



CHAIR OF TRUSTEES
RECRUITMENT PACK - 2024

ABOUT THE EXETER CANAL AND QUAY TRUST

www.exeterquay.org Charity Number 284163



The Trust was set up in 1981 to renovate, develop and lease out the heritage quayside properties and spaces that had formerly been managed by Exeter City Council. The properties, including the Maritime Museum, were transferred to the Trust on a ninety-nine year lease basis. Following the closure of the Maritime Museum in 1997, the Trust has been largely engaged in property management of renovated buildings and encouraging and supporting events and activities that take place in the area.

Over the course of time, the quayside buildings, many of which are listed, have been renovated and developed and suitable tenants found. In addition, the Trust is actively involved in developing the area as a vibrant space for leisure activities and culture using the natural assets that the canal basin and quayside offer and funds projects that are considered important in the development of this aim. As a charity, the Trust has been able to approach funders such as the Arts Council and the Heritage Lottery Fund for support in their activities.

More recently the Custom House has also been transferred to its property portfolio. It is a Grade I Listed building that needs ongoing maintenance and efforts are also directed at giving it a greater purpose and relevance to the local community and visitors to the Quay.. Since 2019 Literature Works has been contracted to deliver the Quay Words programme of activities exploring stories and writing based at the Custom House. This programme has widened into a cultural partners programme - every three years the Trust advertises an open call for two partners, one with a literary focus and the other arts-based. In April 2023 Literature Works and Art Work Exeter were appointed. The Trust funds their residencies to help animate the Custom House and share the story behind the building and the quayside. This is now an ongoing process and the Custom House has taken on the role of a Cultural Hub. The Arts Council has awarded some funding, and the Trust has also designated funds for future development.

Other events taking place every year organised by the Exeter Canal and Quay Trust and delivered by external partners, include the Summer at the Quayside activity programme and the Exeter Heritage Harbour Festival. Exeter has designated Heritage Harbour status which the Trust is keen to utilise and build on. In addition, a number of markets, live gigs and other events take place around the waterfront and under the Transit Shed.

GOVERNANCE

Aims and Objectives

Exeter Canal and Quay Trust Ltd. is a Limited Company and registered Charity established in 1981 with the following aims and objectives:-

- The preservation of land, buildings and other features of beauty or historical or architectural interest in or around the Exeter Canal and Quay Basin (“the Area”);
- The promotion and encouragement of high standards of architecture, building and town planning and promotion of civic pride in the Area;
- The promotion and support of musical, artistic, educational and other cultural activities in the Area and how these contribute to overall public benefit particularly in terms of health, wellbeing and enjoyment;
- The promotion and support of community participation in any form of healthy recreation, including waterborne sports, in the Area; and
- The education of the public about the historic trade passing through Exeter Canal and Quay and the preservation and conservation of buildings of historic interest connected with that trade, whether or not within the Area.

More information can be found at <https://www.exeterquay.org/about-us/the-trust-trustees/>

Exeter City Council is contracted to act as the property managers for the Trust’s building portfolio and also to provide accountancy and administration services. Of the Board of twelve Trustees, eight are City Councillors and four are independent. A Governance Review was commissioned in 2024 to ensure that the make-up of the Board remains relevant and what changes, if any, should be adopted. The ensuing report and recommendation are currently being discussed. The Trust uses the services of four self-employed team members: a Heritage Project Manager, a Heritage Harbour Development Officer, a Digital Media and Marketing Officer and an Administrator. The Board meets four times a year at the Customer House at 4.30 pm. The Sub-Committees (Finance, Custom House and Heritage Harbour) meet as required.

Annual income stands at around £306,000 mostly from rental property and other investments. Total reserves amount to £3.6m of which there are designated funds for future repairs and funding of projects.

Current Board Members

Alan Williamson (Chair)- Independent (retiring 2024)	Jonathan Bell – Independent
Christina Wyse - Independent	Roger Johnson – Independent
Phil Bialyk – ECC	Tony Wardle -ECC
Matthew Williams – ECC	Ann Jobson – ECC
Martyn Snow – ECC	Tessa Read – ECC
Ruth Williams – ECC	Laura Wright - ECC

At present, Independent Trustees can serve for three terms of three years.

ROLE DESCRIPTION

Purpose of the Board

The Board is collectively responsible for the strategic direction and control of the Exeter Canal & Quay Trust. Each individual Board member must carry out their duties and responsibilities in accordance with the constitution, the law and regulatory requirements.

