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## **An invitation to become a trustee of Birmingham's award-winning architectural preservation trust**

**Are you passionate about Birmingham's heritage? Would you like to help lead one of the UK's foremost architectural preservation trusts?**

You could be just the person we need. We are looking for four new trustees to join our board and lead the trust into the next 3-6 years of its strategic programme.

For nearly 40 years, Birmingham Conservation Trust has been a major force in preserving Birmingham's architectural heritage. Past projects include rescuing the city's last court of Back-to-Back housing (now a very successful attraction run by the National Trust), and our most recent major project is the multi-award winning 'Newman Brothers Coffin Works' in the Jewellery Quarter, where we are running our own heritage attraction, a new departure for the trust.



The trust is centrally involved in a range of initiatives involving some of Birmingham's most important historic buildings and landscapes:

- Coordinating a successful Heritage Lottery Fund bid for the restoration of the Jewellery Quarter cemeteries, Key Hill and Warstone Lane, on behalf of the City Council;
- Supporting a new independent trust to restore and manage the Highbury Estate, Joseph Chamberlain's house and gardens;
- Working with partners to rescue the extraordinary 'Barn' at Manor Farm Park, built by George and Elizabeth Cadbury;
- Playing a key role in the Moseley Road Baths Action Group, which is exploring options for the future of these magnificent but threatened Edwardian baths, one of only two sites in Britain on the World Monuments Fund watch list;
- Seeking to find ways to save the 16 listed post-war prefabs on the Wake Green Road.





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**conservation**  
**trust**

In parallel with initiatives such as these, the trust has been undergoing a transition from being under the aegis of the City Council to becoming fully independent, building up its volunteer and supporters' base, and developing new strategic and business plans.

These are exciting and challenging times for the trust, and we need energetic and imaginative trustees to fill the places left vacant by outgoing trustees who are coming to the end of their term, and to work with existing trustees and a new chair to take the trust forward in new directions. In particular we are looking for a **treasurer**, somebody to **chair** our new **Coffin Works Management Committee** (see below and Appendix A), and trustees with **fundraising experience**.



### **Want to know more?**

Read our prospectus below.

Call our Director, Simon Buteux, on 0121 2334785 or 07973 498013 for an informal chat.

Further information is available on our two websites, [www.birminghamconservationtrust.org](http://www.birminghamconservationtrust.org) and [www.coffinworks.org](http://www.coffinworks.org), or through our lively Facebook pages (Birmingham Conservation Trust & the Coffin Works) or Twitter feeds (@BirminghamCT, @coffinworks). More detailed information can be found in our Annual Report and Accounts 2014/15 and in our Business Strategy and Plan 2016-19 - Simon will be happy to email you a copy ([simon@birminghamconservationtrust.org](mailto:simon@birminghamconservationtrust.org)).

### **How to apply**

To register your interest please email Simon Buteux

([simon@birminghamconservationtrust.org](mailto:simon@birminghamconservationtrust.org)) providing a copy of your CV and a covering letter, outlining the following:

- 1) Brief biography (career synopsis/key achievements)
- 2) The qualities you would bring as a trustee and any specific role you are interested in (e.g. Treasurer, fundraising, Chair of the Coffin Works Management Committee)



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**conservation**  
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- 3) Your association with Birmingham and your commitment to the city's heritage
- 4) Confirmation that you are eligible to act as a trustee (see Appendix B)

## Timetable

Applications for the role of trustee are invited by **Friday 15<sup>th</sup> July 2016**

An informal **open evening** for potential candidates will be held at 6.30 pm on **Thursday 7<sup>th</sup> July** at the Coffin Works, 13-15 Fleet Street, Birmingham, B3 1JP. This occasion will provide an opportunity to meet the trustees and out-going Chair, Jane Arthur, other candidates, the Director, Simon Buteux, and other staff of BCT. Light refreshments will be provided. If you wish to attend the open evening, or have any other questions, please email or phone Simon.

By submitting your application you are giving consent to the information that you provide as part of your application being stored and used in the selection process.

In line with the Data Protection Act 1998 all information about you will be securely held, with access restricted solely to those involved in dealing with your application. Your data will be destroyed after 12 months unless you are appointed as a trustee.



