

## South West Fed Role description – Chair



### About the South West Fed

Formed in 1931, the South West Fed is an independent membership organisation providing a voice for museums, art galleries and the wider heritage sector in the South West of England.

The South West Fed provides resources, supports training, and choreographs events for staff and volunteers within the sector. It promotes the value and benefits of the South West's heritage sector, especially to partners, policy-makers and funders and provides the mechanism for exchanging information, knowledge and skills. Its uniqueness lies in being the network through which the wider heritage sector can think and act together to deliver a better experience for all its audiences.

### Vision

A flourishing and confident heritage community in the South West

### Mission

Creating opportunities to connect and inspire the heritage community across the South West, for the benefit of organisations and their audiences.

### Values

- Commitment to developing best practice in the sector
- Adherence to best practice
- Willingness to share skills
- Willingness to learn and develop
- Respectfulness of others
- Open mindedness
- Openness to change

### Governance

The South West Fed is a voluntary subscription-based organisation. It is a company limited by guarantee (No 05536131) with charitable status (charity No 1113399).

The Board has up to 11 roles (with multiple Trustees taking on the role of Programming Officer) and consists of Trustees of the Charity, elected at the AGM. All Trustees are Company Directors (each elected from the Board at the first meeting following AGM). There are also approved signatories for the Charitable Company. Others can be co-opted to fill other roles/needs (and can vote). All Trustees support the delivery of Board activities.

Each Trustee can hold a Trustee role for a maximum of nine years and at each AGM at least one third of Trustees must retire or stand for re-election, usually based on those who have served for the longest or those who wish to step down.

Further information is available in the Memorandum and Articles of Association and Standing Orders, Rules and Regulations (available on request or on [www.swfed.org](http://www.swfed.org)).

### **The purpose of the South West Fed Board**

- To ensure that the South West Fed complies with its governing document, charity law and any other relevant legislation or regulations
- To ensure that the South West Fed pursues its objects as defined by the governing document
- To ensure the South West Fed uses its resources exclusively in pursuance of its objectives
- To safeguard the good name and reputation of the South West Fed and behave in a professional manner, keeping matters confidential where appropriate
- To ensure the efficient and effective administration of the South West Fed's business
- To ensure the financial stability of the South West Fed
- To ensure that any fundraising activity carried out by, or on behalf of, the South West Fed is properly undertaken, and that all funds collected are properly accounted for and spent according to the charitable objectives
- To take a considered, proportionate and balanced approach to risk management It is the responsibility of the Board to ensure that these requirements are effectively delivered.

### **Main tasks and responsibilities**

The South West Fed has evolved in its ambition and activity over the past few years in direct response to the needs of the sector during the pandemic.

In a changing landscape heritage organisations and individuals in the South West have looked to the South West Fed for support, advice and continuity – through information exchange, affordable skills sharing opportunities, access to trusted resources and the development of long term partnerships and opportunities.

This is an exciting opportunity for an individual to lead the South West Fed in its role as a key player, advocate and innovator in the sector. We are looking for someone with drive, vision and energy to develop the South West Fed's current direction, activities and relationships as the sector emerges from the pandemic.

The Chair takes the lead on strategy, governance and finances and is an active advocate for the South West Fed and the sector. The Chair choreographs partnerships and broadens the South West Fed's reach to the wider heritage sector. They support the delivery of membership activities such as networking events, with the wider Board, and bridge the gap between strategic activity and understanding the grassroots challenges and opportunities the membership and sector are facing.

The role of the Chair is a unique opportunity to enhance personal skills and expertise, choreograph a well-respected regional organisation and be instrumental in influencing change within the heritage sector.

