



***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 will help people understand and act on local and global challenges:**

**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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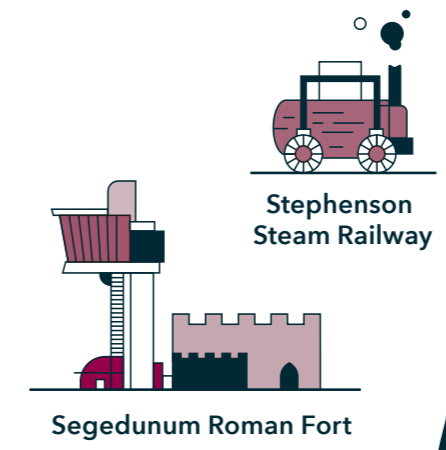
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Our venues

North Tyneside

North Sea

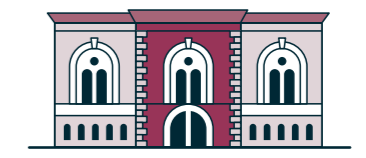


Stephenson Steam Railway

Segedunum Roman Fort



Arbeia Roman Fort, South Shields



South Shields Museum & Art Gallery

Newcastle upon Tyne



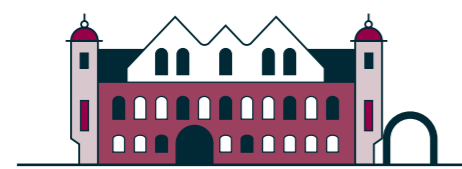
Hatton Gallery



Great North Museum: Hancock



Laing Art Gallery



Discovery Museum and Tyne & Wear Archives

River Tyne

River Tyne

South Tyneside



Shipley Art Gallery



Gateshead

## Our Impact

### Key Budget Information 2023/24

**£11.7m** gross operating expenditure

**£3.8m** grants received from Arts Council England

**£3.5m** Partner contributions from local authorities & Newcastle University

**£2.0m** other grants & contributions

**£2.4m** Direct Activity Income

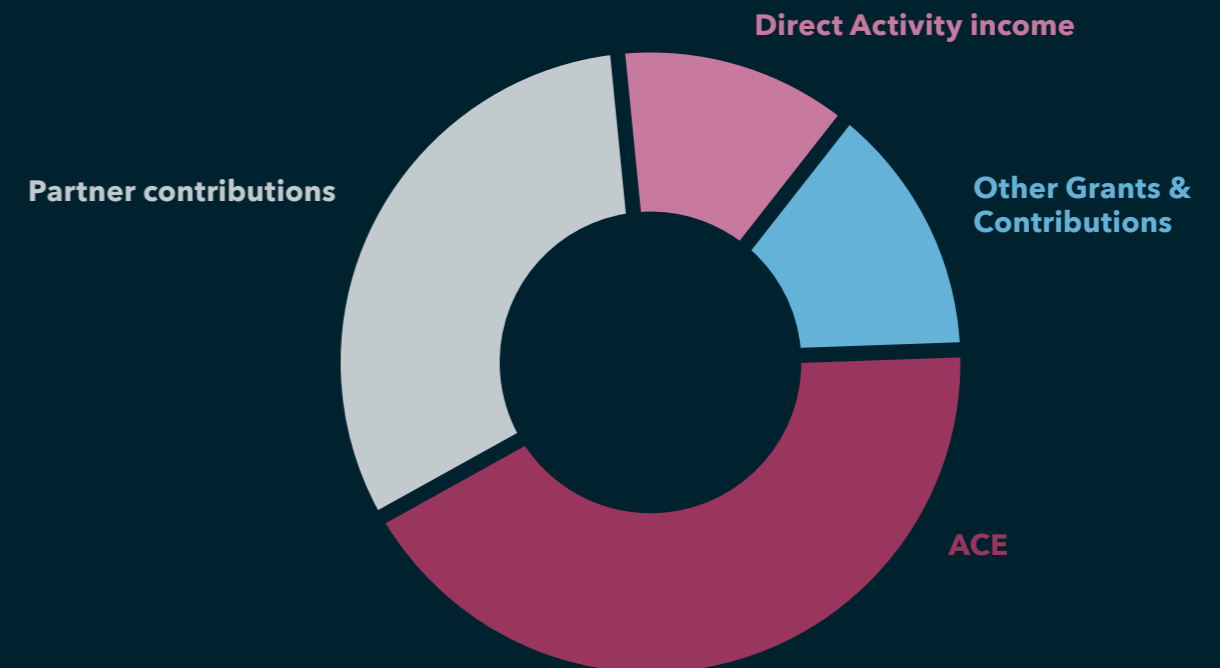
