



Head of External Relations

Recruitment pack

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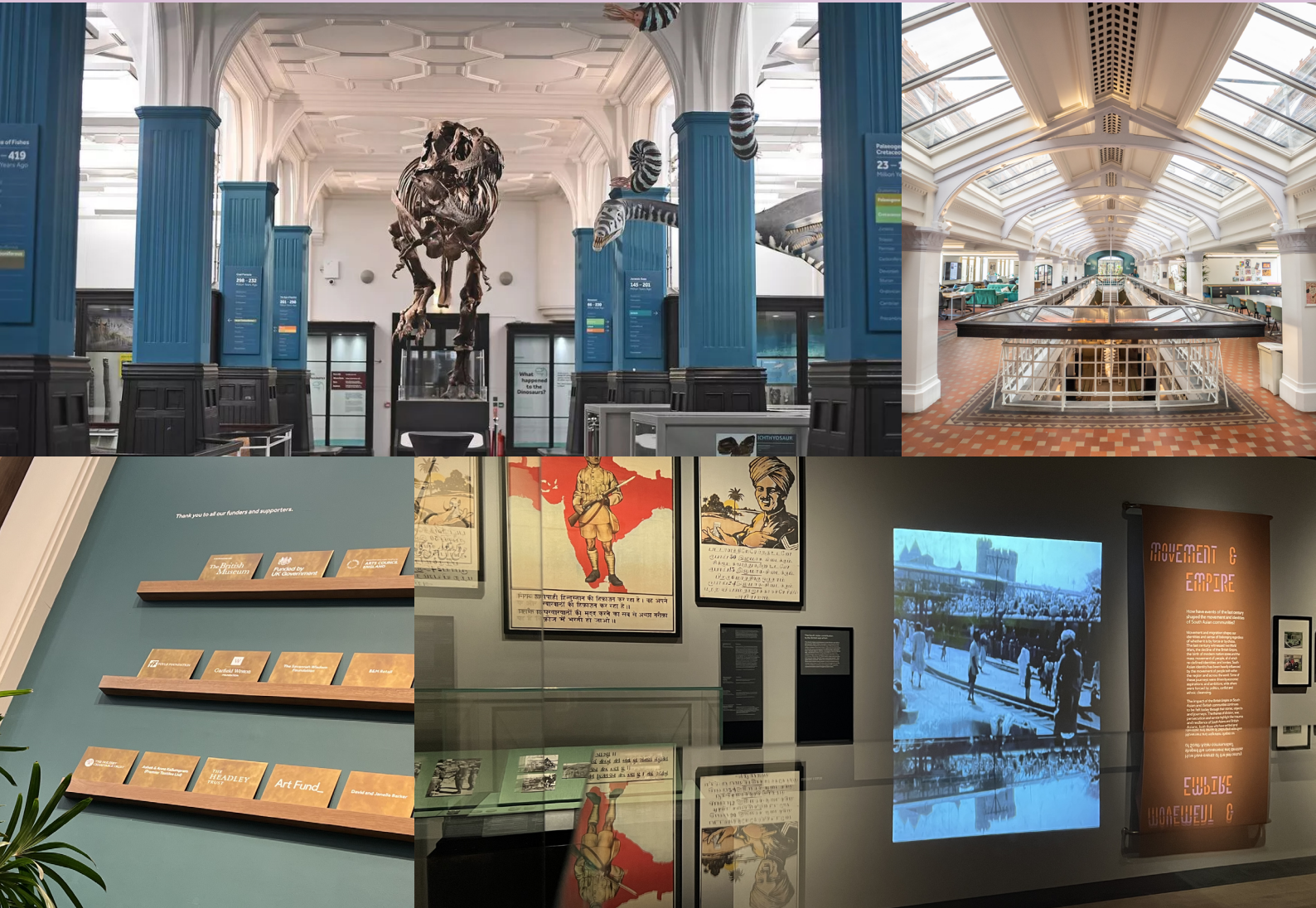
MANCHESTER
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The University of Manchester

Vacancy reference
CIX-025092B

Closing date
7 April 2024

Interview date
25 April 2024



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If you are keen to find out more about the vacancy or have questions that aren't answered within the job description, there will be opportunities to speak with Manchester Museum Director Esme Ward.

