

Recruitment pack

Chair

Tyne & Wear Archives & Museums Strategic Board



Our mission is to welcome and connect people to the past, present and future of the North East through stories, shared spaces and experiences.

We're committed to using our museums, galleries, collections and programmes to support communities in responding to local and global issues:

- **Equality** – we will provide a warm welcome to everyone, break down barriers caused by inequality and discrimination and share diverse stories.
- **Wellbeing** – we will use our spaces and services to support people's physical and mental health.
- **Social mobility** – we will deliver learning experiences, volunteering opportunities and pathways for personal development for people of all ages and backgrounds.
- **Climate** – we will raise awareness about the environment and encourage people to act for a sustainable future.
- **Place** – we will celebrate North East England, inspire local pride and use our resources to support research, innovation and economic regeneration.

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Introduction

I was delighted and honoured to be appointed Chair of Tyne & Wear Archives & Museums Strategic Board in 2017 and hope that my successor will find the role as rewarding and fascinating as I have.

Tyne & Wear Archives & Museums (TWAM) is a unique organisation encompassing an amazing variety of venues, collections, programmes and experiences. During a long time in public life, I can say that at Tyne & Wear Archives & Museums I've met some of the most inspiring, innovative and dedicated people I have ever come across.

In my role as Chair - I have presided over the quarterly Strategic Board meetings where, as an independent member, I have worked to achieve a consensus amongst all constituent stakeholders about our purpose and direction. I have also worked to support the executive team and staff in implementing this throughout the organisation.

I have sought to help raise the profile of Tyne & Wear Archives & Museums both regionally and nationally - speaking at events and promoting its venues and programmes. In various ways I have supported TWAM's work engaging children and young people and local communities - particularly those in some of our least prosperous areas.

I have strongly encouraged all board members to share their experience and knowledge and to take on responsibility for furthering TWAM's goals, including championing the four Arts Council Investment Principles and working with the executive team to ensure they are embedded within plans and processes.

I have also had frequent contact with TWAM's partners and supporters, and I have taken every opportunity to stress how vital such partnerships are to TWAM's success.

I am committed to do all I can to ensure a smooth transition as my term of office comes to a close and I am available, along with TWAM's Director, Keith Merrin, to discuss the role of Chair and TWAM's work, throughout the application process.

Rt Hon Baroness Joyce Quin

Incumbent Chair, TWAM Strategic Board

About us

Tyne & Wear Archives & Museums (TWAM) is looking to appoint an experienced Chair to lead its Strategic Board, which provides governance and oversees strategic leadership.

We are looking for an individual with skills and experience in either executive or non-executive governance, strategic leadership, ambassadorial roles, results-focused environments and working at a senior / influential level with multiple stakeholders.

The successful candidate will work with our existing Board membership and executive team to help us deliver our ambitious plans and deliver our mission and commitments.

Tyne & Wear Archives & Museums (TWAM) is a major regional museum, art gallery and archives service. We manage a collection of nine museums and galleries across Tyneside and the Archives for Tyne and Wear. We are supported by the five local authorities of the area and Newcastle University. TWAM is also a National Portfolio Organisation supported by Arts Council.

We hold collections of international importance in archives, art, science and technology, archaeology, military and social history, fashion and natural sciences.

Some of the programmes we're currently working on include:

Warm Welcome - free facilities and drop-in events to support adults with their health and wellbeing

Ways to Play - free family events and free travel for children in partnership with Tyne and Wear Metro

Green programme - events and exhibitions raising awareness about the Climate Crisis and encouraging our audiences to take action including Steam to Green an exhibition about energy production, past and present at Discovery Museum.

High profile exhibitions and events including: **Myth Quest: Monsters & Mortals** at the Great North Museum: Hancock; **The Late Shows** - a late night culture crawl across 50 venues in Newcastle and Gateshead and **National Treasures: JMW Turner** at the Laing Art Gallery.

Major capital developments at **Segedunum Roman Fort** and **Discovery Museum**

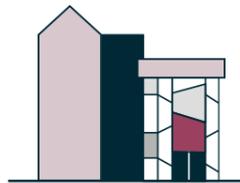
Multaka - a volunteering programme supporting refugees and asylum seekers

Decolonisation - ensuring collections are displayed in an equitable and just way and the stories we share are representative of our communities and their heritage.

Our venues



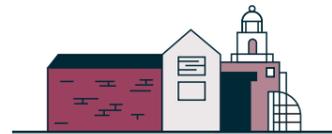
Newcastle upon Tyne



Hatton Gallery



Great North Museum: Hancock



Laing Art Gallery



Discovery Museum and Tyne & Wear Archives

River Tyne



Shipley Art Gallery



Gateshead

North Tyneside



Segedunum Roman Fort



Stephenson Steam Railway



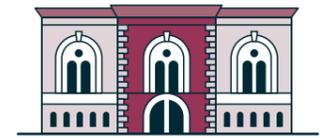
River Tyne



North Sea



Arbeia Roman Fort, South Shields



South Shields Museum & Art Gallery



South Tyneside



Our annual impact

700,000+

visits to our venues (as we recover to pre-Covid £1m+ levels)

226,000

followers on social media

£10.2m

turnover

90,000+

children and young people take part in activities at our venues

1.2m

visits to our website

12,500+

volunteer hours delivered by our volunteers

1750+

engagements through our adult community engagement programmes

The Strategic Board

The Strategic Board is made up of representatives from each partner local authority, a representative from Newcastle University and independent members. The Chair is one of the independent members.

