



Job title	Chief Executive Officer of Cornwall Museums Partnership
Accountable to:	The Board of Trustees of the Cornwall Museum Partnership Charitable Incorporated Organisation
Salary & benefits	£60,000-£70,000 + 4% pension + travel allowance of 0.45p per mile. Cycle to work scheme available. Relocation expenses will be offered. CMP makes an annual cost of living award and all salaries are reviewed annually considering any changes to individuals' job descriptions. At least every 2 years a wider salary review comparing salaries to market rates and industry comparators is conducted.
Hours	37.5 hours per week. We are a flexible employer that values the work we all do as well as our people's families, friends, other interests and projects. Occasional weekends and evening will be required. Job Share proposals welcomed.
Contract type	Permanent
Leave	30 days per year + statutory bank holidays.
Location	Krowji, Redruth, Cornwall TR15 3GE (Krowji is an accessible venue)

Who we are

Cornwall Museums Partnership is an independent charitable incorporated organisation, formed in 2015 to provide leadership for Cornwall's museums; to support, represent and provide a voice. We are an established sector-leading charity which is not afraid to think differently and respond to the museumscape around us, rather than wait for wisdom from "up the line."

Our purpose is to create positive social change with museums. We believe in the power of museums to transform society, due to their unique position in our communities. Our distinctiveness comes from our location; we are Cornish and rural. These are important characteristics and fuel our appetite to lead from the edge, and act as a test bed for new ideas and practice.

Our values drive the way we work; they describe how we will make our vision real. They are:

- **Collaboration:** we believe that collaboration provides fertile ground for the flourishing of inventive and resourceful practice. We listen and form genuine partnerships which are built on mutual understanding and respect.
- **Innovation:** we seek new solutions and think differently. We pioneer new ways of doing things and set high standards in everything we do; we are not afraid to try radical approaches.

- **Inclusion:** we respect and value multiple perspectives. We are committed to creating and maintaining an environment that respects diverse traditions, heritages, and experiences and is inclusive for everyone.
- **Integrity:** we act with professionalism, transparency, and honesty. We are trusted partners.

CMP's team consists of people from a wide variety of backgrounds, some with experience involving museums, some in other sectors. Our team is agile, flexible, and ambitious, responsive to the needs of the museums sector and aware of the role museums have in shaping society.

Why Museums Matter

At their best, we think museums help us to explore some of the most fundamental questions about who we are and our place in the world. Museums help people look at the world through other people's eyes. They can provide a space to develop new skills, boost confidence and provide a focal point for communities, bringing people together, promoting wellbeing and tackling loneliness.

Cornwall Museums Partnership exists to invigorate museums and inspire the wider cultural and charitable sectors. We bring new ideas, new connections, new practice and new resources which we are keen to share and can be of benefit to a wide range of people and organisations.

Vision

Our vision is that CMP is facilitating a thriving international network which connects Cornwall's museums and their communities to organisations across the globe. Through this pioneering model of collaborative practice, we are shifting the dial in terms of the impact and value museums create across society. By forging partnerships with purpose, Cornwall's museums are using their collections to foster happy, healthy, equitable and prosperous communities where heritage is valued and celebrated.

Activities

There are 4 aspects to our services which will help us achieve our vision:

1. Commissioning programmes in museums which engage museums with more people and ensure museums are sustainable and resilient.
2. Brokering partnerships between museums and the private, public, and voluntary sectors to access new skills, resources, and markets for the museums sector.
3. Providing excellent training, development and support services which provide effective solutions to key challenges, question 'business as usual' and result in a skilled, networked, confident and happy museum workforce, including volunteers and trustees.
4. Research and development which tests out new approaches to museum practice, is scalable and is shared with the global museums' community.

The role

The Chief Executive leads the charity, develops new partnerships, and advocates for our vision and impact. They are responsible for ensuring that the charity is in a robust financial position to deliver its purpose to create positive social change with museums. They enable and support the CMP team, promoting a happy, healthy and productive workforce, and champion inclusive practice in line with the charity's values.

The CEO grows our reputation and influence, and that of museums in Cornwall. The CEO is responsible for nurturing a diverse network, including senior policy and decision makers at a regional and national level. They help to shape the debate on the role of culture and heritage in society, demonstrating leadership for the sector at large and drawing on international practice to invigorate the museums sector in Cornwall and beyond.

Strategy

- In collaboration with the board, team and key stakeholders, develop and articulate a compelling vision and strategy for CMP.
- Create, share and regularly review, a robust business plan with clear measurements of success and impact.
- Work with the Chair of the board and charity trustees to ensure strong governance of the charity through the delivery of an annual governance action plan aligned with the Charity Governance Code.
- Champion new ways of working to embed innovation at CMP and across the wider sector.
- Ensure that inclusion and diversity are embedded throughout CMP's work and champion this across the wider sector, ensuring that the charity is ethical & responsible.
- Enable CMP's progress to carbon neutrality and empower our museum partners to enable impactful and relevant climate action.
- Promote the Cornwall Museum Strategy vision, values and approach across the museum sector locally, nationally and internationally.
- Develop and diversify partnerships to include broader partners beyond museums alone.

