



**THACKRAY MUSEUM  
OF MEDICINE**



**A New Chief  
Executive for  
the Thackray**

# Are you ready to lead a museum that saves lives as well as changing them?

As a Leeds Medical School Graduate who worked at St. James's Hospital, I am especially proud to be the current Chair of the Board of Thackray Museum of Medicine.

Based within the grounds of St. James's University Hospital, our newly refurbished Museum is now widely recognised as the UK's leading independent medical museum. We are acclaimed as one of the most innovative and community-focussed museums in the region; during the COVID pandemic we were proud to have been the first museum in the UK to host a vaccination centre and the first to host regular social prescribing clinics.

Having been shortlisted for the Arts Fund Museum of the Year in 2021, with a brand that is fast gathering recognition among the public, media and stakeholders, now is a fantastic opportunity to lead the museum into the future as our new CEO. I look forward to welcoming you into our Thackray family!

**Neil Kaiper-Holmes**  
Chair  
Thackray Museum of Medicine



## Growing Medical Capital

The Thackray Museum of Medicine first opened (as the Thackray Medical Museum) in 1997, in the former Leeds Union Workhouse building next to St James's Hospital in Leeds. Co-founded by medical supplies manufacturer Paul Thackray and the physician and educator Professor Monty Losowsky, the museum is unique among medical museums in its independent status and outlook and in its ethos, founded on principles of collaboration and public education.

We believe passionately that the best way the museum can put its history, collection and building to the service of all is to help people to discover their own agency in the constantly evolving story of medicine and healthcare – growing not just a greater understanding of the history and science of medicine but also a greater awareness of how they can put that to their best use and a greater confidence to be able to do that across a wide range of situations. We describe this as growing medical capital.



- We are an important resource for learning – supporting everything from Early Years STEM learning, through GCSE History of Medicine to postgraduate research
- We are a unique part of Leeds City Region’s cultural and heritage offer, providing a destination for visitors, enhancing local amenity and providing added economic value
- We are a fantastic first step into the wider world of medicine and healthcare for a great many – in some cases helping to ignite lifelong interests and careers
- We are a place where people can come together with equal access and representation to share stories and work together for greater equity and justice

We offer a year-round, seven-day a week museum service that combines:

- **Immersive exhibitions** – co-created with local communities and artists that showcase innovations in medicine and healthcare, tackle contemporary topics and give a platform to the most diverse range of voices, viewpoints and challenges
- **The Core** – a community space for collaboration and partnership, supported by targeted programmes for new and under-represented audiences
- **The Nerve Centre** – A year-round programme of formal and informal learning activities for a diverse range of schools, families and adult audiences. This work is supported by a fully integrated outreach and virtual learning offer
- **A collections and archive study centre**, open to all
- **A state-of-the-art conference centre**
- **ThackrayOnline** – a growing platform of digital activities and online access to our internationally important medical collection

Since its foundation, partnership and research have been key underpinning principles that guide how we work. We continue to consult with bodies such as Leeds University School of Medicine and, through our research strategy, developed in partnership with the Thackray Medical Research Trust, we support an ongoing programme of research by individuals and researchers from medical schools, universities, community organisations and other museums. We are also an active partner in the UK Medical Collections Group.

Our collaborative ethos gives us the will to be agile when it comes to meeting community needs. During the COVID pandemic we were proud to have been the first museum in the UK to be able to host a vaccination centre and the first to host regular social prescribing clinics.

For more information on our building’s past and our long, valued relationship with the Thackray family, please visit the [History](#) pages on our website.



# Our Mission

Thackray Museum of Medicine exists to inspire people with the passion and purpose of medicine and healthcare in the past, present and future.

To deliver this mission, we use our unique collections and building as a foundation to:

- Inspire people with stories of the motivation, commitment and achievement that drives medical progress
- Promote communities' and individuals' agency in shaping health, wellbeing and the future of medicine and healthcare
- Enable people to participate in a public conversation about medicine and health
- Provide a space in our shared stories for the under-represented and un-heard
- Provide a focus for researchers, people working in medicine, patients, decision-makers and the public to connect, share ideas, imagine and create a better future

The COVID pandemic has brought into focus the need for trusted public medical information and spaces and for the benefits that a museum like ours can offer. Our world has changed significantly. Not only are questions of public health and health inequalities more starkly in people's consciousness but also our communities face greater economic challenges. At the same time demands for equity and access are amplified.

# Our Vision

Our long-term vision for the museum is that, by 2030, the Thackray Museum of Medicine will have established itself as the leading medical museum in England.