### Typical Audience Reach

**1,000,000** visits to our venues

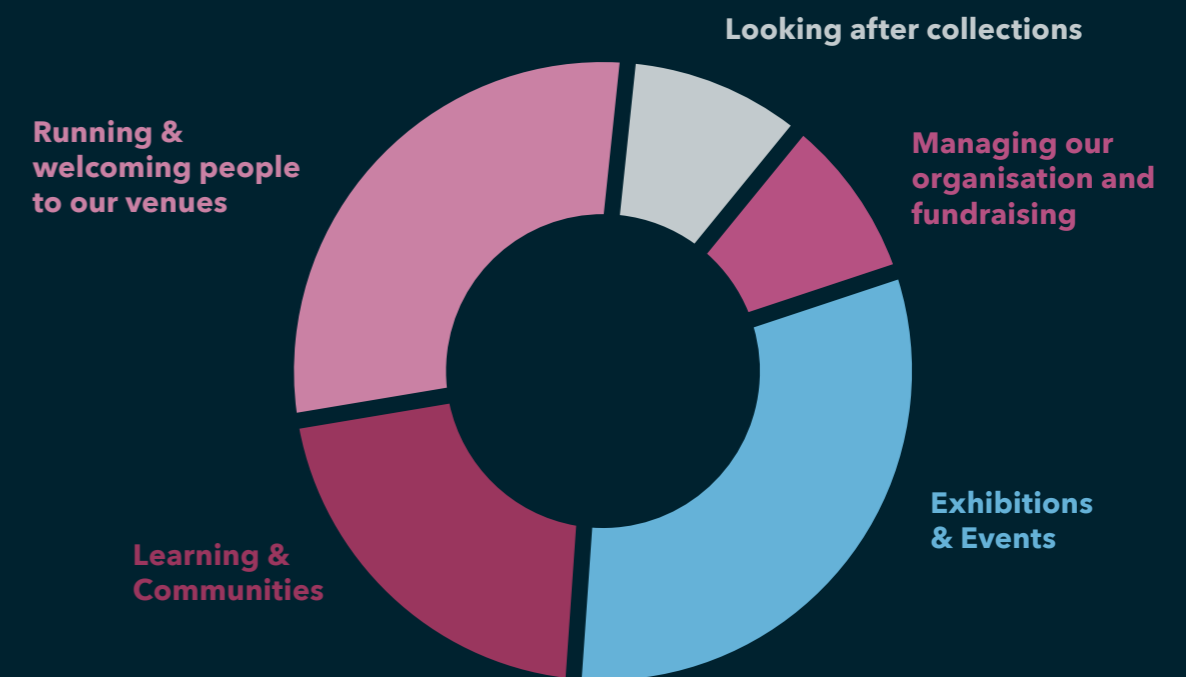
**1.2 million** visits to our website

**150,000** children and young people took part in activities and visits across our venues

## Where the money comes from



## What the money is spent on



Further detailed financial information can be found in TWAM's published accounts 2022/23 here: [www.twmuseums.org.uk/corporate-publications-and-policies/impact-report-and-accounts](http://www.twmuseums.org.uk/corporate-publications-and-policies/impact-report-and-accounts)



## 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. We have 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.

## 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.

## 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 providing support to smaller museums. 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 and our experts speak at conferences across the world.