Business development and networks

- Act as a key spokesperson/public representative, locally, nationally and internationally for the Cornwall Museum Partnership and its work with the sector.
- Actively seek new and relevant networks to develop CMP's programme and reach.
- Cultivate effective relationships and partnerships with key stakeholders ensuring strategic alignment with key funders' priorities and effective dialogue between them and CMP.
- Advocate for CMP's transformative impact and the impact of the wider museums sector in society to stakeholders and the public.

Leadership and management

- Provide effective leadership to all staff ensuring a productive and happy workforce.

- Champion a positive working culture and shared values, which attracts and retains excellent employees.
- Set high performance standards and ensure that staff are managed effectively and appropriately in line with best practice in performance management policies and procedures.
- Line management responsibility for five direct reports (Management Team and the Office Manager).

Fundraising and income development

- Lead the development of the charity's fundraising strategy.
- Act as one of the partnership's primary fundraisers across all fundraising sectors - from strategic funding bids to statutory funders and trusts.
- Lead the development of new areas of income generating activity which deliver benefit for the museums sector including training, consultancy and other products which add value to museums.

Finance

- Working closely with the Finance Manager, oversee financial planning, strategy and major financial decisions acting within the powers delegated by the board.
- Ensure that financial sustainability and quality of delivery is built into the organisation's decision-making.
- Ensure the Finance, Audit and Risk, HR committees and board have sufficient, accurate and timely information to make adequate financial decisions.

Governance

- Work closely with the Chair of the board to ensure that governance is of the highest standards and in line with the Charity Governance Code.
- Set the tone for relationships with board members and facilitate board and executive relationships so that the charity can derive as much value as possible from the board.
- Ensure that the Board of Trustees are provided with regular reports and all the information they require to make strategic decisions.
- Ensure robust reporting mechanisms are established for all funders.
- Ensure that the board has a clear annual development plan and schedule of activity including the review and revision of all key policies.

Core competencies

Demonstrable commitment to CMP's values and vision

Working collaboratively

Develops empowering and enduring working relationships with internal and external customers and stakeholders. Networks effectively and shows political awareness. Actively seeks to work with a variety of people, taking into account people's diverse backgrounds. Inspires a culture of openness, transparency and respect through their own actions. Enables cross-team working. Creates a culture of equality and respect for diversity across the organisation. Listens and responds effectively. Shows empathy towards others.

Accountability

Acts as a role model in taking accountability and initiating action. Is tenacious, resilient, positive, and proactive. Can make bold and timely decisions and take risks as appropriate to deliver on commitments. Has the courage to make bold and timely decisions and take risks. Shows integrity and delivers on commitments. Ensures others are clear on their role and responsibilities and holds themselves and others accountable for their actions.

Breadth of perspective

Plays an active role in shaping our mission and strategic goals and shows a real appreciation of the external factors impacting on these. Thinks strategically, looking ahead to the long term. Is outward focused and sees the bigger picture. Acts in the interests of the whole organisation and sector. Emphasises the role of themselves and others in contributing to organisational success.

Empowering Leadership

Takes a strong, visible lead both within and outside of CMP. Sets a clear and compelling vision and direction. Engages and inspires others. Varies leadership style to bring out the best in people. Empowers and motivates others. Creates an environment that encourages others to perform at their best. Coaches and develops others to realise their potential. Acknowledges and celebrates success.

Learning & Change

Creates a culture of openness to change, innovation and learning. Initiates and embraces change. Identifies opportunities for improvements across the organisation. Shows lateral thinking to solve problems creatively. Is seen as a champion of organisational change. Focuses on the possibilities afforded by change. Is keen to learn and grow, actively seeking out feedback and learning from experience.

Making Effective Judgements

Can see to the core of complex issues and make balanced and objective judgements. Asks probing questions and consults appropriately. Thinks about the equity, financial and broader impact of decisions. Considers stakeholder needs and can think on their feet and make prompt decisions when needed.

Communicating & Influencing

Communicates in a confident, clear and engaging manner with people from all levels and backgrounds. Chooses the appropriate form of communication for a situation. Varies style and content to suit the audience's needs. Makes a strong impact and influences others effectively through the style and content of their communication. Makes a positive and credible impression as an advocate of and ambassador for CMP.

Person Specification

Essential (Skills, Knowledge and Behaviours)

- Extensive previous leadership experience in a role with considerable experience in overseeing the delivery and impact measurement of complex and multiple projects, including publicly funded projects.

- Excellent strategic thinker with experience in developing innovative approaches to addressing novel problems.
- Experience of leading and developing senior teams and of fostering a purpose-driven, agile environment that decentralises authority.
- Considerable knowledge and deep understanding of the museums sector in the UK, its current challenges and opportunities.
- Awareness of current policy and practice in relation to museums and collections as well as the wider heritage and cultural landscape.
- Experience of building and developing impactful cross sector partnerships across sectors including the arts, public and private sectors.
- Credible and confident communicator, including in acting as an advocate in the media, with strong advocacy and influencing skills with a wide range of stakeholders from grass roots to policy levels.
- Knowledge and commitment to equity, inclusion and intersectionality and the structural barriers faced by marginalised people.
- Proven experience of initiating and securing large successful funding bids, horizon scanning and developing creative business opportunities.
- An understanding of finance and complex financial reporting in the third sector.
- Excellent understanding of governance and legal responsibilities in the third sector.

Desirable (Skills, Knowledge and Behaviours)

- An understanding or awareness of challenges and opportunities in rural communities.
- An understanding of how digital can play its part in engaging new audiences.