

THE
HEPWORTH
WAKEFIELD

CANDIDATE BRIEF FOR THE POSITION OF

CHAIR OF THE HEPWORTH WAKEFIELD BOARD

OCTOBER 2021



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Chair of The Hepworth Wakefield Board

BACKGROUND

The Hepworth Wakefield (THW) is a public art gallery in Yorkshire designed by David Chipperfield Architects. In 2017, THW was awarded Art Fund Museum of the Year. The then Director of the Art Fund, Stephen Deuchar said of us: 'It is the museum everyone would dream of having on their doorstep.'

Our vision is to create unforgettable art experiences for all, while inspiring positive change locally. Since opening in 2011, THW has established itself as one of the most successful art museums in the UK, regularly receiving regional, national and international acclaim for its exhibitions and learning programme.

THW is one of the most visited galleries outside of London, welcoming 220,000 visits annually, while delivering an extensive learning and outreach programme that benefits those most in need in our highly socio-economically deprived district. Our flagship primary school project School Prints takes work by leading contemporary artists including Sir Michael Craig-Martin, Lubaina Himid, Jeremy Deller, Anthea Hamilton and Helen Marten into local schools to encourage creative thinking across the curriculum, ensuring every child in Wakefield grows up with high quality original art on its school walls.

The Hepworth's highly regarded youth programme uses art workshops and mentoring with artists to help people not in education, employment or training develop soft skills and find clear pathways back into education and employment.

Named after Barbara Hepworth, one of the most important artists of the 20th century who was born and brought up in Wakefield, the gallery presents major exhibitions of the best international modern and contemporary art. Past exhibitions have included the first major solo exhibitions in the UK by Anthony McCall who creates immersive light installations; Lynda Benglis, one of America's most significant living artists, and Dame Magdalene Odundo, one of the world's most esteemed ceramic artists. Recent group shows have included Bill Brand / Henry Moore, a survey of British Surrealism,

Alan Davie & David Hockney: Early Works and a collaboration with fashion designer JW Anderson that brought together fashion, design and art to look at the representation of the human form.

Home to Wakefield's important art collection - which has unique strengths in both modern British and contemporary art - THW also has dedicated galleries exploring Hepworth's art and working process. The Hepworth has grown the art collection with £42 million pounds worth of acquisitions through philanthropy since opening ten years ago. The art collection is one of the most significant in the UK built entirely on gifts and donations.

THW was one of the founding partners of the 'Yorkshire Sculpture Triangle', devised to build the reputation of West Yorkshire as the home of sculpture in the UK. In 2019, in partnership with the Henry Moore Institute, Leeds Art Gallery and Yorkshire Sculpture Park, The Hepworth Wakefield delivered Yorkshire Sculpture International - the largest festival dedicated to sculpture in the UK, during which 1 million people experienced sculpture in Leeds and Wakefield.

In 2019 The Hepworth transformed its outdoor site into an inspiring public garden designed by Tom Stuart-Smith. Free for everyone to enjoy, it provides a perfect link to the 19th century mills being redeveloped opposite the gallery.



The Hepworth Wakefield. © Hufton Crow

ORGANISATION & FINANCIAL POSITION

Despite the challenges of the pandemic, THW is in a strong financial position. This is down to consistently sound financial management since we opened a decade ago resulting in a healthy reserve fund. It also reflects the work of the executive team and board to mitigate much of the financial impact of Covid-19 by decisively and swiftly making £1million of savings. We achieved this by reducing the future exhibition programme from three major exhibitions per year to two therefore saving all associated costs, including staffing. We decided on organising just one exhibition for 2021 – our major Barbara Hepworth exhibition – to minimise the risk of incurring costs while audience behaviours and ongoing Covid-related restrictions are still so uncertain. Our opening hours have reduced, and therefore operating costs, from seven days a week to five, with plans to revert to six days in the new financial year.

We have a strong current offer with the Hepworth anniversary exhibition, new garden and new cafés to attract audiences from outside Wakefield District and re-build local engagement. Rebuilding on-site audiences is critical to re-establishing our income generation and we are focused on maximising the commercial potential of the gallery, as well as securing funding to build back the team.

We continue to work in partnership as part of Yorkshire Sculpture International and with the local council to re-build tourism in the region and our determined efforts to ensure the disused mill buildings opposite the gallery found exciting and complimentary new developers have paid off: Tile Yard North opens in 2022 and will help transform our wider site, adding to what we have already achieved with the garden and our popular markets and fairs programme. We will deliver new work in collaboration with them that provides profit and public benefit for us both.



