

# Trustee

## Information Pack 2024



Registered Charity Number 1174375



## About

Bodmin Keep is over 160 years old and is the historic home of the Army in Cornwall. This former headquarters of the Duke of Cornwall's Light Infantry houses the museum, with more than three hundred years of military history, a library and meeting rooms. Each of the 12,000 collection items has its own story to tell. Stories about the battles that have been fought, weapons that were used or personal letters that were written on the battlefield.

Originally built as a depot (store and HQ) of the Cornish Militia and Volunteers, The Keep became the Duke of Cornwall's Light Infantry headquarters in the 1880s. The site gradually expanded and by the late 19th century there was an officers' mess, a sergeants' mess, hospital and living quarters for more than 399 officers, soldiers and married soldiers' families, being named Victoria Barracks.

Victoria Barracks closed as an operational site in 1962 and in the years that followed, was gradually sold off for redevelopment.

Today, The Keep is the only Ministry of Defence building that remains on the old Victoria Barracks site. It houses the museum which is run by an independent charitable trust the purpose of which is to preserve and share the heritage of the Duke of Cornwall's Light Infantry and the Light Infantry with as wide an audience as possible. The current regiment, The Rifles, was formed in February 2007 by the amalgamation of the Devon and Dorset Light Infantry, the Royal Green Jackets, the Light Infantry and the Royal Gloucester, Berkshire and Wiltshire Light Infantry into a huge single regiment, the largest in the army. The Rifles still has its county office in The Keep.

Our aim is to educate, entertain and inspire a broad range of people of all ages. We have a vision to be the leading military museum in Cornwall for the preservation and promotion of the county's and the nation's military heritage. We also aim to make a real contribution to the wellbeing and economy of our local community and county, and to our military family.



## The Team



Director Helen Bishop-Stephens has 30 years' experience in arts and culture management with expertise in programming, marketing and fundraising. She has held senior roles in a variety of cultural organisations including Arts Council England, Lakeside Arts Centre, Nottingham and Cheltenham Festivals. Since returning to her native Cornwall, Helen has worked for Harvey's Foundry Trust, the Children's Sailing Trust and CN4C prior to coming to Bodmin Keep.



Gabrielle O'Connor, Visitor Services & Operations Manager joined the museum from the National Trust Lanhydrock in October 2023. She is responsible for all aspects of the visitor experience, volunteer management and ensuring the smooth running of the museum and facilities at Bodmin Keep.



Leah Mason, Learning Manager joined the museum in September 2022. Along with an MA in Heritage Theory and Practice, Leah has six years' experience working in schools and specialist SEND units.

Leah works with our learning volunteer team to develop and deliver creative and engaging workshops for schools across the region.



Assistant Curator James Inglis joined the team at Bodmin Keep in January 2024. He completed a PhD in Modern History at the University of St Andrews. Prior to moving to Bodmin, he worked on exhibitions at the British Library, the National Museum of Scotland and Tower Bridge.

The Marketing Manager position is currently covered by consultant, Arwen Fitch.



Tina James, Administrator joined the Museum April 2024. She has over 45 years' experience in the Banking, Retail and Customer Service Industries. Tina is supporting our Team by undertaking a variety of Administrative Tasks to help with the smooth running of our Charity.

## Governance

### The Board

Peter Champness (Chairman)  
Andrew Harbert  
Richard Trant  
Harriet Hills

Edward Bolitho  
Sarah Fitzgerald  
Bill Sharp  
Daniel Brinson

### Meetings:

Full Board meetings take place at the Museum quarterly. In addition, the Finance and Risk, Business Development and Collection and Operations sub-committees meet once between Board meetings at monthly intervals.

### 2024 Meeting Dates:-

Tuesday 10 Sept – Business Development  
Tuesday 8 Oct – Operations

Tuesday 12 Nov – Finance  
Thursday 21 Nov – Full Board Meeting  
Tues 10 Dec – Business Development

#### 2025 Meeting Dates

Tues 14 Jan – Operations  
Tues 11 Feb – Finance  
Thursday 27 Feb – Full Board Meeting  
Tues 11 March – Business Development  
Tues 8 April – Operations (in school holidays)  
Tuesday 13 May – Finance  
Thursday 22 May – Full Board Meeting  
Tues 10 June – Business Development  
Tues 8 July – Operations  
Tues 9 Sept – Finance  
Thurs 18 Sept – Full Board Meeting  
Tues 14 Oct – Business Development  
Tues 11 Nov – Operations  
Tues 9 Dec – Finance  
Thursday 18 Dec – Full Board Meeting

#### Finances:

The accounts and annual report for 2023 are attached.