The purpose of the Strategic Board is to:

- Develop a strategic focus to drive revenue growth;
- Provide scrutiny and leadership, democratic accountability, and enterprise support and challenge to TWAM and its executive team;
- Oversee the overall governance and strategic leadership of TWAM in accordance with TWAM's missions and objectives;
- Ensure TWAM's continuing financial viability and long-term sustainability including supporting TWAM to take advantage of new opportunities (notably to generating income from commercial and philanthropic sources);
- Ensure TWAM is making effective use of its assets, services and resources to support its museum and archive activities; and,
- Ensure TWAM is meeting the needs of its users and communities.

It is the responsibility of the Strategic Board members to ensure that these requirements are effectively delivered.

It should be noted that this is not a Trustee/Director role but a strategic/advisory role. Decisions which are 'reserved matters' relating, in particular, to the allocation of local authority funding, will be reserved to representatives of the Constituent Councils.

Members of the Strategic Board must act within the Nolan Principles which underpin public life:

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| Selflessness | take decisions solely based on the mission, strategic objectives and values of TWAM |
| Integrity | not to be compromised by individuals or outside organisations |
| Objectivity | remain impartial and ensure choices are made on merit alone |
| Accountability | be responsible for their decisions and actions |
| Openness | give reasons for their decisions and actions |
| Honesty | declare any private interests |
| Leadership | promote and support these principles by leadership and example |

The Role of Chair of the Strategic Board

Strategic Leadership

- Developing and providing leadership
- Ensuring the members of the Strategic Board are fully engaged and that decisions are taken in the best long-term interests of TWAM
- Working closely with the Director of TWAM to define and uphold the statement of purpose, objectives and values of TWAM
- Taking the lead on Strategic Planning including overseeing the production of TWAM's Business Strategy and annual delivery plan to deliver against the statement of purpose, objectives and values of TWAM
- Acting as an ambassador and spokesperson for TWAM where appropriate
- Being aware of current issues and policy development (regionally and nationally) which may impact on TWAM
- Ensure effective strategic and practical partnership working across TWAM's governance structure

Governance

- Chairing the meetings of the Strategic Board effectively and efficiently, bringing impartiality and objectivity to the decision making process
- Working closely with the Director of TWAM to ensure that meetings are well planned and efficiently deliver against the governance and management requirements of TWAM
- Ensuring the Strategic Board operates within its Terms of Reference
- Ensuring that the Strategic Board regularly reviews major risks and opportunities for TWAM's growth and development
- Reviewing governance performance and facilitating positive change where appropriate
- Reviewing membership of the Strategic Board to ensure it incorporates the right balance of skills, knowledge and experience required to deliver its role
- Managing any conflicts between individual Strategic Board members and between TWAM wider partnership
- Acting impartially, with integrity and in the best interests of TWAM

Management

- Challenging, holding to account and supporting the Director of TWAM
- Maintaining an open and supportive working relationship with the Director of TWAM including appropriately evaluating the performance of the Director
- In conjunction with the Strategic Board, ensuring that TWAM's organisational structure and capability are appropriate for implementing the chosen strategies
- In conjunction with the Strategic Board, ensuring appropriate resources (financial and human) are available and a robust risk management framework is in place which identifies, assesses and manages strategic risks and that it is monitored and reviewed annually for continuous improvement
- Co-ordinating the Strategic Board to ensure responsibilities for particular aspects of management (e.g. personnel matters, financial control etc) are met and specialist expertise is employed as required.

Person Specification

Experience

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| Strategic leadership | Essential |
| Extensive inter-personal and relationship building including undertaking an ambassadorial role for an organisation or initiative | Essential |
| Strong understanding and extensive experience of results focused performance | Essential |
| Working at a senior / influential level with multiple stakeholders, including local government | Essential |
| Working to high standard of behaviour, demonstrating honesty, probity and the highest level of integrity in conduct. | Essential |
| Senior responsibility for decision making - independently and collaboratively - in challenging situations | Essential |

Skills

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| 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 interpersonal skills with exceptional tact and diplomacy and ability to capable of effective conflict resolution experience | Essential |
| Assertive clear thinking and able to negotiate | Essential |
| Strong strategic awareness and ability to identify emerging external factors that may impact on strategy, implementation of plans, or reputation with key stakeholders | Essential |
| A good communicator with excellent leadership and interpersonal skills, able to both empower and challenge supportively | Essential |
| Analytical skills including the ability to weigh / sort complex evidence and reach rational conclusions, incorporating appropriate advice | Essential |
| Ability to be objective, independent and impartial | Essential |

Knowledge

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| Financial management practice particularly in relation to large (multi £m) complex funding / income models | Essential |
| Resource management and business practice in relation to large scale (multi £m) multi venue / service business delivery | 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

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| 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 |

Minimum time commitment

The Strategic Board will meet a minimum of four times per year. 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 is expected to meet with the Director of TWAM at least monthly.

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

We are keen to find the right person for the role and willing to be as flexible as possible to make it work. Applications are welcomed from candidates based locally and from other areas of the country. Formal Board meetings are held in person in the North East of England.

Remuneration

In reflecting the work that will be involved with the role of Chair of the Strategic Board, a remuneration of £5,000 p.a is offered if the successful candidate wishes to accept it. The remuneration will be reviewed by the partner local authorities at the end of the 3 year term.



Recruitment process and next step

Please email a current CV and letter of application (max. 2 sides A4) to: keith.merrin@twmuseums.org.uk to arrive by **5pm on 14 May 2023**.

Interviews will take place in **Newcastle week commencing 12 June 2023**. Please advise if you have any problems with dates in this week on your application.

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 phone **Glenn Asher-Gordon** on **0191 277 2157** or email glenn.asher-gordon@twmuseums.org.uk

If you would like an informal, confidential chat about the position with the current Chair, other board members or the Director please contact glenn.asher-gordon@twmuseums.org.uk

We wish you every success with your application.

TYNE & WEAR
archives &
museums

twmuseums.org.uk