## 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, Chris Mullin.

### 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 Newcastle University.

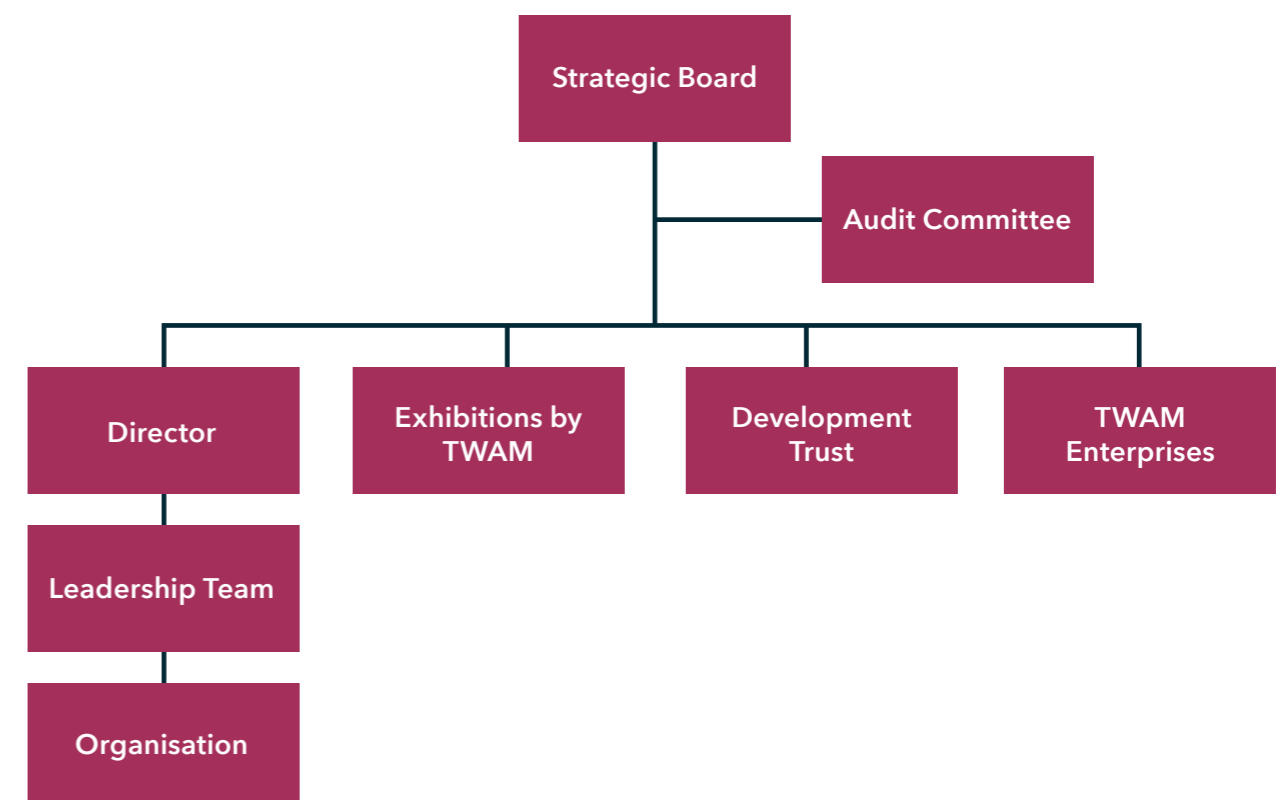
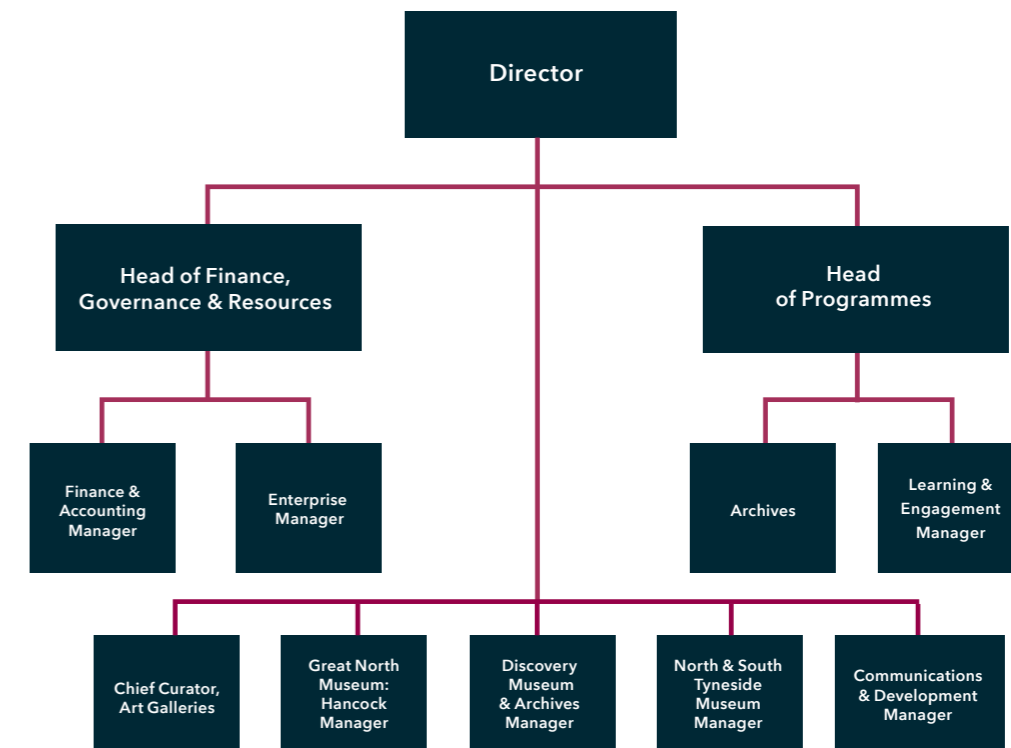
### Exhibitions by TWAM Ltd