Board

The current board comprises eight trustees whose knowledge and expertise come from a range of sectors:

Stuart Fletcher, Interim Chair – until April 2016
Stuart was Chief Executive Officer of Bupa, a role he held since March 2012.

Andrew Haigh – Andrew is a freelance adviser supporting entrepreneurs. He was previously an Executive Director at Coutts, one of the UK's leading wealth managers building customer propositions with a focus on successful entrepreneurs.

Diane Howse – Diane, Countess of Harewood, is an artist with wide-ranging curatorial experience who has made a significant contribution to the arts in Yorkshire.

Priya Khanchandani – Priya is a writer, curator and commentator. She is the Head of Curatorial and Interpretation at the Design Museum.

Merran McRae – Merran is the former Chief Executive of Wakefield Council and now holds various non-executive board roles. She was previously the Chief Executive of Calderdale Council.

Jane Madeley – Jane is Chief Financial Officer at the University of Leeds, having joined as Finance Director in 2009. Prior to joining the University Jane built her career working in a range of international retail and consumer goods companies. She is also an experienced non executive board member.

Henry Meyric Hughes – Henry is a freelance curator, editor and writer on art. His main subject areas are British art in the twentieth century and modern and contemporary art since 1945. From 1968-92 he worked for the British Council working as Director of Visiting Arts and Director of Visual Arts. He was then Director of the Hayward Gallery, including National Touring Exhibitions and the Arts Council Collection.

Dame Magdalene Odundo – Dame Magdalene is one of the world's most esteemed ceramic artists and Chancellor of the University for the Creative Arts, Kent & Surrey.



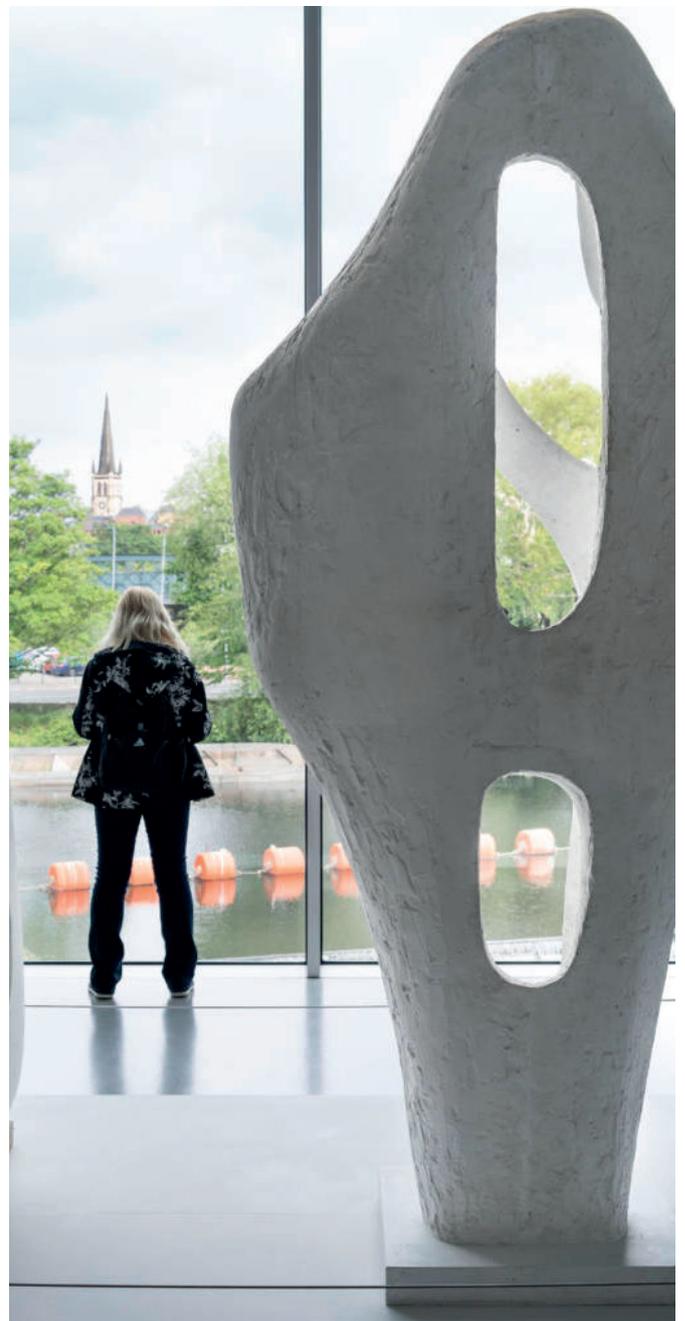
The Person

In the new Chair, The Hepworth Wakefield is looking for candidates who will be energetic advocates for the gallery and its important role as a catalyst for regeneration in Wakefield, and as an organisation that embraces excellence in all that it does through its programmes, its learning activities and its growing art collection. With an interest in arts and culture they should be passionate about the levelling-up agenda and engaging with local communities to inspire positive change in the district.

