

## **Recruitment Pack for:**

- **Chair**
- **Board Members**

**October 2012**



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## Welcome

Dear Applicant

Thank you for your interest in Museums Galleries Scotland (MGS). Badenoch & Clark have been appointed by MGS to manage the recruitment of the Chair of the Board and several other Board positions. These posts are critical to the organisation as it enters a period of unparalleled opportunity and change to deliver the strategy for the future of museums and galleries in Scotland as the National Development Body.

We trust that the recruitment pack will give you the information you require regarding the roles and some background to Museums Galleries Scotland and its exciting journey.

To apply for any of the posts, please send an up-to-date CV and supporting statement, detailing which post you are applying for and how you meet the criteria specified in the Role Profile and Person Specification contained in this information pack.

We advise that your CV is no longer than 3 pages and your supporting statement no more than 2 pages.

Once complete, please send your application in MS Word format by e-mail to [MGS@badenochandclark.com](mailto:MGS@badenochandclark.com)

If you would like an informal discussion about any of the roles then please contact Scott Miller or Bonnie Clarke on 0131 524 9020 or [MGS@badenochandclark.com](mailto:MGS@badenochandclark.com)

We look forward to hearing from you.

Badenoch & Clark  
Recruitment Partner

## **Advertisement**

### **Ambition & Innovation**

Museums Galleries Scotland (MGS) is on an exciting journey of transformation as it becomes the National Development Body for museums and galleries in Scotland.

The 10 year vision for Scotland's Museums and Galleries has been published by MGS and outlines ambitious plans which will support over 350 museums and galleries which all play a vital role in preserving and celebrating Scotland's cultural heritage.

To ensure that MGS is best positioned to deliver this ambitious strategy it is now seeking applications for the following key positions:

- **Chair of the Board**
- **Board Members**

While each Board Member will play a different role on the Board depending on the experience of the applicant, all of the opportunities require the same key ingredient – a genuine passion for supporting all museums and galleries in Scotland, both large and small, to flourish.

Applicants should bring experience and a track record of operating at board level in the public, private or voluntary sectors, providing strong leadership during a significant period of change, corporate governance experience and the ability to set strategic direction coupled with a strong desire to act as an ambassador and advocate for MGS and the sector.

The Chair and Board Member roles are not remunerated but reasonable travel and subsistence costs will be met.

For further information please contact Scott Miller or Bonnie Clarke on 0131 524 9020 or [MGS@badenochandclark.com](mailto:MGS@badenochandclark.com). For further information on Museums Galleries Scotland please visit [www.museumsgalleriesscotland.org.uk](http://www.museumsgalleriesscotland.org.uk)

## Museums Galleries Scotland - Background Information

Museums Galleries Scotland (MGS) is the lead voice of over 350 museums and galleries, welcoming 25 million visitors every year and representing an industry worth an estimated £800 million to the Scottish economy.

MGS has embarked on an exciting journey and is currently undergoing a significant period of change as it transitions to become the National Development Body for museums and galleries in Scotland.

MGS acts as the representative for Scotland's museums and galleries, which are the custodians of Scotland's rich and diverse history, centres of community life and engagement, and offer unique and personal experiences to visitors. MGS promotes the sector's work to the Scottish Government, stakeholders and the public, and advocates the public value and contribution of museums and galleries to society.

In collaboration with the museums and galleries sector in Scotland and other partner organisations outside the sector, MGS has recently published *Going Further: The National Strategy for Scotland's Museums and Galleries*. This strategy sets out an exciting vision of ambition and innovation for the next ten years for this vital sector which plays a pivotal role in the preservation and celebration of our cultural heritage.

The aims and objectives of MGS and the National Strategy are ones which all museums and galleries may identify with, regardless of the size, nature and scope of their organisations, ultimately supporting them to flourish.