Please contact Judith Fabian at judith.fabian@manchester.ac.uk to discuss.

Job Description and person specification

Job title:	Head of External Relations, Manchester Museum
Vacancy reference:	CIX-025092B
Grade:	8 (£57,696 to £68,857 per annum, according to experience)
Hours Per week:	Full-time (we are happy to discuss hybrid, flexible and non-standard working patterns)
Employment type:	Permanent
Based at:	Manchester Museum, Oxford Road, Manchester
Reporting to:	Director, Manchester Museum

Manchester Museum is looking for a values-driven Head of External Relations

This new senior role calls for someone brimming with the energy, creativity and imagination to provide leadership in the key areas of development, data, policy and communications. Driven by an unparalleled commitment to building understanding between cultures and a more sustainable world, we're aiming to become the most inclusive, imaginative and caring museum you'll ever visit. Our talented team has done a fantastic job in shaping the first phase of the Museum's transformation and the Head of External Relations will play a key role as we take our next steps. We're looking for someone who's empathic, in tune with the needs of diverse audiences and equipped to lead change.

Our Head of External Relations will help us to achieve this by:

- **Shaping the narrative:** by creating our strategy for stakeholder engagement and supporting priority areas of policy development.
- **Showing our value:** by providing strategic oversight and leadership in relation to our supporters; including our two major external funders (Arts Council and Research England).
- **Forging powerful connections:** building relationships with key stakeholders, policymakers, funders, and other relevant organisations to champion our work and impact.
- **Unlocking new funding streams:** leading and guiding the development team to secure resources to fulfil our ambitious goals.
- **Maximising the potential of The Top Floor:** alongside the Head of Civic Engagement and Education, you will lead and support the development and evaluation of The Top Floor; our Environmental Action and Social Justice hub, driving further external relationships and impact.
- **Living our values:** as a member of the Museum leadership team, you will deputise for the Director and play a role in the shared management of the Arts Council National Portfolio Organisation (NPO) Manchester Museums Partnership (Manchester Museum, the Whitworth, and Manchester City Galleries). You will embed environmental sustainability, care, and inclusion in your every decision and interaction.

As you enter the Museum you will see the words "Where Everyone Belongs" and that commitment starts with our recruitment. The following job description is detailed; however, this supports both the seniority of the role and our bold ambition. But don't let that phase you, if your values align to ours and you feel able to confidently take on this exciting role, then please keep reading!

We embrace diversity and unique voices so please come as you are, bring your passion and join us.

Context:

Manchester Museum, at the University of Manchester, reopened in February 2023 and in our first year, 882,327 people visited, more than double the numbers who used to visit. They now reflect our communities and context; just under a third are under 25 and over a third are from the global majority. Manchester Museum now looks to build upon this momentum to deepen and extend its reach and relevance - to become more widely and deeply loved.

Responsible for:***Direct Line Management:***

- Head of Communications and Marketing
- Head of Development
- Data Manager – post shared across Manchester Museums Partnership
- Environmental Action Manager
- Social Justice Manager

Indirect Line Management:

- Philanthropy Manager – via University of Manchester Division of Development and Alumni Relations (DDAR)
- Museum Development North team (North West region) – team of 3