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CONSERVATION  
AWARDS  
WINNER  
2015

**2015** RICS  
Awards  
Winner

HISTORIC  
ENGLAND  
ANGEL  
AWARDS

**MUSEUMS  
HERITAGE**  
2016  
AWARDS



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## Who we are

Birmingham Conservation Trust is a charitable company limited by guarantee established in 1978. Our charitable objectives are *“to preserve and enhance Birmingham’s threatened architectural heritage and to promote an enjoyment and understanding of the city’s historic buildings.”*

*“Returning historic buildings to a place in people’s lives”* is our core purpose, whether this is achieved by taking on a building and restoring it ourselves, by providing advice and support for others to do so, or by promoting the importance of taking action to protect our endangered heritage.

Our commitment to raising awareness of Birmingham’s threatened architectural heritage drives our engagement projects, particularly through the operation of the Newman Brothers coffin fittings factory.

The management of the business and the control of the trust is vested in its Governing Body, a board of Trustee Directors of up to 13 members, which meets bi-monthly. The Trust Director is appointed by the Trustees to manage the day-to-day operation of the Trust. The Director is supported by 4 paid staff and over 40 volunteers.

## Our strategic goals





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## What we do

In October 2014 BCT opened the newly restored Coffin Works. The Coffin Works project has been the major focus of the Trust in recent years, involving the repair and refurbishment of the Newman Brothers factory to bring it into sustainable new use, to secure the long-term future of the building, and to make a significant contribution to the economic, social and cultural life of Birmingham's Jewellery Quarter. The Trust's offices are in the building, we operate the Newman Brother's coffin fittings factory as a heritage attraction, we hire out the courtyard and meeting room spaces, and we let out 6 offices/workspaces to a range of tenants including the UK Association of Preservation Trusts. The success of this project has been acknowledged by awards from Birmingham Civic Society (Renaissance Award 2014), Historic England (Heritage Angel, People's Favourite 2015), ICON (Conservation in the Community 2015), RICS West Midlands (best conservation project 2015, best tourism and leisure project 2015) and Museums+Heritage (Customer Service Award 2016).

In addition to the Coffin Works the Trust provides consultancy services and specialist support as a key partner in developing architectural preservation projects in the Jewellery Quarter (JQ Cemeteries), and at Highbury, Cadbury Barn and Moseley Road Baths.

The completion and operation of Coffin Works has started the Trust on a new journey and transition to a new business model for supporting the preservation of Birmingham's architectural heritage.





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## **Who you are**

The most effective boards are those which include trustees with a diverse range of backgrounds, experiences and skill sets. Please feel you can apply even if you do not meet all of the criteria below. All appointments will be made purely on the basis of merit.

### *Passion and Commitment*

- Interest in and commitment to the heritage of Birmingham
- A readiness and ability to play a role in fundraising/development activities
- Fair, impartial and open to new ideas

### *Skills*

- The ability to think creatively and strategically, demonstrating good judgement and analytical ability
- Good communication, team-working and inter-personal skills, demonstrating tact, diplomacy and the ability to build and manage strong relationships and networks
- An ability to command respect among local, regional and national stakeholders – acting as an ambassador for the trust

### *Experience*

- Senior-level experience and well-established networks, for example in one or more of the following areas:
  - Management or entrepreneurial experience
  - Finance, Law or Human Resources
  - Fundraising
  - Communications, ICT, Marketing and Public Relations
  - Heritage, Museums, Tourism or the Arts
  - Education or Academia
  - Architecture and Planning
  - Involvement in community service (paid or voluntary)



### *Eligibility*

- An understanding and acceptance of the roles and responsibilities of trustees, and eligibility to act as a trustee (see Appendix B)
- Willingness to devote the necessary time and effort, including attending board meetings and occasional daytime and evening events
- A commitment to Nolan's seven principles of Standards in Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership)

### **The role of trustees**

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

- Take ultimate responsibility for directing the affairs of the trust, and to do so with innovation, creativity, ambition and appropriate challenge
- Ensure that the trust has a clear vision, mission and strategic direction and is focused on achieving these
- Act reasonably and prudently in the best interests of the charity, never in pursuit of personal interests or the interests of another organisation, meeting the legal obligations common to all trustees

### **Principal Tasks and Duties**

#### *Accountability; Legal and Financial Duties*

- Ensure that the trust complies with its governing document, charity law, company law and any other relevant legislation or regulation
- Ensure that the organisation pursues its charitable objects as defined in its governing document and uses its resources exclusively in pursuance of its objects
- Regularly monitor performance against the annual budget and support appropriate management action designed to achieve agreed levels of financial performance and ensure financial stability
- Ensure that the charity's governance is of the highest possible standard, and that it is openly and transparently accountable to funders, clients and stakeholders