For further information and to download *Going Further: The National Strategy for Scotland's Museums and Galleries*, please visit:

[www.museumsgalleriesscotland.org.uk](http://www.museumsgalleriesscotland.org.uk)

## **Chair - Role Profile**

### **Purpose**

It is the role of the Chair to lead the Board of Museums Galleries Scotland in its responsibilities for setting the strategic vision and direction of the organisation whilst also complying with its governing rules and legal obligations and applying its resources responsibly in pursuit of these objectives.

### **Key role relationships**

**External:** To maintain and develop strong relationships with a wide range of stakeholders in the private, public and voluntary sectors at a local, national and international level.

**Internal:** To maintain and develop strong relationships with other members of the Board, the Chief Executive Officer and key members of MGS staff.

### **Key responsibilities**

- Play an active leadership role in developing, approving and ensuring effective implementation of MGS values, strategy, objectives and policies.
- Support the Strategic Management Team through organisational change during the transition of MGS into a National Development Body and beyond.
- Provide support for and direction to the Chief Executive Officer by acting as a sounding board and guide, through regular communication by telephone or in person; supporting the development of a high performing staff Senior Management Team.
- Act as an ambassador for MGS and engage with key external stakeholders and organisations to maximise the impact of the work of MGS.
- Facilitate the effective contribution of the Board in its role of ensuring the highest standards of probity, integrity and governance of the organisation.
- Arrange the regular evaluation of the Board, its sub-committees and the Chief Executive Officer.
- Ensure that the Board receives and reviews regular financial information concerning the management of MGS.
- Ensure effective communication and provision of accurate, timely and clear information to all relevant stakeholders.
- Chair board meetings and participate in other committees and groups as required.

## **Chair – Person Specification**

To be considered, you must be able to demonstrate the qualities, skills and experience to meet the criteria below. The following criteria will be assessed in your application and at subsequent interview.

### **Essential Skills & Attributes**

- A commitment and appreciation to promoting the importance of museums' and galleries' role in supporting the preservation and celebration of Scotland's cultural heritage.
- Able to lead the Board, building confidence in the governance arrangements.
- A track record of operating at board level in the public, private or voluntary sectors with strong corporate governance experience.
- Experience of building effective working relationships with a diverse range of stakeholders in both the public and private sectors.
- Strong governance and organisational development experience including strategic planning, financial management, risk management, change management and performance management.
- Mentoring skills: able to support the Chief Executive Officer and SMT staff in their development.
- Strategic thinking: able to analyse complex information, demonstrate clear analytical intellect and guide effective decision making.
- Experience of managing and/or overseeing significant organisational change.
- Open to learning and development, helping to foster a learning culture throughout the organisation.
- To be familiar with and keep up to date with sector issues.
- Has the time and commitment to effectively discharge core responsibilities of the role and additional responsibilities as highlighted in the Board of Directors information section in this recruitment pack.
- Strong appreciation of the Scottish political environment.
- Experience of working at an international level would be advantageous.

## **Board Member – Role Profile**

It is the role of the Board of Directors of Museums Galleries Scotland to contribute to the Board in its responsibilities for setting the strategic vision and direction of the organisation whilst also complying with its governing rules and legal obligations, applying its resources responsibly in pursuit of these objectives.

### **Key role relationships**

**External:** To maintain and develop strong relationships with a wide range of stakeholders in the private, public and voluntary sectors at a local, national and international level.

**Internal:** To maintain and develop strong relationships with other members of the Board, the Chief Executive Officer and key members of MGS staff.

### **Key responsibilities**

- Contribute to the Board's role in developing, approving and ensuring the effective implementation of MGS values, strategy, objectives and policies.
- Support the Strategic Management Team through organisational change during the transition of MGS into a National Development Body and beyond.
- Act as an ambassador for MGS and engage with key external stakeholders and organisations to maximise the impact of the work of MGS.
- Contribute to the Board's role of ensuring the highest standards of probity, integrity and governance of the organisation.
- Ensure effective communication and provision of accurate, timely and clear information to all relevant stakeholders.
- Attend board meetings and participate in other committees and groups as required.