Strategic relationships and planning

1. Work closely with the Director to renew the overall strategic plan for the Museum and identify and support priority areas of policy development across the Museum.
2. To lead on rationalizing and enhancing the Museum's overall strategic approach to external stakeholder relationship management
3. To foster, manage and develop close relationships with key regional and national partners, special interest groups, policy makers, donors, and collaborators to ensure the museum supports an inclusive and collaborative approach and its contribution is recognised and valued.
4. Strategic leadership and oversight for Arts Council National Portfolio Organisation (NPO), in collaboration with Manchester Art Gallery and the Whitworth, providing support to Manchester Museum Partnerships Oversight Board, representing the Museum as the lead contact with Relationship Manager, with oversight and responsibility re KPIs, reporting and programme and policy development.
5. Strategic leadership and oversight for Research England's MGCF (Museums and Galleries Collection Fund), the largest external funder of Manchester Museum. You will lead the required reporting and relationship management whilst also collaborating with colleagues to develop opportunities to grow critical research infrastructure in the Museum.
6. Lead on horizon scanning and building relationships with funders to ensure the Museum can respond with agility and effectively to upcoming, strategically aligned new funding priorities.
7. Champion environmental action and social justice as key drivers for the Museum's work. Provide strategic leadership and reporting oversight on new inclusive partnerships, policies and practices relating to the Top Floor (Environmental Action and Social Justice Hub), working closely with the Head of Civic Engagement and Education, relevant governance, and funding bodies as well as staff and collaborators.
8. Work closely with University of Manchester DDAR (Development and Alumni Relations Team) to ensure greater visibility and higher levels of philanthropic support.

Advocacy and evaluation

1. Lead on ensuring effective strategic aims and a holistic framework is in place across the whole Museum relating to monitoring and evaluation with a focus on impact. Ensure that plans are monitored and amended to respond to changing environmental influences and strategic priorities.
2. Responsibility for the planning and strategic development of communications and data strategies, which are sector-leading, collaborating closely with relevant staff and partners.
3. Provide the Director, University colleagues and external partners with high-quality business and management information, ensuring that management information on the Museum, NPO (Arts Council National Portfolio Organisation) and Manchester Museums Partnership (MMP: Manchester Museum, the Whitworth and Manchester City Galleries) progress is regularly analysed and reported on

in an accurate, efficient and timely manner, with clear action-planning taking place in response to management information.

4. Champion the innovative use of data insight; ensuring that fundraising and engagement strategies are data driven, with the strategic use of information, continuous learning from data analysis and external benchmarking tools to drive and develop high performance.

Policy

1. Provide leadership and oversight of Museum policies (beyond collections-related): including health and safety, fundraising, inclusion and access, communications, and data.
2. Champion co-creation and ethical practice in relation to the development and review of strategies and policies to ensure that the communities we represent are heard, given a voice and shape our work.
3. Lead on responses to university and local government strategic frameworks, policy developments and needs assessments.
4. Keep abreast of developments and initiatives nationally and internationally across all areas of museum policy; contributing to sector-wide conferences, consultations, and networks; working closely with Head of Development and the Director on this.

Managing people and resources

1. Effectively lead a high-performing team, setting ambitious team and individual goals, supporting and inspiring people to achieve them, creating a driven team and championing individual development.
2. Monitor and ensure best practice in use of museum finances, ensuring full compliance with the University's Financial Regulations, HMRC guidance and Charity SORP.
3. Work collaboratively with colleagues in IT Services to ensure that the museum derives the greatest benefit from University IT developments and IT services, championing the Museum strategy in order that ITS colleagues understand and support the strategic aims.
4. Accountable for the oversight of key budgets, including those managed by the team leads.
5. Actively contribute to the values and culture of the University and the Museum team within your working practice and relationships.
6. Undertake national and international travel as needed and undertake other such duties as may be needed from time-to-time by the Director.

As a member of the Manchester Museum Senior Team

1. To deputise for the Museum Director, showing a strong understanding of, and engagement with, the Museum's strategic aims and those of the wider University to best represent these internally and externally as appropriate.
2. Contribute fully as a member of the Museum senior leadership team, ensuring a collaborative approach across the institution. Contribute actively to the development of the Museum's strategic and operational plans ensuring alignment with Museum priorities and sharing responsibility for delivery of these plans.
3. Supply valuable and visible leadership across the University on Museum strategy and operational matters, including advising colleagues across the University.
4. Advise colleagues about all areas of risk, including clear and consistent communication strategies and media relations.
5. Represent the interests of the Museum, prepare submissions, and take responsibility for University-wide strategy groups and committees, as agreed with the Director.
6. Work collaboratively with all colleagues to embed philanthropy, policy, and impact engagement across the whole University and beyond - ensuring this is part of an integrated strategy to connect with our key audiences and other constituents in a meaningful lifelong relationship for the benefit of the Museum.