- We will be at the heart a new kind of national museum that works hand in hand with communities across the country – part of a dynamic collaborative network of medical museum partners with strong local connections to communities
- We will be recognised as an asset for meaningful change within our community and across the wider region – helping people find ways to make communities healthier and better places to live, supporting economic growth and promoting equity and access
- We will have established the museum as a centre of excellence for research for the benefit of all
- We will be governed and managed in an open, inclusive and equal way, representing and sharing decision-making with our communities, across the whole range of our operations.
- We will be a commercially resilient and entrepreneurial museum that delivers excellent value for its public alongside real economic benefits for the region

Our vision guides our [2023–26 Outline Business Plan](#), and forms the subject of our funding application to Arts Council England to renew our National Portfolio Organisation status.

# A Leader for the Thackray

Following the departure of our Chief Executive, Nat Edwards at the end of September, we are looking for a leader who can sustain the momentum generated by our successful refurbishment and relaunch following the Pandemic. The team has worked hard to get the museum to a strong position, both locally and nationally and our new CEO will enjoy the support of a creative and imaginative group of Trustees, staff and volunteers – along with a network of interested and engaged stakeholders and community partners.

As the first museum in the world to host a public vaccination centre during COVID and as the first in the UK to host a regular social prescribing clinic, the museum has proven it can ‘punch above its weight’ to gain international recognition. We need a leader who can continue to step outside the constraints of a small independent museum and position its unique brand in a way that tells compelling stories, captures public imagination and drives funding and commercial opportunities.

You will have the presence to command respect for the museum’s work and support for its development plans. You will have the people skills to motivate and guide a small but committed team to perform beyond their expectations. You will have both an analytical and strategic mind and a nose for opportunities – along with the personal resilience and agility to adapt to a dynamic operating environment.

As CEO, you will be the museum’s public face – at ease with various audiences, media and milieus. You will help the museum to formulate and refine its strategic vision and ensure it has the resources and culture to deliver that vision to the greatest effect and public benefit. You will have a deep commitment to inclusive practice and the networking instincts and passion for creative collaboration to imbue it into all aspects of the museum’s work. You may well not be a subject-matter expert but you will have a passionate understanding of how medicine and healthcare touches people’s lives, and how a cultural organisation can become an asset

for the local community to grow resilience, wellbeing and become a better place to live.

This is a full-time senior role, reporting directly to the Chair of the Trustees.

## Application Process

Recruitment for the role is being managed on behalf of the Trustees by [Charity People](#). **To express an interest in the role please send your CV to Tiku van Houtem ([tiku@charitypeople.co.uk](mailto:tiku@charitypeople.co.uk)) who will be in touch to discuss next steps. To be considered for this role please submit your CV by noon on Mon 19 September 2022.**

Following an initial screening of applicants (which may include an informal conversation with the recruiters), we expect to interview shortlisted candidates w/c 26 September and to hold final selection interviews w/c 3 October.



# Job Description

<b>Job Title</b>	Chief Executive
<b>Reports to</b>	Chairman of the Board of Trustees
<b>Salary</b>	£65,000

## Overview of Benefits and Conditions:

- Permanent contract
- 33 days annual leave entitlement (inclusive of in lieu allowance for 8 statutory holidays)
- Normal working hours are 37 hours per week
- Three month probationary period
- Other terms and conditions in line with the Thackray Medical Museum's standard Contract of Employment

## Main Purpose of the Role:

To lead the Thackray Museum of Medicine – through:

- Being the Accountable Officer for the Museum
- Developing and delivering strategic vision
- Championing a positive and inclusive organisational culture and ensuring the museum's people are best placed to perform at excellent standards
- Ensuring financial sustainability and identifying opportunities for development
- Building and sustaining effective networks and collaborative relationships
- Overseeing operations to ensure all museum activities are aligned to strategic objectives
- Personifying the Brand, Values and Mission of the Museum as a public advocate and spokesperson

## Key Tasks and Specific Responsibilities:

1. Being the Accountable Officer for the museum
  - a. ensuring the museum's Risk Register is current and fit for purpose and that Health and Safety policies and procedures are in place
  - b. ensuring the museum complies with all relevant laws in its operations
  - c. ensuring the museum's people are aware of their statutory and regulatory responsibilities
  - d. ensuring the timeous delivery of all statutory, regulatory and contractual reporting requirements
  - e. Working with the Board of Trustees to develop and sustain impeccable standards of governance
2. Developing and delivering strategic vision
  - a. Working with the Board, Stakeholders and the museum's public to set the museum's key strategic vision
  - b. Analysing operational environment, context and opportunities and setting strategic objectives
  - c. Producing forward plans, including operating plans and masterplanning capital developments
  - d. Ensuring the museum's commitment to its community is reflected in every aspect of its day to day operations
3. Championing a positive and inclusive organisational culture and ensuring the museum's people are best placed to perform at excellent standards
  - a. Ensuring organisational structure and resources are fit for purpose and aligned to objectives
  - b. Ensuring people (including Trustees, volunteers and staff) operate within an excellent policy framework, committed to equality, respect and public benefit
  - c. Ensuring people have the training and support needed to deliver excellent outcomes

