

# RECRUITMENT PACK FOR CHAIR OF THE BOARD OF TRUSTEES

National Maritime Museum Cornwall





## WELCOME

**Simon Sherrard, the current Chair of National Maritime Museum Cornwall Trust, has announced he will be stepping down at the next AGM in September 2025. We are seeking to appoint his successor and are looking for someone with vision, energy and strong leadership skills. Ideally, we would like to appoint our new Chair by August 2025, to enable Simon's successor to attend our September board meeting. The role should involve no more than three days per month.**

In this information pack, we have included details we believe a potential new Chair would wish to know before applying for the role. We hope it helps you feel as excited by the opportunity as we are. Our Trustees serve in a voluntary capacity, and bring a broad range of different backgrounds, areas of expertise and perspectives to the Board. Trustees are frequently leaders in their fields and include experts in financial management, business planning, commercial operations, marketing, fundraising, people management, the heritage sector and maritime history. This role provides a unique opportunity to lead one of Cornwall's principal regional museums. It offers an excellent opportunity to enhance personal and professional skills and expertise at board level.

If you have any further questions after reading this pack, please contact our Director, Richard Doughty, [richarddoughty@nmmc.co.uk](mailto:richarddoughty@nmmc.co.uk).

## ABOUT NATIONAL MARITIME MUSEUM CORNWALL

National Maritime Museum Cornwall is an accredited, independent, multi-award-winning museum, showcasing the historical, current and future role of the sea in shaping Cornish, national and international culture. We care for a wide variety of objects, boats, pictures and archival material relating to the maritime heritage of Cornwall and beyond. We also care for the national small boat collection, which currently comprises 152 boats of national and international significance.

The Museum opened in 2003 and is located on the aptly named Discovery Quay in Falmouth, Cornwall and beside the third largest natural deep-water harbour in the world. The building was custom designed and constructed on land which was once covered in boat builders' sheds.

The Museum has 15 galleries over five floors, exhibitions which explore the overwhelming influence of the sea on local, national and global history and culture.

We are specialists in maritime heritage, particularly that of small boats, supported by the UK's foremost small craft collection. Our in-house boat workshops allow us to conserve historic boats and undertake build projects, supporting the disappearing craft of traditional wooden boatbuilding.

We work hard to mount national-quality thought provoking and culturally relevant exhibitions built on cross-sectoral collaboration, rigorous academic research and a commitment to bring world-class artefacts from national collections to Cornwall.

## GOVERNANCE

National Maritime Museum Cornwall Trust is a company limited by guarantee with charitable status (Charity Number 1067884).

The Board currently includes 12 Trustees of the charity, who are formally elected at the AGM.

All Trustees are Company Directors (each elected from the Board at the first meeting following AGM). There are two approved signatories for the Charitable Company.

Others can be co-opted to fill other roles/needs (and can vote). All Trustees support the delivery of Board and operational activities for the charity through their roles (details about our Trustees can be found on our website).

Each Trustee can hold a Trustee role for a maximum of two terms of three years and at each AGM at least three Trustees must retire or stand for re-election, usually based on those who have served for the longest or those who wish to step down. The Chair is permitted to serve for a maximum of three terms, nine years.

Further information is available in the Memorandum and Articles of Association and Standing Orders, Rules and Regulations.

### **Our Strategic Aim is:**

To be a nationally recognised and locally valued museum, offering an enjoyable and educational visitor experience, celebrating Cornwall's maritime links and traditions, and contributing to its creative economy.

## WHAT WE DO

Our next major temporary exhibition, *SURF!* opens at the end of March 2025, celebrating 100 years of waveriding in Cornwall.

*SURF!* will reveal how the county has become a global stage for surf innovation, activism and a trailblazer in blue health. It explores how Cornish surf culture has influenced music, film, fashion and art with unseen works by leading contemporary artists including Damien Hirst and Abigail Fallis. Through 100 surfboards, the exhibition uncovers the hidden histories of once unknown female surfers, reveals the 1920s pioneers who led the way and spotlights the surf champions made here today.

### Formal Education Programme

Our award-winning learning programme is the largest and most varied of its kind in Cornwall. We offer school groups an unforgettable experience in the Museum's inspirational spaces.

### Family Learning

The Museum delivers 118 days of free family learning activities every year. From fun and educational live theatre shows to craft workshops and Museum trails.

### The Bartlett Maritime Research Centre and Library

The Museum is also home to this wonderful resource of books, archives and records on maritime matters. It houses a team of volunteers who answer enquiries for members of the public and who work on a range of research projects.

## STAFF TEAM

We are a small, dedicated staff team, led by Richard Doughty, Director. Our Senior Management Team, who report to the Director, consists of five members of staff: Deputy Director/Head of Programming, Head of Commercial Operations, Head of Finance, Head of Human Resources, and Head of Marketing.

Our core team, which includes staff across curatorial, programming, learning, visitor experience, marketing, finance, human resources, facilities, and our commercial operations, retail, café, events and an online shop, consists of 52 people, working flexible hours across the seven-day operation.

### Volunteers

Over 135 volunteers support the staff team. We are extremely grateful for the support of our volunteer team whose time and effort contribute so much to the Museum. In 2024, we were delighted that our volunteer team were nominated for a King's Award for Voluntary Service.



