



Museum *of* Cambridge

TRUSTEE RECRUITMENT PACK

Foreword

Thank you for your interest in becoming a Trustee of the Museum of Cambridge. This information pack will provide you with a brief introduction to our Museum and the Trust and outlines our plans for the future.

Our Museum is for and about Cambridge. We are a popular visitor destination and normally play an important role in the local community with our innovative projects and lively programme of events and exhibitions. In recent years we have made a number of major changes to our governance and management, and now, whilst navigating the challenges of Covid-19, we are seeking to strengthen the museum by increasing the number of trustees.

Our main plan over the coming years is to professionalise the museum by funding a core team of staff, to develop the visitor experience, and to create an achievable business model to sustain our vision. It is therefore both a challenging and an exciting time to join the Board, as we need to develop our fundraising capacity, continue to implement robust management systems, re-vision and re-present our collections - whilst also becoming a self-sustaining organisation.

A number of new Trustees were appointed between November 2018 - early 2020 and there is a positive momentum for change at the Museum. The Trust Board meet at the Museum a minimum of six times per year (currently monthly via Zoom) to set and review our strategic and business objectives. Trustees also engage with sub-groups specialising in and providing support and advice in their areas of expertise.

To help us take our Museum forward as a sustainable operation and to plan our future, we are looking for trustees with a range of relevant skills and experience, including in finance and business development, management and HR, curation and collections, visitor experience, and historic buildings. We are also looking for a new treasurer to build on the excellent foundations of our present treasurer. All trustees need to be willing to work as a team and guide the museum, working with the support of other trustees, staff and volunteers.

If, after reading this information you feel encouraged to apply to become a Trustee, please contact Louisa Trivett, Trustee by email at louisa.trivett@museumofcambridge.org.uk for an informal discussion or send your CV and a covering letter.

The Museum is now re-open but operating reduced hours. Please see our website for full details. We welcome applications as soon as possible and applications will be assessed as they are received.

Lucy Walker **Chair of the Board of Trustees, Museum of Cambridge**

Charity no. 311309 Company no. 412205

Who We Are

The Museum of Cambridge is an accredited independent Museum located on Castle Street in the historic Castle Hill area, adjacent to Kettle's Yard. We are an independent charitable trust (Charity Registered Number: 311309). We can have a maximum of 15 trustees on the Board, including one representative from the Cambridge University Museums Group and two from the Museum Friends.

The Museum of Cambridge values diversity and is committed to equal opportunities and representation, and seeks to reflect this on the Board of Trustees.

Our Team

Our staff team is small, with one full time Museum Operations Manager funded by the museum, one Community Engagement Officer funded by an annual City Council grant, and two posts funded by our new NLHF funded Museum Making project.

We have a dedicated team of friendly volunteers who support our day to day operation, managing the reception area and working on the collections as well as supporting the 'behind the scenes' administration of the Museum. While many are retired from professional life we also have a number of younger people joining us as volunteers to gain work experience in museums.

Apart from strategic planning, many of our Trustees are closely involved in our day-to-day operations in many different ways – including hands on as duty managers if they wish, helping with publicity, fundraising activities and events.

Our Vision

We are a small museum aspiring to share the big stories of Cambridge.

Our Mission

We exist as a place where people discover and celebrate the diverse stories of Cambridge, its surrounding area and its people. As we continue to preserve and interpret a dynamic collection, we unlock the past for present and future generations.

Connecting communities, we provide a sense of place, identity and heritage.

By creating a resilient and sustainable organization, we will:

- Create an enjoyable and engaging visitor experience for all our users;
- Connect with and strengthen the bonds between the diverse communities in Cambridge and surrounding areas;
- Contribute to local knowledge, understanding and skills using the collection and other museum resources

Where We are Going

Following a governance review funded by the Heritage Lottery Fund the Trust has undergone a major change so that we become more effective in what we do and make best use of our resources.

The Museum has been awarded funding from NHLF for a new project; *Museum Making*. This project has been delayed due to the Covid-19 pandemic and now starts in November 2020. It will give the Museum additional staff and resources to take us towards our goal of a sustainable museum by increasing our outreach and admissions, and developing access to and interpretation of our collection.

Our management structure involves an Executive Group and some sub working groups. These bring together trustees, staff and volunteers with external advisers to deliver our Business Plan objectives. Our goal is to build a strong and sustainable organisation that will deliver our long- term ambitions for the Museum.

A number of new Trustees were appointed in 2020 and there is a positive momentum for change at the Museum. The Trust Board meet at the Museum a minimum of six times per year to set and review our strategic and business objectives. Trustees also engage with the sub-groups specialising in and providing support and advice in their areas of expertise.

As a Museum with limited salaried staff and a largely volunteer workforce we are looking for Trustees who are willing to be actively involved in the Museum's activities. The role is non-executive, providing a rewarding opportunity to use your expertise and experience to support and help shape our future.

It is essential that Trustees attend meetings when required, and before making an application you should think carefully about your availability now and in the future. Trustees are asked to commit to a three- year term on the Board (although it is understood that changing personal circumstances can make this difficult), with the option of serving for a further two terms, each of three years.