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4. Ensuring financial sustainability and identifying opportunities for development
  - a. Working with the FD to ensure the museum remains a going concern at all times
  - b. Identifying opportunities to increase profitability of existing operations
  - c. Identifying opportunities for new income – from new commercial activities, sponsorship and fundraising or through monetisation of existing activities
5. Building and sustaining effective networks and collaborative relationships
  - a. Maintaining excellent relationships with key stakeholders (including the museum’s founder, principal funders and key regional and sectoral decision-makers)
  - b. Ensuring the museum grows its position as an important part of the regional cultural ecology and economy
  - c. Maintaining and developing relationships across the museums and medical history sectors
6. Overseeing operations to ensure all museum activities are aligned to strategic objectives
  - a. Supporting the Executive team to ensure departmental plans and programmes are aligned to strategic objectives
  - b. Ensuring the museum’s people understand and embrace the museum’s strategy
  - c. Producing regular reports for Board and stakeholders (including agreed KPIs)
7. Personifying the Brand, Values and Mission of the Museum as a public advocate and spokesperson
  - a. Acting as a spokesperson for the museum in media, events and other public milieux
  - b. Writing articles and preparing papers and presentations to best represent the museum
  - c. Influencing wider policy and practice



# Skills, Knowledge and Experience Matrix

DUTIES	ESSENTIAL Competencies	Experience & Qualifications	Skills & Knowledge
Being the Accountable Officer for the Museum	An eye for detail	Experience of leading an organisation at either Senior or Chief Executive level	Knowledge of the statutory and regulatory requirements of museum and/or charities  Understanding of risk management  Understanding of risks and opportunities associated with digital & data
Developing and delivering strategic vision	An excellent strategic thinker	Experience of developing effective forward plans for an organisation/ department	
Championing a positive and inclusive organisational culture and ensuring the museum's people are best placed to perform at excellent standards	Commitment to Equality & Equity	Experience of managing people at a senior level	Understanding of quality management  Understanding of how to manage an effective organisational culture

DUTIES	DESIRABLE Competencies	Experience & Qualifications	Skills & Knowledge
Being the Accountable Officer for the Museum		Managing Safety for Senior Managers or equivalent  Experience of working with Boards	
Developing and delivering strategic vision		Experience of involving diverse groups of stakeholders/ users in the development of strategic plans	Knowledge of ideation and planning methods and techniques
Championing a positive and inclusive organisational culture and ensuring the museum's people are best placed to perform at excellent standards		Management qualification or equivalent	Knowledge of effective quality management frameworks

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**DUTIES****ESSENTIAL  
Competencies****Experience &  
Qualifications****Skills &  
Knowledge**


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Ensuring financial sustainability and identifying opportunities for development

Entrepreneurial instinct

Experience of managing a commercially sustainable organisation at a senior level

Understanding of the funding environment for independent museums  
  
Broad understanding cultural audience segments  
  
Awareness of potential offered by digital

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Building and sustaining effective networks and collaborative relationships

Good networker  
Collaborative ethos

Experience of active and influential participation in networks

Understanding of museum operations

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Overseeing operations to ensure all museum activities are aligned to strategic objectives

Strong people skills

Experience of overseeing performance and change management

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Personifying the Brand, Values and Mission of the Museum as a public advocate and spokesperson

Great communicator

Effective use of different media to present in a compelling way

**DUTIES****DESIRABLE  
Competencies****Experience &  
Qualifications****Skills &  
Knowledge**


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Ensuring financial sustainability and identifying opportunities for development

Experience of effective fundraising

Good understanding of the museum's current and potential audiences

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Building and sustaining effective networks and collaborative relationships

Experience of building and sustaining effective networks in a museum context  
  
Experience of international partnership(s)  
  
Experience of academic partnership(s)

Good personal networks

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Overseeing operations to ensure all museum activities are aligned to strategic objectives

Good coach and mentor

Proven leader in the museum sector

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Personifying the Brand, Values and Mission of the Museum as a public advocate and spokesperson

Media training  
Presentation skills training  
Published author (e.g. journals, media, blogs etc.)

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**WEB**  
[thackraymuseum.co.uk](http://thackraymuseum.co.uk)



**@thackraymuseum**



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