The Chair leads the South West Fed Board ensuring it delivers:

#### Strategic Leadership

- Developing and providing leadership, ensuring that the South West Fed has maximum impact for its membership and the broader sector
- Working closely with the Board to define and uphold the South West Fed's vision, mission and values
- Ensuring the Board is fully engaged and that decisions are taken in the best long-term interests of the South West Fed and the sector
- Taking the lead on strategic planning including overseeing production of the South West Fed's Business Plan
- Acting as an ambassador and spokesperson for the South West Fed and the sector where appropriate
- Maintaining relationships with key decision makers at local, regional and national level
- Being aware of current issues, the economic landscape and areas of policy development (regionally and nationally) which may impact on the South West Fed and the sector

#### Governance

- Chairing South West Fed Board meetings professionally, effectively and efficiently, bringing impartiality and objectivity to the decision-making process
- Working closely with appropriate Board members to ensure meetings are well planned and efficiently delivered against the governance and management requirements of the South West Fed
- Ensuring the South West Fed complies with its governing document, company law and other relevant legislation/regulations

- Ensuring the Board regularly reviews major risks and opportunities for the South West Fed's growth and development
- Reviewing governance performance and facilitating positive change where appropriate
- Reviewing membership of the Board to ensure it incorporates the right balance of skills, knowledge and experience required to deliver its role
- Acting impartially, with integrity and in the best interests of the South West Fed and the sector

#### Management

- In conjunction with the Board, ensure that the South West Fed's organisational structure and capability are appropriate for implementing the chosen strategies
- In conjunction with the 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 regularly for continuous improvement
- Co-ordinating the Board to ensure responsibilities for particular aspects of management (e.g. financial control) are met and specialist expertise is employed as required

### **Skills, experience and outlook required**

#### Experience

- Strategic leadership
- Interpersonal and relationship building ideally in relation to an ambassadorial role for an organisation or initiative
- Demonstrates working to a high standard of behaviour, honesty and the highest level of integrity in conduct
- Responsibility for decision making – independently and collaboratively
- Networked in the sector

#### Skills

- Chairing skills: ability to organise, coordinate and follow through on key decisions; to manage competing or differing views, and positively challenge to achieve the desired outcome.
- Assertive clear thinking and able to negotiate, dealing with people in different situations.
- A good communicator with excellent leadership skills, able to both empower and challenge supportively. An active and inclusive listener.
- Analytical skills including the ability to weigh/sort evidence and reach rational conclusions, incorporating appropriate advice
- Ability to be objective, independent and impartial

- A team player, ready to get involved on a delivery level Essential Strategic awareness of our audience and ability to identify emerging external factors that may impact on strategy, implementation of plans, or reputation with key stakeholders

#### Knowledge

- Financial management practice ideally in relation to small charity/membership income models
- Resource management and business practice ideally in relation to small charity/membership business delivery
- Risk management practice Desirable Governance models practice ideally in relation to small charity/membership models
- Knowledge of the heritage sector such as the major functions of museum, heritage and/or cultural service providers.
- Knowledge of the changing landscape in which the heritage sector operates
- Knowledge of financially diverse business modelling

#### Other

- Demonstrate a strong passion and commitment to the vision and objectives of the South West Fed and an interest in/enthusiasm for the heritage sector
- A commitment to Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership
- Able and willing to devote the necessary time to the role
- To be an individual member of the South West Fed Essential

#### **Time commitment**

The Board meets a minimum of 4 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 is expected to:

- Devote adequate time to prepare for Board and management meetings
- Undertake any appropriate research and planning for meetings or development discussions
- Attend additional partnership and development meetings where appropriate.

It is anticipated that the Chair will need to commit approximately 4 days per month in fulfilling their role for the South West Fed. The role will be for a three year term initially with the potential to extend for a total of nine years maximum (subject to elections at the AGM).

## How to apply

For an informal discussion about the role, please contact the South West Fed at [info@swfed.org.uk](mailto:info@swfed.org.uk)

The deadline for applications is 15 May 2022 and interviews will be held in late May.

The role will become vacant and electable at the South West Fed AGM on Wednesday 8<sup>th</sup> June 2022.

In order to apply please email [info@swfed.org.uk](mailto:info@swfed.org.uk) with a current CV, a letter of application stating why you are interested in this role and what you would bring to it to (max 2 sides A4) and the names of two referees.