Responsibilities for all Board Members

- To ensure that the organisation complies with its governing document, charity law, company law and any other relevant legislation or regulations.
- To ensure that the organisation pursues its objects as defined in its governing document.
- To exercise independent judgment and to act only in the interests of the organisation and not on behalf of any constituency or interest group unless their role specifically defines this.
- To contribute actively to the Board role in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets.
- To approve all policies and procedures.
- To ensure the effective and efficient administration of the organisation.
- To ensure the financial stability of the organisation.
- To be accountable to the membership and funding bodies
- To protect and manage the property of the organisation and to ensure the proper investment of its funds.
- To act in a way that would be more likely to promote the success of the organisation.
- To have an enjoyable and fulfilling personal experience in their role as a trustee.

In addition to the above statutory duties, each Board member should use any specific skills, knowledge or experience they have to help the Board reach sound decisions. This involves:

- Scrutinising Board papers
- Leading discussions
- Focusing on key issues
- Providing guidance on new initiatives
- Other issues in which the Board member has special expertise.

Responsibilities of the Chair

The chair should take control of meetings, ensuring that everyone who wishes to has a reasonable chance to speak and take part. She or he should be able to listen to and understand a wide range of views, present information clearly and concisely and get clarification of relevant points, thus enabling the board to make effective decisions. The board must demonstrate its leadership of the organisation. It is the chair's role to enable the board to do that as well as developing the strategic direction for the Trust, ensuring best practice is followed and the work of the Trust continues to develop.

In addition to the general trustee board responsibilities, the chair will be responsible for the following duties (although in some cases these may be delegated to or shared with other board members):

These duties and qualities are in addition to the general trustee role responsibilities.

Main duties and responsibilities

- Ensuring that board decisions are made within the remit of the governing document and the policies of the Charity
- Planning the annual cycle of board meetings, and chairing and facilitating these to ensure their smooth running
- Planning the agenda for meetings
- Developing membership of the trustee board to ensure that it contains the diverse range of skills, experience and knowledge needed to operate effectively, with due consideration for community representation
- Ensuring that successors for key posts - treasurer, chair etc. - are identified and inducted in good time
- Ensuring that trustees receive induction and adequate training to enable them to fulfil their roles
- Monitoring the calibre, level of commitment and attendance of all trustees
- Ensuring that the board reviews its own work and how effectively it operates; making sure to take any corrective action required
- Checking that decisions taken at meetings are implemented
- Ensuring that the board reviews the work of the charity

- In conjunction with the treasurer, ensuring proper management and control of the Charity's finances
- Representing the Charity in the community and at public events

PERSON SPECIFICATION – CHAIR OF TRUSTEES

QUALITIES	
Education and qualifications	Good standard of literacy and numeracy Competent in Microsoft Office Word & Excel
Experience	Leadership Managing people Team work Previous experience as a Trustee Working with a management committee structure Chairing meetings Analysing information: financial, statistical, political Decision making Report writing Developing policies and procedures Budgetary and sound financial management
Skills and Knowledge	Organisational governance Communication and public speaking /presentation skills Assertiveness Networking, good local knowledge Understanding of the workings of local government Negotiation Ability to manage change and resistance Influencing and political awareness Team working Decision making Listening
ATTRIBUTES	ESSENTIAL
Personal characteristics	Ability to offer complete confidentiality Integrity A commitment to the organisation and its values & objectives Ability to fulfil time commitment Willingness to learn Good, independent judgement Willingness to speak their mind Ability to be flexible Strategic thinker Ability to maintain personal and professional boundaries

Non-judgemental Ability to lead in a consultative and empowering manner Ability to self evaluate and reflect on practice
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Pay - The role of trustee is unremunerated however reimbursement can be made for reasonable out of pocket expenses.

Time Commitment - It is proposed that there will be an induction meeting to cover the key points of the business plan, the financial forecasts and legal structure and governance.

Board members will need to allow an average of two days per month for meetings and reading papers. Please note that all information will be sent electronically. All Board members will need to have internet access and be IT literate.



APPLICATION PROCESS

Interested candidates are invited to make contact with our Recruitment Partner, Jackie Dawkins at Shine Charity Recruitment (01884/841751) jackie@shinecharityrecruitment.co.uk for an initial discussion about trusteeship. There is an opportunity to meet with Project Manager, Anna Gilroy, to visit the Customer House and find out more about the Charity. This will be followed by a meeting with the Selection Committee at the Custom House, with the opportunity to see their work in the Quay area. An invitation will then be extended to the preferred candidate to attend the next Board meeting as an observer.

Attachments: ECQT Application Form and 2023 Annual Report and Accounts