## **Board Member – Person Specification**

To be considered, you must be able to demonstrate the qualities, skills and experience to meet the criteria below. The following criteria will be assessed in your application and at subsequent interview.

### **Essential Skills & Attributes**

- A commitment and appreciation to promoting the importance of museums' and galleries' role in supporting the preservation and celebration of Scotland's cultural heritage.
- A track record of operating at a Senior and/or board level in the public, private or voluntary sectors with some corporate governance experience.
- Experience of building effective working relationships with a diverse range of stakeholders in both the public and private sectors.
- Some governance and organisational development experience which could include strategic planning, financial management, risk management, change management or performance management.
- Experience of managing and/or overseeing organisational change.
- Open to learning and development opportunities.
- To be familiar with and keep up to date with sector issues.
- Has the time and commitment to effectively discharge core responsibilities of the role and additional responsibilities as highlighted in the Board of Directors information section in this recruitment pack.
- Strong appreciation of the Scottish political environment.
- Experience of working at an international level would be advantageous.

We will be seeking to ensure that, together with the Board, you will bring a range of skills and experience to bear on the work of MGS, so you should have one or more of the following skill-sets:

- Marketing / Public Relations
- Managing Organisational Change
- Legal Skills
- Fundraising
- Human Resources / HR Development
- Charity/Company Law
- Commercial business experience
- Project Management experience
- IT or Digital Media Technology
- Senior Financial experience



## **Board of Directors Information**

### **Meetings**

The following details the anticipated time commitments for Museums Galleries Scotland Board members.

All Board members are normally expected to prepare for and attend the following meetings in a regular annual cycle:

- 5 board meetings and one Annual General Meeting a year. These are normally held in Edinburgh at MGS offices on a Tuesday and last from 11am to 1pm followed by a light lunch.
- At least one sector consultation or subscriber event.
- One strategy development away-day, which may include an overnight stay.

### **Committee Meetings**

It is likely that Board members will be members of one Board Committee or Advisory Group. At present there is a Finance & Audit Committee, an HR Committee and an Appointments Committee. Volunteers from the Board will be asked to review staff recommendations on Investment Programme applications. The time commitment will depend on the assessment required but is not expected to exceed five days a year.

### **General**

In addition to attending formal Board meetings, Directors are expected to:

- Assist Museums Galleries Scotland staff by commenting on draft policy papers, third party consultation documents or specific issues outwith the Board or Committee meetings.
- Communicate Museums Galleries Scotland policies on an ongoing basis.
- Raise the profile of Museums Galleries Scotland with third parties.
- Board members may be encouraged to lead on an area of work in which they have a specialist expertise, for example chairing an Advisory Group; participating in ad hoc working groups or to assist on recruitment panels.
- Board members may be invited to special events such as the launch of a Museums Galleries Scotland strategy or programme.