Our Building

We occupy the former White Horse Inn, a 16th century listed timber frame building, the only publicly accessible historic building in Cambridge that preserves its original interior. We lease the building from Cambridge City Council, together with an adjacent wing that was completed in 2005. It houses our offices, museum stores, a multi-purpose events space and research area.

Our Collections

Our Folklore and our childhood collection, are among the most important social history collections in the region, based on the collection and recording of long term curator and folklorist Enid Porter. Her work characterises the museum, encapsulating a time of change when the old ways of Cambridgeshire life were fast disappearing. Her notebooks, which record stories, memories and observations from and about local people, provide a unique insight into the past while at the same time shaping modern folklore studies in England.

What We Do

We are open all year and attract around 15,000 visitors per annum. We provide a lively programme of events and exhibitions, and we pride ourselves on being a family friendly attraction with a regular programme of museum events. We manage a small shop in the reception area, providing an outlet for local crafts and producers with an attractive range of Made in Cambridge souvenirs.

The Museum has recently run externally funded programmes: *Tracing Traditions*, funded by the Esmée Fairbairn Collections Fund, recording and collecting stories, memories and experiences of customs and beliefs of local people, and *Capturing Cambridge*, funded by Cambridge City Council, which are developing community linked local history projects with the Museum as a resource centre.

The Museum has also been awarded a number of grants in 2020 including from the National Heritage Lottery fund and the Arts Council of England.

Trustee Role Description

The role description for Trustees is attached. Please note that 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).

How to apply

You are invited to apply in confidence by submitting your CV, together with a brief covering letter highlighting why you want to be a Trustee, how you feel you can contribute with reference to the skills and experience we are seeking, and any other information which you think will help the Selection Panel.

Please visit our website: www.museumofcambridge.org.uk to learn more about us. If you would like an informal exploratory conversation or to visit the Museum before making an application please contact Louisa Trivett, Trustee by email at louisa.trivett@museumofcambridge.org.uk

Our Articles of Association and our latest Annual Accounts can also be viewed on our website.

Please post or email your application, in confidence, to:

The Museum of Cambridge, 2-3 Castle Hill, Cambridge CB3 0AQ.

Email: louisatrivett@museumofcambridge.org.uk

Trustee: Role Description

The Board of Trustees of the Museum of Cambridge has overall responsibility for the Trust and acts as its governing body.

Members of the Board of Trustees are legally responsible for directing the affairs of the Trust, ensuring that it is solvent, well run, and delivering to its charitable objectives.

Trustees are not paid, although reasonable expenses will be reimbursed for agreed activities. Remuneration for specific professional services may also be permitted in certain cases.

All Trustees are collectively responsible for the decisions and management of the Trust.

Treasurer: principal accountabilities

The Treasurer is an ordinary trustee like any other, with the same responsibilities, but in addition, is aligned to finance. They should take responsibility for the strategic side of finance, having access to the bank accounts, making payments (which will have been posted and approved by others), helping staff produce monthly finance report, and then liaising with the accountants to produce the annual accounts.

They should be able to report to other trustees for summary financial information and projections, and be lead contact with the payroll firm to ensure salaries are paid.

Museum staff will input invoices, bank money and do the bookkeeping. The Museum works with QuickBooks software.

Trustee: principal accountabilities

1. Ensure that the Museum of Cambridge:
 - a. Complies with its Constitution, charity law and any other relevant legislation or regulations;
 - b. Pursues its objects as defined in its Constitution and acts within the powers defined in the Constitution;
 - c. Uses its resources exclusively in achieving its objects;
 - d. Runs effectively and efficiently and remains financially sustainable;
2. Ensure that the Trust has a clear vision and strategic direction and is focussed upon achieving its goals;
3. Review and approve the Museum's Business Plan;
4. Monitor performance and take appropriate management action to remedy variations from agreed standards;

5. Ensure that all significant risks are recognised and that mitigations are put in place and monitored;
6. Actively contribute to the direction of the future activities of the Museum;
7. Exercise reasonable care, skills and independent judgement;
8. Avoid conflicts of interest and declare interest in any proposed transactions or arrangements;
9. Maintain absolute confidentiality in regard to the business of the Museum of Cambridge;
10. Act as an enthusiastic and well-informed ambassador for the Museum;
11. Safeguard the good name and values of the Museum of Cambridge at all times.

Trustee: other general duties

In addition to the duties outlined in the above role description, each Trustee should use any specific skills, knowledge or experience they have to help the Board to reach sound decisions.

This may include:

1. Scrutinising on and contributing to the business of the Board;
2. Acting as a counter-signatory for financial transactions;
3. Facilitating discussions;
4. Focusing on key issues;
5. Providing guidance on new initiatives, developments and services;
6. Contributing to and supporting short-term and permanent and workgroups and sub-committees of the Board of Trustees;
7. Leading on other issues and activities in which the individual has special expertise or skill.

Conduct of Trustees

All members of the Board of Trustees of the Museum of Cambridge are expected to abide by the Charity Commission's Governance Code for Smaller Charities (2017).

For more details of the specific legal obligations of a Trustee, visit the Charity Commission website www.charity-commission.gov.uk and follow links to their publications

- CC3a: *The Essential Trustee: An Introduction* (January 2007);
- CC3 *The Essential Trustee: What you need to know* (March 2012).