



TIVERTON MUSEUM

of Mid Devon Life



CHAIR OF TRUSTEES RECRUITMENT INFORMATION

Charitable Incorporated Organisation

Charity Number 1181976

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1. Introduction

Thank you for your interest in finding out more about becoming the Chair of Trustees 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 two Arts Council Cultural Recovery Fund grants, 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 planning our approach to a major capital redevelopment in order to set us on course for the future. Having successfully come through the challenges the pandemic threw at us, we think we are on the threshold of an exciting time for the Museum. We have identified major transformational opportunities to create a far more



welcoming physical face to the Museum, make much better use of the site to welcome in the community, provide vastly improved facilities, and work with the community on identifying and telling relevant narratives about the lived experience of the people of Mid Devon in inspiring new displays. This redevelopment will be the key to the Museum's future success.

To help us take the Museum forward and plan our future operation we are seeking to appoint a new Chair to join our Board. We are looking for someone who can support all aspects of the work of the museum with diverse skills and experience but who has experience of being a Trustee and would relish the role of Chair.

We hope that after reading this information you will feel encouraged to find out more and apply to join our board.

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 II 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 19,000 visitors per annum, comprised of approximately 8500 visitors to the museum, 6500 to the tourist information service (plus 1000 remote enquiries) 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.

During 2021 the museum started to bounce back, with a refreshed learning offer, and strong demand from schools, which saw our busiest ever autumn term which has been supported by the creation of a full time Learning & Participation Officer role. Family visits have also been strong, with a successful October half term.

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. Our Acting Chair, Stephen Ponder, plans to stay on the Board but is not locally-based and he feels that a new Chair based in the Mid Devon area with a local knowledge and network will be a great benefit to the Museum.

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. According to their expertise and skills, they may be expected to take lead responsibility in particular areas of work or policy, including mentoring Museum staff.

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, and in particular the Chair, should have an ability to think strategically, focusing on major issues, while optimising and supporting the realities and practicalities of managing an independent charitable 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.

The Chair's Role

- To ensure that the board of Trustees fulfils its duties and responsibilities for the proper governance and administration of the charity.
- To support and line manage the Museum Director to achieve the charity's mission and to optimise opportunities to develop audiences and income
- To provide strategic leadership for the museum's development as a cultural business to ensure it is sustainable in the long-term
- To lead and advocate for the capital development plans of the museum which will underpin future sustainability
- To develop strong productive relationships with key stakeholders and funders, including local authorities, in partnership with the Director, other trustees, and local authority representatives on the board
- To chair meetings of the board of Trustees and the AGM

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 strategy setting. As the situation eases the frequency of meetings has reduced



and is kept under review. Meetings generally take place by Zoom, although some in-person meetings will be necessary from time to time.

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 Chair's role, please contact our Recruitment Partner, Jackie Dawkins of Shine Charity Recruitment (jackie@shinecharityrecruitment.co.uk).

You are warmly invited to express your interest in becoming our Chair (in confidence) by submitting your CV and a brief covering letter highlighting why you would like to be a Trustee and how you feel you can contribute to Jackie.

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

If you would like an informal exploratory visit the Museum, 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**