## **Remuneration**

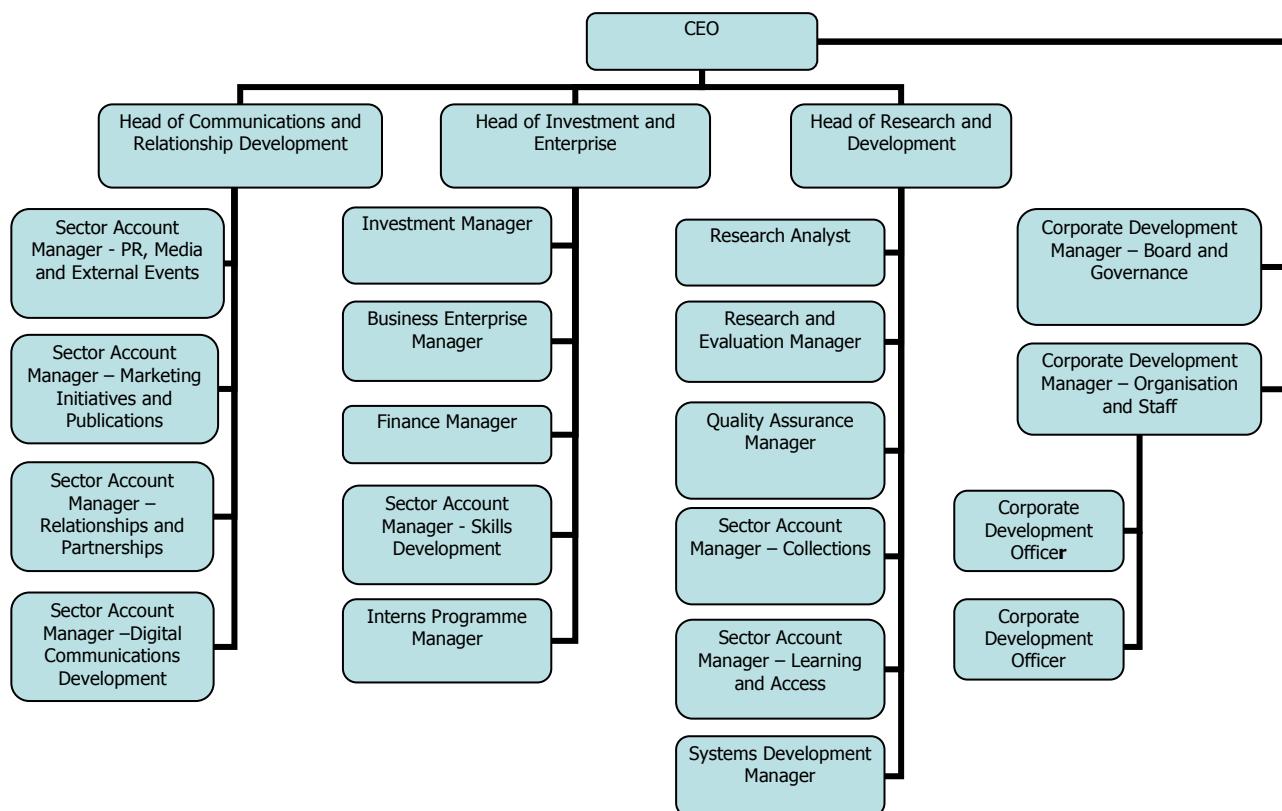
The Chair and Non-Executive Board Members are not remunerated but reasonable travel and subsistence costs will be met.

## **Support for Board Members**

Museums Galleries Scotland is developing a programme of induction for new Board members. All Board members are provided with a Board Handbook, are invited to meet with the CEO and Strategic Management Team for briefing sessions and are introduced to other staff.

As part of Museums Galleries Scotland's commitment to IiP (Investors in People), the Board will be encouraged to identify any Board development needs and to participate in specialist training and refresher courses as appropriate.

## Museums Galleries Scotland - Transition Organisation Chart



## **Recruitment & Selection Timescales**

### **Provisional Arrangements and Timetable for Chair**

Advertising date	Monday 8 <sup>th</sup> October – Sunday 21 <sup>st</sup> October
Closing date for applications	Midnight Sunday 21 <sup>st</sup> October 2012
Initial discussions / meeting with Badenoch & Clark	From Monday 8 <sup>th</sup> October
Panel interviews with MGS	Between 2 <sup>nd</sup> – 7 <sup>th</sup> November (to be confirmed)
Assessment process	On-line personality profile and interview. Details of this will be confirmed on shortlisting.

### **Provisional Arrangements and Timetable for Board Members**

Advertising date	Monday 8 <sup>th</sup> October – Sunday 21 <sup>st</sup> October
Closing date for applications	Midnight Sunday 28 <sup>th</sup> October 2012
Initial discussions / meeting with Badenoch & Clark	From Tuesday 30 <sup>th</sup> October
Panel interviews with MGS	To be confirmed by Badenoch & Clark at shortlisting stage
Assessment process	On-line personality profile and interview. Details of this will be confirmed on shortlisting.