Established on 1 September 2020 to manage all exhibition production activities for TWAM. TWAM produces approximately 35-40 exhibitions per year across its 9 venues. These vary greatly in scale, subject matter and target audiences. The company limited by guarantee, is wholly owned by Newcastle City Council.

### Business Plan

The current Business Plan sets out our activities and priorities for the period 2023/24.

## Structure and governance



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## Role of the Audit Committee

Whilst the Audit Committee has no delegated authority, it provides the TWAM Strategic Board and the wider TWAM Group with advice and guidance on the adequacy of TWAM's internal control framework.

### The main purpose of the Audit Committee is as follows:

- To assist the members, directors and trustees of the Strategic Board, TWAM Enterprises, Exhibitions by TWAM and TWAM Development Trust and its officers to ensure that TWAM has effective internal control and risk management processes and systems in place.
- To report to the TWAM Strategic Board, TWAM Enterprises Board, Exhibitions by TWAM Board and TWAM Development Trust Board on all matters relating to the work of the Audit Committee.
- To ensure that Audit Committee Members are equipped with the knowledge and skills to perform their functions.
- To report up to the TWAM Strategic Board matters which the Audit Committee consider the Strategic Board, TWAM Enterprises Board, Exhibitions by TWAM and TWAM Development Trust Board needs to be aware.
- To review policies and recommend for submission to the TWAM Strategic Board
- To support both the internal and external audit processes
- Take responsibility for reviewing risk management policies and procedures
- To review the annual Statement of Accounts and to consider whether appropriate accounting policies have been followed.