## *Policy and Planning*

- Ensure that the charity has a clear vision, mission and values, and is focused on achieving them
- Contribute actively to the board of trustees in giving firm strategic direction to the organisation, setting overall policy, defining goals, setting targets and evaluating performance
- Approve and review the business plan, focusing on key issues and providing guidance on new initiatives
- Ensure that all significant risks associated with the trust are recognised and that appropriate mitigation measures are in place and regularly monitored

## *Advocacy*

- Safeguard the good name and values of the trust, acting as an enthusiastic and well-informed ambassador at all times, and taking responsibility for the trust's 'corporate behaviour'
- Promote the trust, its activities and its needs, to the public, private and voluntary sectors so as to enhance the trust's profile and assist with its fundraising activities and income generation



## *Other Duties*

- Scrutinise board papers, taking an active part in board discussions, leading discussions and board sub-groups as required, using any specific skills, knowledge or experience to help the board of trustees reach sound decisions



- Oversee the works of the Director and other staff, and monitor their performance
- Ensure the effective and efficient administration of the organisation, ensuring that appropriate internal policies are in place and monitored effectively respecting the role of staff and volunteers
- Act as guardians of the assets managed by the trust, both tangible and intangible, taking all due care over their security, deployment and proper application



### **Coffin Works Management Committee – Role of Committee Chair**

A specific trustee role that we seek to fill is that of Chair of the Coffin Works Management Committee. The CWMC is a new committee that we are establishing to oversee our Coffin Works site, including the *Newman Brothers* museum. While the Chair of the CWMC will be a trustee of Birmingham Conservation Trust, other members of the committee need not be trustees. This arrangement will give the Coffin Works a degree of autonomy, and will enable the BCT Board as a whole to spend more time on new projects and activities.

The Coffin Works Management Committee will ensure that the management and operation of Coffin Works meets BCT's charitable objects and delivers the relevant elements of BCT's business strategy 2016-2026 and business plan 2016-19. The terms of reference for the committee are provided in Appendix A.

The committee Chair will liaise regularly with the staff team at Coffin Works and BCT Director. The role of the committee is both strategic and operational, and therefore the Chair will ideally have skills and knowledge in the following areas:

- Organisational – the smooth and effective operation and management of a heritage site and museum
- Collections – stewardship, conservation and developing access to collections



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**conservation**  
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- Audiences – community engagement, audience development and evaluation
- People – engaging the staff and volunteer workforce in delivering relevant targets and outputs in the BCT business plan
- Financial – oversight of delegated Coffin Works budgets and forward planning
- Governance – business planning and strategic development, Health & Safety, business recovery and emergency planning
- Communications – PR, marketing, social media etc.



### Interested?

If you join us

- Your term of office would be 3 years for a maximum of two terms.
- Board meetings are held once every two months on a Monday morning at the Coffin Works (central Birmingham).





## **Appendix A: Terms of Reference: Coffin Works Management Committee**

### **1. Purpose**

The Coffin Works Management Committee is recruited and selected by the Birmingham Conservation Trust board. The purpose of the Management Committee is to oversee the effective and sustainable management of Coffin Works and of the Newman Brothers museum to ensure they meet BCT charitable objects, strategic aims and business plan.

### **2. Delegated authority**

Birmingham Conservation Trust board delegates the following powers to the Coffin Works Management Committee under article 16.3.1 of the Trust Deed:

- Set strategic aims for Coffin Works and Newman Brothers within the long term business strategy for BCT
- Oversee management of the Coffin Works budget
- Oversee fundraising and applications for grant funding
- Support recruitment and management of Coffin Works staff and volunteers ensuring that the BCT Staff and Volunteers handbooks and relevant associated policies are applied consistently and effectively
- Oversee management and regular maintenance of the site, including ensuring security, compliance with all relevant legislation; liaison with tenants of Coffin Works.
- Oversee operation of Newman Brothers museum, ensuring the safety and security of its collections and archive
- Oversee the annual events and activities programme, including formal and informal education and learning, on and off-site, ensuring these deliver BCT's charitable objects
- Oversee marketing, promotion and communication via print, broadcast and social media; maintaining and updating the Coffin Works website and other social media outlets; ensuring alignment and consistency of communication with BCT's own promotion and communication strategy

The BCT board will review the delegated authority annually at its AGM.