Ideally, they will have a personal connection to the West Yorkshire region. They will understand how to develop the best working relationship between the Board and the Executive so that they mutually enhance one another with clarity of purpose and open dialogue. They will appreciate and meet the opportunities and challenges of ambitious new business plans that increasingly use resources other than the public purse and address creating significantly more diversity in the sector. They will lead the Board on creating new fundraising initiatives to support the work of the gallery. Alongside this, they will ensure The Hepworth Wakefield plays its full part in tackling the climate emergency in all aspects of its work.

In addition, candidates will be expected to demonstrate the following skills or knowledge base:

- A track record of chairing meetings with skill and authority
- A demonstrable ability to provide an open style of motivating, inclusive, leadership and regular strategic direction to the Board
- Strong ambassadorial skills, comfortable with representing The Hepworth Wakefield on multiple platforms
- Good inter-personal skills to build relationships with high-level supporters, patrons, stakeholders and artists
- Knowledge of corporate and charity governance
- Financial and commercial acumen to ensure that the Business Plan agreed with stakeholders is robust and can be delivered; and to lead the Board in longer-term thinking for the future sustainability of The Hepworth Wakefield
- Have the highest standards of probity and integrity.



The Role

DUTIES AND RESPONSIBILITIES

With a strong understanding of the mission and values of The Hepworth Wakefield, the Chair will hold the Board and Executive Team to account for delivering its objectives, providing inclusive leadership to the Board, and ensuring that each member fulfils their duties and responsibilities for the effective governance of the gallery. The Chair will also support, and, where appropriate, challenge the Director and ensure that the Board functions as a unit, working closely with all members of the Senior Management Team to achieve agreed objectives.

They will attend and host, as appropriate, previews and other events for the gallery and will be a passionate and effective advocate for the organisation. They will be passionate about the importance of The Hepworth Wakefield as a catalyst for culture-led regeneration and learning in the Wakefield District and Yorkshire. They will be active at local, regional and international levels, advancing the work of The Hepworth Wakefield and championing it across multiple audiences and stakeholders. The Chair will provide leadership to the Board in identifying and introducing innovative new commercial activities and will make a significant personal time commitment to support the ambitious fundraising plans of the gallery, whilst encouraging other Trustees to do the same.

PRINCIPAL RESPONSIBILITIES

Strategic leadership

- Provide leadership to the Hepworth Wakefield and its Board, ensuring that The Hepworth Wakefield delivers maximum impact for its funders, the Wakefield region and other key stakeholders
- Ensure that Board members fulfil their duties and responsibilities for the effective governance of The Hepworth Wakefield
- Ensure that the Board operates within its objectives, and provides a clear strategic vision and direction for the gallery, which is refreshed through open Board dialogue
- Ensure that the Board is fully sighted and engaged in the development of a robust business plan and is able to satisfy itself that the financial affairs of the organisation are properly run and that internal controls and systems are maintained
- Provide leadership in building an entrepreneurial and innovative culture in support of the charity's work
- Ensure that the Board is able to regularly review major risks and associated opportunities, and satisfy itself that systems are in place to take advantage of opportunities, and manage and mitigate the risks.



Governance

- Ensure that the governance arrangements are working in the most effective way for The Hepworth Wakefield
- Ensure that the Board membership is regularly refreshed and incorporates the right diversity, breadth and depth of knowledge and expertise needed to govern and lead The Hepworth Wakefield effectively
- Develop the knowledge and capability of the Board members, starting with a thorough induction for new Board members
- Encourage positive changes where appropriate and address and resolve any conflicts within the Board
- Appraise the performance of the Board and Board members on an annual basis
- Ensure that The Hepworth Wakefield complies with charity law, operates within its agreed policies and to high ethical standards in the conduct of its business.

External Relations

- Act as an effective ambassador for The Hepworth Wakefield, promoting its values, ambitions and successes to multiple stakeholders, including the major funders who include Wakefield Council, Arts Council England, artists, patrons, supporters and potential supporters in the local, national and international art world
- Provide leadership to the Board for a significant increase in fundraising activity for the gallery, opening up new funding networks, developing philanthropic giving and encouraging other Trustees to commit to fundraising challenge initiatives. This role will specifically require the Chair to support the Director and colleagues in key meetings and use their network to access potential donors
- Facilitate change and address any potential conflict with or between external stakeholders.

