursuance of its objectives and for the benefit of TWAM
- Ensuring the Trust's funds are invested in TWAM's services appropriately and in compliance with all relevant grant / investment terms and conditions
- Ensuring that any fundraising activity carried out by, or on behalf of the Trust is properly undertaken, and that funds collected are properly accounted for
- Providing support to TWAM's staff in relation to fundraising and income generation activity

### Board members must act within the Nolan Principles which underpin public life:

<b>Selflessness</b>	Take decisions solely based on the mission, strategic objectives and values of TWAM
<b>Integrity</b>	Not to be compromised by individuals or outside organisations
<b>Objectivity</b>	Remain impartial and ensure choices are made on merit alone
<b>Accountability</b>	Be responsible for their decisions and actions
<b>Openness</b>	Give reasons for their decisions and actions
<b>Honesty</b>	Declare any private interests
<b>Leadership</b>	Promote and support these principles by leadership and example

## Chair role specification

### The Chair is responsible for ensuring the Board delivers its obligations through:

#### Strategic Leadership

- Developing and providing leadership
- Ensuring the Trust's compliance with its governing documents, charity law, company law and any other relevant legislation and regulations
- Ensuring all Board members are fully engaged and that decisions are taken in the best long-term interests of TWAM
- Liaising with the Chairs of the Strategic Board and TWAM's Trading Company Board to ensure effective strategic and practical partnership working across TWAM's governance structure
- Acting as an ambassador and spokesperson for TWAM where appropriate

#### Governance

- Chairing the meetings of the Board effectively and efficiently, bringing impartiality and objectivity to the decision-making process
- Working closely with the Director and other relevant staff of TWAM to ensure that meetings are well planned, that agendas cover the necessary areas for consideration and that discussions are supported by appropriate and informative papers and reports
- Ensuring all Trustees understand their roles and responsibilities
- Reviewing membership of the Board to ensure its diversity and that it incorporates the right balance of skills, knowledge and experience required to deliver its role

#### Management

- Working closely with the Director and other relevant staff from TWAM to explore approaches to and opportunities for the Trust's Board to support TWAM in its fundraising and income generation activity
- Ensuring the Trust plans strategically for the long-term benefit and sustainability of TWAM

## Person Specification

Experience	
High level of personal credibility and leadership	Essential
Working at a senior / influential level with multiple stakeholders	Essential
Working to high standard of behaviour, demonstrating honesty, probity and the highest level of integrity in conduct.	Essential
Skills	
Chairing skills: ability to organise, coordinate and follow through on key decisions; manage competing or differing views, and positively challenge to achieve the desired outcome.	Essential
Strong networking skills with well-established links to networks which are beneficial to the aims of TWAM Development Trust	Essential
Strong interpersonal skills with exceptional tact and diplomacy and capable of effective conflict resolution experience	Essential
Strong strategic awareness and ability to identify new income opportunities and 'open doors'	Essential
Excellent communication skills, and able to represent the Trust effectively in the public arena	Essential
Ability to be objective, independent and impartial	Essential
Knowledge	
A strong understanding of the principles of fundraising and a readiness and ability to play a leading role in fundraising and income generation	Essential
Knowledge of the North East's cultural, public, political and business infrastructure with an ability to command respect amongst regional stakeholders and national decision makers in the public	Essential
Risk management, performance management and corporate governance and controls	Essential
Knowledge of the major functions of TWAM and / or similar public sector funded cultural service providers	Desirable
Other	
Demonstrate a strong passion and commitment to the vision and objectives of TWAM	Essential
Able and willing to devote the necessary time to the role	Essential
Commitment to public sector delivery of cultural services	Essential

### Minimum time commitment

The Board will meet a minimum of four times per year with each meeting lasting approximately two hours. Where appropriate additional meetings will be called to address specific issues outside of the expected schedule, although these meetings will be called under exceptional circumstances.

The Chair will be expected to devote adequate time to preparation for Board and management meetings and appropriate research and planning.

### Diversity

The TWAM Development Trust is committed to working with as wide a range of people in the north east and beyond as possible. We believe that we need a diverse board to ensure that our activity and our audiences are as diverse as they can be. We will seek to ensure diversity on the board by advertising and sharing these vacancies widely and not relying on word of mouth so we can try and reach communities not already represented on the Board. We will also monitor and review the diversity of both our applicants and our Board. We welcome and encourage applications from people of all backgrounds and with a range of skills and will provide appointed Trustees with the necessary support to fulfil their role. We also seek to create an environment where divergent views are welcomed and individuals feel confident sharing their ideas.

We organise Board meetings so they are accessible and convenient for our Trustees and will reimburse the reasonable cost of travel but also childcare, or care of other dependants (for example, an elderly parent) if needed to attend trustee meetings. We strive to encourage inclusive decision making within a respectful environment so all Board members can fully participate and contribute working effectively with both each other and our executive team.

### Remuneration

This post is not remunerated but reasonable expenses for travel will be paid.

### Eligibility criteria

You must be at least 18 years old to be a charity trustee (16 if your charity is a company or charitable incorporated organisation (CIO)).

Some people are disqualified by law from acting as charity trustees. Subject to waiver provisions, this includes anyone who:

- Has an unspent conviction for an offence involving dishonesty or deception
- Is currently declared bankrupt (or is subject to bankruptcy restrictions or an interim order) or has an individual voluntary agreement (IVA) with creditors
- Is disqualified from being a company director
- Has previously been removed as a trustee by either the commission or the High Court due to misconduct or mismanagement

### Application Process

Please apply for this post by sending a CV, 2 page covering letter and Diversity Monitoring Form to [CorpGov@twmuseums.org.uk](mailto:CorpGov@twmuseums.org.uk)

If you require any assistance in completing your application or if you need this information in another format such as in Braille or in large print, please contact [glenn.asher.gordon@twmuseums.org.uk](mailto:glenn.asher.gordon@twmuseums.org.uk)

Please be advised interviews for this position are scheduled to take place via Zoom on **Tuesday 23** and **Wednesday 24 February**.

If you would like an informal discussion with the Director of TWAM, Iain Watson, please contact [iain.watson@twmuseums.org.uk](mailto:iain.watson@twmuseums.org.uk) Tel: 07876 390980 or a current Trustee, please contact James Garbutt, [james.garbutt@rathbones.com](mailto:james.garbutt@rathbones.com)

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## Trustee Role Specification

TWAMDT is looking for 2 new Trustees to join the Board of TWAMDT.

Each Trustee term is for 4 years

### All trustees are expected to demonstrate:

- A love of art, culture and heritage and a commitment to TWAM's strategic plan
- An understanding of the importance to TWAM & TWAMDT of fundraising and a commitment, as a leader of TWAMDT, to work with the Development Team to contribute to the delivery of the trust's fundraising ambitions.
- Excellent judgement, ability to contribute to Board discussions, good communication skills and able to represent and advocate for TWAMDT.
- The ability to work collaboratively with other trustees and key members of TWAM staff.
- That they share TWAM's commitment to diversity and equality

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