Cornwall's Regimental Museum CIO ended 2023 with a surplus of £21,518 (2022 deficit -£22,967). The unrestricted surplus for the year was £102 (2022 deficit -£7,872). Total funds at 31 December 2023 were £297,979. Of this, £36,486 were held as restricted, £130,000 as Designated funds and £131,493 of undesignated, unrestricted funds.

Income in 2023 was £265,139, which was a 23% increase on 2022. 33% was due to additional grant income received by the museum. In addition, the museum continued to build on its admission, increasing by 12% compared to 2022.

Expenditure on operating the museum increased by 9% from 2022, the majority of this being related to the increase in the staffing team and administration costs, with a proportion of costs due to inflation increases.





## Trustee Role Description

Charity Trustees are the people who serve on the governing body of a charity. They are equally responsible in law for the Board's actions and decisions and have equal status as Trustees. Charity Trustees have and must accept ultimate responsibility for the charity's affairs. They use their personal skills and experience to ensure that the charity is solvent, well run, efficient and delivering its charitable outcomes.

The Trustee role can be very rewarding and enjoyable offering an opportunity to serve the community whilst learning new skills. The Trustees role is to focus on the strategic direction of the charity and to ensure effectiveness and accountability. Day-to-day operational decisions are delegated to the Chief Executive Officer and Senior Management Team.

### Key Responsibilities

To actively contribute to the Board of Trustees, which:

- Sets and maintains the vision, mission and values
- Develops the strategic direction and longer-term strategies
- Establishes and monitors policy
- Ensures compliance with the Governing Document
- Ensures accountability, in that the charity applies its resources exclusively in furtherance of its objectives
- Ensures compliance with the law
- Maintains a proper fiscal oversight
- Maintain effective Board performance
- Promotes the charity
- Appoints, supports and monitors performance of the Chief Executive Officer

In addition to the above statutory duties, each Trustee should use any specific skills, knowledge or experience they have to help the Board of Trustees reach sound decisions.

## Person Specification

- Integrity
- The ability to think strategically and see the bigger picture
- A commitment to the charity
- An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- A willingness to devote the necessary time and effort to their duties as a Trustee
- Good independent judgement
- An ability to think creatively
- A willingness to speak their mind
- An ability to work effectively as a member of a team

The Board of Trustees needs overall skills and experience in one or more of the following areas:

- Setting targets, monitoring and evaluating performance and programmes in commercial and non-profit making organisations
- Financial acumen- including charitable sector accounting
- Planning and delivering customer focused services
- Legal matters- mergers and acquisitions
- Business and enterprise
- Health and social care
- Fundraising/Income Generation
- Volunteering
- Digital marketing and PR
- Strategy

We are specifically seeking relevant experience/knowledge of **the heritage sector, veterans, volunteering, managing finances, income generation or visitor services.**

## Additional Information

### DBS & References

Trustees will need to provide two written references and complete a satisfactory Disclosure and Barring Services check at enhanced level; costs for this will be met by the charity.

### Out of pocket expenses

Volunteers will be reimbursed for reasonable and receipted out of pocket expenses. (Mileage, parking, public transport etc). The Charity is committed to achieving equality of opportunity in both services to the community and the employment of people and expects all employees to understand and promote its policies in its work. As with all positions, this role outline will be kept under review and may develop to meet the changing needs of the service.

## Recruitment Process

Applications to be made to our recruitment partner: - (by 10<sup>th</sup> August 2024 please)

Jackie Dawkins, Shine Charity Recruitment (jackie@shinecharityrecruitment.co.uk) 01884/841751

- Initial discussion with Jackie Dawkins
- Meeting with Chair and other Trustees
- Invitation to attend first board meeting as an observer.
- References and DBS checks

## Probation/Induction

The following activities will take place early in the period and a review will take place after 3 months:

- Be encouraged to become involved between Board Meetings in activities that particularly interest them;
- Meet the staff and volunteers;
- Be familiar with the strategy and financial plan;
- Introduction to policies;
- Introduction to quality assurance and relationship with funders
- Biographies of other Trustees;
- Process for Trustee appraisal;
- Identify any additional skills/training they may wish to acquire.

## Additional Documents

- Annual Report and Accounts 2023