Desirable Knowledge, Skills and Experience

<i>Experience</i>	<ul style="list-style-type: none">• A leadership position in a sector comparable to the arts/cultural, higher education or not-for-profit.• Proven success in a senior role(s) and of influencing beyond direct teams.• Experience of building, leading and managing teams that achieve strategic goals.• Proven experience of ambitious strategic planning, ensuring consistency of approach, legal compliance and reputational protection.• Demonstrable experience of formulating, successfully implementing and evaluating strategy at organisation or divisional level.• Experience of producing compelling qualitative and quantitative data to support strategy, policy and communication.
<i>Knowledge</i>	<ul style="list-style-type: none">• Experience in managing large external grants (NPO or equivalent).• Understanding of the financial, cultural and political landscape that museums currently operate within and an ability to forecast future trends, challenges and opportunities.
<i>Skills</i>	<ul style="list-style-type: none">• Excellent communication skills: able to adapt style to audience, writes and speaks with clarity.• Able to prioritise effectively and empower others.• Able to understand and clearly communicate technical issues.• Able to analyse, model and forecast of income and expenditure with a commercial lens.• Record of growing income and delivering against set targets.• Excellent research, analytical and critical thinking skills.
<i>Attributes</i>	<ul style="list-style-type: none">• Demonstration of a personal commitment to, and belief in, the values (inclusion, imagination, and care) and vision of the Museum to build understanding between cultures and a more sustainable world.• Embraces Equality, Diversity, and Inclusion for shared success.• Collaborative spirit and commitment to team success• A creative thinker, with a keen interest in trying new things and innovation to bring about positive change.• Willingness to work outside normal hours when needed.

Organogram



Manchester Museum

Manchester Museum, part of The University of Manchester, is one of the largest university museums in the UK.

Over 130 years old, it is home to around four and a half million objects from natural sciences and human cultures. It has always been a place for research and learning, and remains a critical part of the city's research infrastructure today.

In February, the Museum concluded one of the most momentous, and transformative, years in its rich history. Following the £15million *hello future* redevelopment, we reopened our doors in February 2023, reinvented as a museum dedicated to putting empathy, belonging, collaboration and co-creation at the heart of everything we do.

This is an institution that means an awful lot to the people of Greater Manchester – one that was borne from a strong sense of civic pride but which, simultaneously, was built on a history of colonial violence.

In this context, *hello future* was much more than a bricks-and-mortar refurbishment. Instead, we saw it as an opportunity to fundamentally alter our mission, opening up collections, spaces and resources for the benefit of everyone. Ultimately, our ambition is to become the most inclusive, imaginative and caring museum on the planet.

The Museum has staked its future on an unparalleled commitment to partnership and collaboration. So, when the Museum reopened, after being closed to the public for 18 months, it did so on the back of almost 10 years of collective endeavour, with spaces, values and practices shaped by the demands of highly diverse audiences.