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## Role of the Chair

The chair is responsible for ensuring the Audit Committee delivers its obligations through:

### Providing leadership and direction

- Demonstrate independence, integrity and impartiality in decision making
- Provide effective management of meetings to facilitate inclusivity, participation and clear decision making
- Agree the agendas for Audit Committee meetings and participate in pre-meetings of the committee as required
- Lead the Committee in its role in reviewing and scrutinising TWAM's financial affairs
- Reviewing and assessing TWAM's risk management, internal control and corporate governance arrangements
- Making recommendations on the adequacy and effectiveness of those arrangements
- Oversee the TWAM's internal and external audit arrangements
- Review and self-assess the performance of the Committee and its members

### Promoting the role of the audit committee

- Act as an ambassador for the audit committee and for TWAM, where appropriate
- Ensure thoroughness and objectivity in the committee, receiving and responding to professional advice in the conduct of meetings and in the audit process
- Work closely with the Director and other relevant TWAM officers 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
- Liaise with the Chairs of the TWAM Strategic Board, TWAM Enterprises Ltd, Exhibitions by TWAM and TWAM Development Trust to ensure effective strategic and practical partnership working across TWAM's governance structure

### Internal governance, ethical standards and relationships

- Maintain and develop the standing and integrity of the committee and its decision-making
- Understand the respective roles of members, officers and external parties operating within the audit committee's area of responsibility
- Ensure all members understand their roles and responsibilities
- Ensure all Committee members are fully engaged and that decisions are taken in the best interests of TWAM



# Person Specification

## Essential

- An understanding of the appropriate business of an Audit Committee, from either having reported into one or having been a member of one previously
- Experience of overseeing organisational risk in a leadership role
- Experience of working with audit firms as a client or as an audit services provider
- Excellent communication skills to deal effectively with a wide range of people both within the group and with other organisations and individuals
- The experience and ability to scrutinise budgets, management accounts and other financial documents
- Proven ability to analyse complex information and report appropriately to the Board of Directors
- Strategic vision and good, independent, judgement
- Proven ability to provide leadership and effectively chair committee meetings
- Proven ability to facilitate equitable contribution of all members of committee meetings
- Willing and confident to challenge and engage others in debate
- Ability to recognise and further develop the diverse talents and contributions of individual Board members
- Demonstrable commitment to equality, diversity and inclusion and willingness to take action to ensure the organisation is representative

## Desirable

- Knowledge or interest in local government affairs
- Links to Tyneside, eg through work or residence
- A wish to serve the local community and uphold local democracy
- Non-political and preferably not a member of a political party (and especially not an active member)
- Experience, knowledge and interest in the financial arrangements and probity of museums and archives
- Professional financial, accountancy or auditing experience or expertise, especially in the public sector
- Knowledge of the obligations of charitable trustees or company directors
- Experience of realising an organisation's commitment to excellence through its strategic aims

## Terms

Independent Members, including the Chair, will serve for a period of four years, with the option to renew the appointment for three further four year periods.

## Minimum time commitment

The Audit Committee 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 Committee and management meetings and appropriate research and planning.

## Diversity

TWAM is committed to working with as wide a range of people in the north east and beyond as possible. We believe that we need diverse boards and committees to ensure that our activity and our audiences are as diverse as they can be. We welcome and encourage applications from people of all backgrounds and with a range of skills and will provide appointed members 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 committee meetings so they are accessible and convenient for our members and we strive to encourage inclusive decision making within a respectful environment so all 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

An applicant cannot be:

- Someone who has been a member or officer of the five constituent authorities (Newcastle, Gateshead, Sunderland, North Tyneside and South Tyneside) within the past five years nor have close business or professional links with any of the authorities.
- Someone who is a relative or close friend of a member or officer of the five constituent authorities

Members will become ineligible if they become a relative of a member or officer of the five constituent authorities during their period of office

## 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) by **10 November 2023**

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 [CorpGov@twmuseums.org.uk](mailto:CorpGov@twmuseums.org.uk)

Please be advised interviews for this position are scheduled to take place on the afternoon of **22 November 2023** in Newcastle.

If you would like an informal discussion about the role with TWAM's Head of Finance, Governance and Resources, Jackie Reynolds, please email [jackie.reynolds@twmuseums.org.uk](mailto:jackie.reynolds@twmuseums.org.uk)

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[twmuseums.org.uk](http://twmuseums.org.uk)