### **3. Responsibilities**

- To engage proactively with the staff and volunteer workforce to oversee the smooth operation and management of the site
- To make strategic and operational decisions
- To ensure operations and future planning meet the targets, outputs and outcomes of BCT business plan and delegated budget.
- To operate Coffin Works and Newman Brothers museum.
- To compile and maintain a risk register.
- To ensure Health & Safety, business recovery and emergency plans are up to date and all staff, tenants and visitors are aware of their responsibilities.
- To provide regular reports to BCT Director and Board.



#### **4. Relationships**

The CW Management Committee is a sub committee of Birmingham Conservation Trust. It is guided by BCT's charitable objects, business strategy 2016-2026 and business plan 2016-19. BCT Board meets every 2 months.

The Chair of Trustees and Director of BCT are key people with which the CWMC needs to develop strong and effective working relations ensuring that strategic and long-term issues are discussed regularly and any day-to-day operations that may impact on the delivery of BCT objects are raised in a timely manner.

The Management Committee will need to work effectively with the staff team to manage and operate the site.

Volunteers are the life blood of Newman Brothers, bringing the museum to life, supporting the delivery of regular opening, front of house, guided tours, events and activities. Effective consultation, communication and engagement with volunteers are important.

#### **5. Membership**

The committee will consist of no more than 5 and no less than 3 members appointed by BCT Board on a term of 3 years with an option for a second 3 year term thereafter.

- a. The Chair of the committee will be a BCT Trustee.
- b. Other members of the committee will be recruited with a view to reflecting the range of skills and expertise required to operate and manage a museum or heritage attraction, and may or may not include other BCT Trustees.

The BCT Board will confirm the Chair annually at its AGM.

#### **6. Meetings**

The CWMC will meet up to 8 times a year.

#### **7. Expenses**

Expenses will be agreed on the same terms as that for BCT volunteers.

#### **8. Declaration of personal or pecuniary interests**

The CWMC will follow the BCT Conflicts of Interest policy.





## **Appendix B: Eligibility and Legal Duties of Trustees and Directors**

*The duties are described in everyday language. This is not a legal document and is based on the Charity Commission's guidance. Further information can be found in their guidance documents 'The Essential Trustee: what you need to know' and the 'Trustee Handbook'.*

### **Compliance – Trustees must:**

- Ensure that the charity complies with charity law, and with the requirements of the Charity Commission as regulator; in particular ensure that the charity prepares reports on what it has achieved and Annual Returns and accounts as required by law
- Ensure that the charity does not breach any of the requirements or rules set out in its governing document and that it remains true to the charitable purpose and objects set out there
- Comply with the requirements of other legislation and other regulators (if any) which govern the activities of the charity
- Act with integrity, and avoid any personal conflicts of interest or misuse of charity funds or assets

### **Duty of Prudence – Trustees must:**

- Ensure that the charity is and will remain solvent
- Use charitable funds and assets reasonably, and only in furtherance of the charity's objects
- Avoid undertaking activities that might place the charity's endowment, funds, assets or reputation at unduerisk
- Take special care when investing the funds of the charity, or borrowing funds for the charity to use

### **Duty of Care – Trustees must:**

- Use reasonable care and skill in their work as trustees, using their personal skills and experience as needed to ensure that the charity is well-run and efficient
- Consider getting external professional advice on all matters where there may be material risk to the charity, or where the trustees may be in breach of their duties



## **Duties of Directors**

Trustees are also company directors and they have duties and responsibilities set out in company law. Chapter 2 of Part 10 of the Companies Act 2006 (2006 Act) codifies certain common law and equitable duties of directors. In summary, the seven general duties under the 2006 Act are:

- To act within powers
- To promote the success of the company
- To exercise independent judgement
- To exercise reasonable care, skill and diligence
- To avoid conflicts of interest
- Not to accept benefits from third parties
- To declare an interest in a proposed transaction or arrangement

## **Eligibility to be a trustee**

The law disqualifies some people from acting as trustees. You will not be able to apply if you:

- Have an unspent conviction for an offence involving dishonesty or deception
- Are currently declared bankrupt, or are subject to bankruptcy restrictions or an interim order
- Have an individual voluntary arrangement to pay off debts with creditors
- Are disqualified from being a company director
- Have previously been removed as a trustee by either the Charity Commission or the High Court due to misconduct or mismanagement. It is an offence to act as a charity trustee while disqualified unless the Charity Commission has given a waiver under section 72(4) of the Charities Act 1993

You will also not be able to apply if you are:

- Under the age of 18
- Not entitled to live and work in the United Kingdom