The results have driven every aspect of the 'new' Manchester Museum, including:

- **Our new galleries:** including a dedicated Belonging Gallery (embodying the Museum's spirit of welcome and community); the multilingual Lee Kai Hung Chinese Culture Gallery (dedicated to building empathy and understanding between the UK and China); and our flagship South Asia Gallery. The UK's first permanent gallery dedicated to the experiences, cultures and contributions of the South Asian diaspora, it was co-curated by an inspiring group of 30 community leaders, educators, artists, historians, journalists, scientists, musicians and students, working to tell their stories, in their own words, on their own terms.
- **Our partnerships:** including transformation of the Museum's entire Top Floor into Manchester's new hub for culture-led approaches to environmental and social action. This space is also home to Pinc College, a specialist creative college for neurodiverse 16 to 25-year-olds, filling a significant gap in learning provision in Greater Manchester.
- **Co-design of new visitor facilities:** we worked with Team Joe, a longstanding Museum volunteer with cerebral palsy and his carers, to create our Changing Places toilet, and designed our beautiful new prayer room with representatives from Our Shared Cultural Heritage, a youth-led programme exploring the shared cultures and histories of the UK and South Asia. Other new spaces include an accessible entrance and welcome area, a picnic area, quiet room and therapy room.
- **Sector-leading programming and collections practice:** supported by pioneering new staff roles and dedicated to foregrounding diaspora voices, Global Majority partnerships and Indigenous perspectives. Connecting communities locally and globally in making positive culture together and driving social justice, ecological thinking and environmental action.

- **Digital innovation:** including Multilingual Museum, drawing on the expertise of our fabulous volunteers to translate descriptions for some of the best-loved objects from our collections into 34 different languages (and growing), share their own stories and perspectives, support linguistic diversity research and facilitate teaching for ESOL courses and community groups.

We are now in the process of evaluating the hello future project, alongside delivering a limited programme of further research and analysis centred on gross value added (GVA) economic impact analysis and research on understanding organisational change and learning.

This work will enable organisational learning and development and provide the foundation for a more detailed economic and social impact study planned for later in the year. The evaluation will also inform a parallel process of strategic plan development for the period 2024-2030.

A year in numbers

18 February 2023 – 18 February 2024

Reach:

- Annual footfall at Manchester Museum has more than doubled to **882,327** visits. This is an increase of 111% since 2016/17.
- Over **22,000 school pupils** engaged through our taught programme, self-guided visits and outreach.
- We programmed **846 public events**. Highlights include:
 - 8,000 people taking part in Vaiskahi Celebrations with Manchester Sikh Foundation and Feed My City
 - 4,500 partygoers at our first birthday celebrations
 - 2,500 students taking part in welcome week activities
 - 1,600 people taking part in Iftar at the Museum
- We have **153 active volunteers** who collectively delivered over 14,000 hours of support to the Museum.

Audience profile:

- 57% were first-time visitors, equivalent to over **450,000 new people reached** (458,850).
- **90%** of visitors live in the UK and **10%** are international visitors.
- International visitors have travelled from across the globe including: China, the USA, India, Pakistan, Europe, Australia and Canada.

Visit Experience:

- **97%** positive visitor ratings of exhibitions
- **97%** positive visitor ratings of overall experience
- **96%** of visitors learned something new during their visit (74% strongly agree)
- **97%** of visitors feel welcome and comfortable during their visit (75% strongly agree)

Social Value:

- **70%** of visitors use public transport or active travel to reach the Museum.
- **77%** of visitors agree that Manchester Museum is delivering on its mission to build a sustainable world.
- 86% of Manchester Museum visitors are either very worried or worried about the climate crisis, compared to 76% of the general population (Source: Act Green Survey, Indigo, 2023).
- 93% of visitors agree that Manchester Museum is delivering on its mission to build understanding between cultures (58% strongly agree).
- 85% of visitors feel exhibitions at Manchester Museum are relevant to them (36% strongly agree).
- 68% of visitors feel represented in the museum and its exhibitions (29% strongly agree).

Inclusion:

- 53% of visitors identify as female, 40% as male and 3% as non-binary.
- 4% identify their gender as different from the sex they were assigned at birth.
- 34% of visitors are from the Global Majority. This has increased from 24% in 2016/17.
- 8% identify as d/Deaf, disabled or have a long-term health condition.
- 15% identify as neurodivergent.

Fundraising and Development at Manchester Museum

Development at Manchester Museum is a shared responsibility between in-house Museum fundraising and The University of Manchester's Division of Development and Alumni Relations (DDAR), with both receiving wide-ranging support from colleagues across the Museum's teams.