Efficiency and effectiveness

- Chair meetings of the Board members, including regular Away Days, effectively and efficiently, bringing impartiality and objectivity to the decision-making process
- Ensure that Board members are fully engaged and that decisions are taken in the best, long-term interests of The Hepworth Wakefield and that the Board takes collective ownership
- Foster, maintain and ensure that constructive relationships exist with and between the Board members
- Work closely with the Director to give direction to Board policymaking and to ensure meetings are well planned, meaningful and reflect the responsibilities of Board members
- Monitor that decisions taken at meetings are implemented.

Relationship with the Director and the Senior Management Team

- Establish and build a strong, effective and constructive working relationship with the Director, ensuring he is held to account for achieving agreed strategic objectives
- Support the Director, whilst respecting the boundaries which exist between the role of Chair and that of Director
- Conduct an annual appraisal and remuneration review for the Director in consultation with other Board members
- Encourage Board members to develop strong working relationships with members of SMT in order to build a cohesive and effective Board.

TIME COMMITMENT

It is suggested that the Chair will need to be able to commit to the equivalent of between 1.5 and 2 days per month to perform the duties of the Chair, including attendance at Board meetings, other Committees and meetings; fundraising, and in providing support to the Director and staff in representing The Hepworth Wakefield externally.

TERMS OF APPOINTMENT

The Chair is appointed for an initial three-year term which is renewable for a further term of three years. The appointment of the new Chair will take place in 2022 with an appropriate hand-over period as required.

This is a voluntary and unremunerated position.



How to Apply

KEY DATES

Following a long list meeting of the Selection Panel, successful candidates will be invited to attend preliminary interviews with Odgers Berndtson **mid-December**.

The final interview process with The Hepworth Wakefield will take place **early January 2022**.

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria. Please include current salary details and the names and addresses of three referees. Referees will not be approached until the final stages and not without prior permission from candidates.

The preferred method of application is online at: **www.odgers.com/83970**

If you are unable to apply online please email: **83970@odgersberndtson.com**

All applications will receive an automated response.

All candidates are also requested to complete an online Equal Opportunities Monitoring Form which will be found at the end of the application process. This will assist The Hepworth Wakefield in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Equal Opportunities Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

PERSONAL DATA

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and / or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your

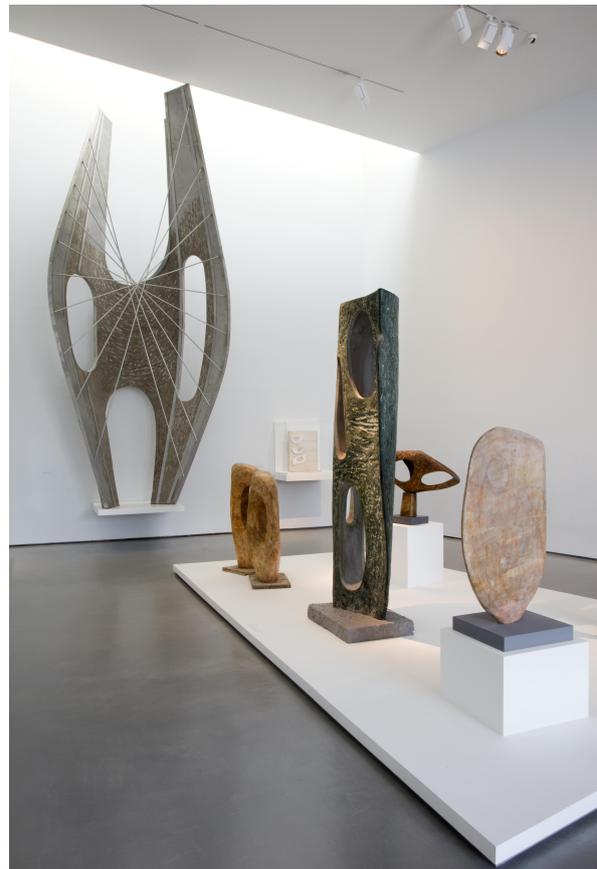
express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.

CONTACT DETAILS

For a conversation in confidence, please contact: **Samantha.colt@odgersberndtson.com**

We are committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility and cognitive impairments. Should you require access to these documents in alternative formats, please contact **Victoria.mayes@odgersberndtson.com**

Also, if you have any comments and/or suggestions about improving access to our application processes please don't hesitate to contact us **response.manager@odgersberndtson.com**



THE HEPWORTH WAKEFIELD

