

TIVERTON MUSEUM OF MID DEVON LIFE
Charitable Incorporated Organisation

Charity Number 1181976

TRUSTEE RECRUITMENT PACK



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1. Introduction

Thank you for your interest in finding out more about becoming a Trustee of Tiverton Museum. This pack provides you with a brief introduction to the Museum and outlines our plans for the future.

The Covid 19 pandemic has created a challenging time for the museum, with three periods of enforced closure and a significant loss of much-needed earned income. However, thanks to government business grants, a National Lottery Heritage Fund Emergency Grant and an Arts Council Cultural Recovery Fund grant, we have stabilised our short term position and are now actively focusing on the medium to longer term.

Prior to the pandemic, we were planning a major re-development of the Museum to enhance our galleries and provide a new space for temporary exhibitions and events, making the best use of our site and creating a more visible presence. We also undertook a business development study funded by the Heritage Lottery Fund and produced an audience development plan for the Museum. We also reviewed our governance, resulting in the formation of a new Charitable incorporated Organisation (CIO) and the recruitment of new trustees.

With the support of specialist consultants we are now taking stock of the work already done, revisiting our business strategy and learning offer in order to set us on course for the future.

To help us take the Museum forward and plan our future operation we are seeking to appoint a new Chair and up to seven new Trustees to join our Board. We are looking for people who can support all aspects of the work of the museum with diverse skills and experience including marketing and communications, fundraising, commercial operations and property management/development.

We hope that after reading this information you will feel encouraged to find out more and apply to join our board. For an informal discussion before making an application please contact:

For an informal conversation, please contact

Interim Chair, Stephen Ponder stephenponder@outlook.com

07511849559 or

Vice-Chair, Jose Kimber: josekimber1@gmail.com Tel: 01884 252460

2. The Museum

Tiverton Museum of Mid-Devon Life is an award-winning Accredited independent Museum located in the centre of the Town. We hold one the largest collections in the West Country, covering the economic and social history of the area. The collection includes important rural life material from central Devon including rare wagons, domestic and industrial history and the iconic local steam locomotive '*Tivvy Bumper*' which linked the town to the mainline station at Willand.

The Museum is housed in a Grade 11 listed National School building with later extensions. We are a Devon Records Office Service Point and have a well-used local history library where people can research family and local history.

Until Covid 19 struck, we were open all year and attracted around 11,000 visitors per annum, comprised of approximately 8500 visitors to the museum, 6500 to the tourist information service and 3000 outreach]. We provided a lively programme of events and exhibitions, and prided ourselves on being a family-friendly attraction. We were well-known for our work with schools and community groups, offering an excellent tailored service for schools and a wide variety of inspirational hands-on experiences for pupils of all ages, as well as a reminiscence service for care and residential homes.

The Museum is managed by our Director, Pippa Griffith, supported by a small paid staff team and many dedicated volunteers.

3. The Governing Body

The museum is constituted as a Charitable Incorporated Organisation (CIO) and is governed by a Board of Trustees. The trustees are legally responsible for ensuring the museum is solvent, well run, and for delivering its charitable objectives. The CIO can have up to 12 trustees on its board. With two board retirements in spring 2021, there will be 5 remaining trustees, leaving opportunities for up to 6 new people to join.

Trustees are not paid, but reasonable expenses can be reimbursed. Remuneration for specific professional services may be agreed in certain cases.

All Trustees are collectively responsible for the decisions and management of the CIO. The role of the trustees is to:

- Take ultimate responsibility for directing the affairs of the CIO, and to do so with innovation, creativity, ambition and appropriate challenge.
- Ensure the CIO has a clear vision, mission and strategic direction and is focused on achieving these as the CIO develops.
- Act reasonably and prudently in the best interests of the CIO, never in pursuit of personal interests or the interests of another organisation, meeting the legal obligations common to all Trustees.
- Act as guardians of the assets owned and managed by the CIO, both tangible and intangible, taking due care over their security, deployment and proper application.

Principal Tasks and Duties of the Board

Accountability, Legal and Financial Duties

- Report on the Museum's activities, including the achievement of 'public benefit' as a registered charity.
- Ensure the CIO complies with its governing document, charity law, company law and any other relevant legislation or requirement.
- Ensure compliance with external funder conditions and service contracts.
- Ensure that the charity's governance is of the highest possible standard, and that it is openly and transparently accountable to funders, customers and stakeholders
- Undertake regular monitoring of performance against the annual budget and supporting appropriate management action designed to achieve agreed levels of financial performance.

Policy and Planning

- Contribute actively to the Board of Trustees in giving firm strategic direction to the organisation, setting policy, defining objectives and setting targets and evaluating performance.
- Approve and review the Museum's Business Plan, focusing on key issues and providing informed guidance on new initiatives.
- Identify new sources of income and opportunities to maximise income generation within the Museum and encourage an ethos of entrepreneurialism.
- Ensure that all significant risks associated with the museum's activities are recognised and that appropriate mitigation measures are enacted and regularly monitored.