In-house fundraising is co-ordinated by the Museum's Head of Development (1.0 FTE) - who will be directly line-managed by the Head of External Relations - and has a primary focus on grant funding opportunities. This includes statutory and academic sources (particularly Research England), lottery funding (National Lottery Heritage Fund, Arts Council England) and a full breadth of charitable trusts and foundations.

The Museum's long-standing history of collaboration with DDAR was cemented further with DDAR's appointment in Summer 2023 to the new role of Philanthropy Manager, Manchester Museum (0.8 FTE) – its first ever role dedicated solely to the Museum, and a recognition of the Museum's growing centrality to the wider University's fundraising proposition. Managed by DDAR, but embedded fully within the operations of the Museum, this role is dedicated to unlocking new income streams by maximising DDAR's philanthropic fundraising with individuals (major gifts, new giving models such as patrons' schemes, in-venue/online giving) and corporate sponsorships.

The appointment of Head of External Relations comes at a pivotal moment in Manchester Museum's fundraising potential, as the Museum simultaneously completes its transition away from a hello future capital fundraising campaign which secured over £13million in external income, and now seeks to capitalise on the much-increased profile and potential of the 'new' Museum. Future funding priorities will balance a growing need to support core budgets, with ambitious, wide-ranging new possibilities around large-scale exhibition development, new forms of social justice and environmental action programming, collections development, research and digital innovation.

Arts Council England National Portfolio Organisation: Manchester Museums Partnership

Manchester Museum acts in formal partnership with Manchester City Galleries (run by Manchester City Council) and the Whitworth (run by The University of Manchester) to form Manchester Museums Partnership - a National Portfolio Organisation funded by Arts Council England.

Funding currently provides £1.62m p.a., shared across the Partnership, aimed at maximising the contribution that partners collectively deliver towards ACE's key Investment Principles. The current funding period for this vital source of revenue funding for Manchester Museum runs from 2023 – 2026, with expectation of applications to be invited for an additional year's funding extension.

This distinctive, University-Council collaboration is central to Manchester Museum's civic mission and socially engaged ethos. Our Partnership activity is governed by a formal Oversight Group - comprising senior representatives from both partners and other key stakeholders in the city-region – with quarterly reporting to ACE.

The University of Manchester

The University of Manchester is part of the prestigious Russell Group of universities, with outstanding facilities and the widest range of courses. We are highly respected across the globe as a centre of teaching excellence and innovative research.

With 25 Nobel Prize winners among our current and former staff and students, we have a history of world firsts and brilliant discoveries, from splitting the atom to giving the world graphene. We're committed to world-class research, an outstanding learning and student experience, and social responsibility in everything we do.

Social responsibility

At Manchester, we're committed to social responsibility and strive to make a positive difference to both society and the environment through our teaching, research, public engagement and day-to-day operations.

We're unique in British higher education in having social responsibility as one of our three core strategic goals, sitting equally alongside our commitments to research and discovery and teaching and learning in [our vision and strategic plan](#).

Award-winning impact

Our social responsibility activities mirror our unique Manchester spirit, motivating communities to research, teach and share their ideas, and students to study with us. The power of our social and environmental impact has been recognised on a global scale:

We are rated top in the UK and Europe and second in the world in the [Times Higher Education Impact](#) league table. We're also top in the UK and Europe and third in the world in the independent [QS World University Sustainability Rankings](#).

We aim to establish ourselves as the sector's leader for social impact and through the delivery of our [five-year plan](#).

We also hold a [Platinum Watermark](#) award from the [National Co-ordinating Centre for Public Engagement](#) (NCCPE) for the effective ways in which we work to engage society with our research, teaching and culture. Winning a Platinum Engage Watermark is the highest honour that can be bestowed upon an institution, and recognises 'exceptional strategic leadership of public engagement; high standards of professional support; and excellence in partnership working'.