Advocacy

- Safeguard the good name and values of the Museum and the CIO.
- Promote Tiverton Museum, its activities and its needs to the public, private and voluntary sectors so as to enhance the museum's profile and assist with its fundraising activities.
- Act as an enthusiastic and well-informed ambassador for Tiverton Museum at all times.

Employment and Human Resources Duties

- Oversee the recruitment of the staff.

- Ensure the safe and efficient use of premises for staff, volunteers and the public, in-line with its Health & Safety Policy.

Sub-Committees and Working Groups

Trustees may be expected to take part in sub-committees and working groups to deliver specific functions in greater detail and particular time-limited tasks.

For more details of the specific legal obligations of trustees visit the Charity Commission website www.charity-commission.gov.uk and follow links to their publications CC3a *The Essential Trustee: An Introduction* (January 2007) and CC3 *The Essential Trustee: What you need to know* (March 2012).

4. Trustee Roles and Skills

All Trustees should have an ability to think strategically, focusing on major issues, while recognising and supporting the realities and practicalities of managing an independent heritage organisation. They should also have:

- Well-developed and effective networking skills in a range of contexts and situations
- Well-established networks that bring positive benefit to Tiverton Museum
- Highly effective inter-personal communication and advocacy skills
- A readiness and ability to take on and deliver agreed projects and areas of activity
- A commitment to the charity's vision
- An ability to command respect amongst stakeholders and decision-makers in the public and private sectors
- An ability to achieve the confidence and command the respect of staff, volunteers, and museum users
- Willingness to devote the time and effort, including attending trustee meetings and occasional events.

Diversity - We are committed to diversifying the board to better reflect our communities and audiences and bring new insight and relevance to the museum. We therefore actively encourage people of diverse ages, gender, background and abilities to consider putting themselves forward.

We are keen to hear from anyone who can bring useful skills, experience and enthusiasm to the board of trustees.

We have recently carried out a board skills audit and as a result, we are also particularly keen to strengthen our board with the following skills and experience.

Leadership and Strategy Planning - Chair Person - see separate role description

Finance - experience of financial management / accountancy / business planning to support the board, museum director and freelance accounting service to oversee the museum's finances and financial planning.

Audience Development and Marketing - professional marketing experience to support the museum team to develop target audience segments and increase footfall in a cost-effective way using traditional and digital media. Support for the team to optimise the benefits and income of the Tourist Information service.

Fundraising - skills and experience in fundraising, especially from individual donors, to support the museum director and staff team.

Schools and Learning - experience of formal education, especially primary school education, to support the museum team to shape the learning service to match the needs of schools and maximise sustainability in a post-Covid world.

IT and Digital - up to date knowledge of IT and digital technology to support the museum team to explore and implement digital technologies to improve operational efficiency, support income and develop audience engagement.

HR - up to date professional HR and people management skills and knowledge to support the board and Director with employment matters.

5. Conduct and Eligibility

Trustees will be expected to abide by the Nolan Seven Principles of public life (Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership). For more details of the specific legal obligations of Trustees visit the Charity Commission website www.charity-commission.gov.uk and follow links to their publications CC3a *The Essential Trustee: An Introduction* (January 2007) and CC3 *The Essential Trustee: What you need to know* (March 2012).

The law places certain restrictions on becoming a charity trustee. For example you cannot be under the age of 18, previously have been removed from trusteeship of a charity by a Court or the Charity Commission, disqualified under the *Company Director's Disqualification Act 1986*, or been convicted of an offence involving deception or dishonesty (unless the conviction is spent).

6. Time Commitment

Normally, the full board would meet 6 times a year. However, since Covid 19 has struck, the board has at times been meeting monthly for around 2 hours in order to manage the changing operational landscape and to support the team. We have also established a sub-committee to deal with operational matters and provide support for the Director and team on an ad hoc basis; this group has at times met weekly for around 2 hours.

In future we anticipate that all trustees will be involved in specific project activity and sub committees in addition to full board meetings. It is essential that Trustees attend meetings so before making an application please think carefully about your availability now and in the future.

Trustees are asked to commit to a three-year term on the Board, with the option of serving for a further two terms.

7. How to Apply

For an informal conversation about the roles, please contact

Interim Chair, Stephen Ponder stephenponder@outlook.com 07511849559

or

Vice-Chair, Jose Kimber: josekimber1@gmail.com Tel: 01884 252460

You are invited to apply in confidence by submitting your CV and a brief covering letter highlighting why you would like to be a Trustee, how you feel you can contribute with reference to the skills and experience we are seeking, and any other relevant information.

Please visit our website: www.tivertonmuseum.org.uk to learn more about us.

If you would like an informal exploratory visit the Museum before making an application, please contact the museum Director Pippa Griffith on: director@tivertonmuseum.org.uk. or ring: 01884 256295

Our most recent Annual Report can be seen on the Charity Commission website under 'find charities'. Charity Registered Number: **1181976**

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