## STRATEGIC OBJECTIVES

- To ensure continued financial sustainability over the next three years (2025-2028).
- To maintain and develop an excellent workforce and workplace.
- To enhance standards for museum accreditation and demonstrate best practice.
- To improve the quality of visitor experience.
- To enhance the quality and safety of the museum's infrastructure, collections, and assets.
- To enhance our long-term reputation as a socially relevant and culturally ambitious museum.
- To be an environmentally sustainable organisation.
- To enhance local/national engagement with and support for the museum.

### Operational Objective

- To promote and manage exhibitions/events successfully and safely.



## ABOUT THE ROLE OF CHAIR, BOARD OF TRUSTEES

### Trustees

NMMC has a Board of Trustees with a diverse range of skills and experience. Our current Board has 12 Trustees and is Chaired by Simon Sherrard. We also have a President, Alexandra Bolitho. You can find out more about our current Trustees and our President on our website: <https://nmmc.co.uk/about/trustees/>

Our Trustees play a vital role in making sure that NMMC achieves its core purpose and strategic objectives. They oversee management and administration of the charity. They also ensure we have a clear strategy and that our work and goals are fully aligned.

Just as importantly, they support and challenge the Director and Senior Management team to ensure the Museum achieves the strategic aims as set out in our charitable objectives, including our current Business Plan.

Our Board of Trustees have legal responsibility to ensure that the Museum's resources are applied to our charitable objectives and that we comply with the law.

Our Trustees have collective responsibility for the success of the Museum, for agreeing our strategic aims and ensuring that the necessary resources are in place to meet our objectives and monitor performance. They act as a group and not as individuals.

The Board ensures that NMMC is accountable, transparent, well-run and effective.

### Chair

The Chair leads the board, ensuring it governs the charity effectively, in service of the charity's vision and mission. The Chair leads in an inclusive way, supporting the board to work together well. The Chair is also an ambassador for the Museum.

## KEY RESPONSIBILITIES

- Provide strategic leadership to the charity and the Board, ensuring that NMMC achieves its mission.
- Lead the Board in ensuring that it fulfils its responsibilities for the governance and financial sustainability of the Museum.
- Act as a spokesperson and figurehead for NMMC, building and maintaining relationships with key stakeholders, including beneficiaries, donors, volunteers and the community.
- Work in partnership with the Director and the Senior Management team to achieve our mission.
- Chair meetings, including the AGM and quarterly Board meetings, liaising with the Director regarding the planning and scheduling of these meetings.
- Optimise the relationship between the Board and NMMC's staff and volunteers.
- Lead Trustee recruitment and succession planning, ensuring the board has the required skills and commitment to govern well, and that identified skills gaps are filled
- Actively support the fundraising endeavours, using your networks to act as an advocate for the NMMC.
- Conduct an annual appraisal for the Director in consultation with the Board of Trustees.

## WHAT WE ARE LOOKING FOR

### Personal qualities

- You will have non-executive experience, but you do not need to have been a Chair before.
- A keen sense of strategic purpose and the ability to match strategic purpose with operational delivery.
- An inclusive leadership style, to support everyone to participate on an equal basis.
- The ability to listen and engage effectively.
- You encourage challenge and debate and are able to encourage that in others whilst fostering a collaborative board environment.
- Be able and willing to advocate the work of the Museum through personal networks, social media, and other channels.
- Be responsive; occasionally there will be matters which require the Chair to advise, support and give consent to. It is therefore helpful to have a Chair who is available and responsive.
- The Chair should have a commitment to Cornwall.
- An interest and enthusiasm for maritime matters, the sea and Cornish heritage.
- A commitment to delivering our mission, vision, and strategic aims.
- An understanding and acceptance of the legal duties, responsibilities and liabilities as Chair and to act in the best interests of the Museum.
- Ability to think creatively and strategically.
- Good independent judgement.
- To be able to work effectively as a board member, with an inclusive leadership style.
- Effective communication skills and willingness to lead and actively participate in discussions.
- A strong commitment to equity, diversity and inclusion.
- Willingness to lead according to our values.

## Operational leadership

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- Support and provide advice on NMMC's mission, vision and strategic aims.
- Approve operational strategies and policies and monitor and evaluate their implementation.
- Oversee NMMC's financial plans and budget and monitor and evaluate progress.
- Ensure the effective and efficient administration of the Museum.
- Ensure that key risks are identified, monitored and controlled effectively.
- Review and approve NMMC's financial statements.
- Provide support and challenge NMMC's Director and Senior Management team in the exercise of their delegated authority and affairs.
- Keep abreast of the changes in NMMC's operating environment.
- Contribute to regular reviews of NMMC's own governance.
- Attend Board meetings, adequately prepared to contribute to discussions.
- Use independent judgment, acting legally and in good faith to promote and protect NMMC's interests, to the exclusion of their own personal and/or any third-party interests.
- Contribute to the broader promotion of NMMC's objects, aims and reputation by applying your skills, expertise, knowledge and contacts.

There will be times when Trustees will need to be actively involved beyond Board meetings. This may involve attending exhibitions openings and events, volunteer gatherings and celebrations, providing advice and guidance on new initiatives, or other matters in which, as a Chair, you have special expertise.

We are genuinely interested to hear from people with different occupational and personal backgrounds. The Museum is for everyone and the composition of our Board of Trustees who approve the strategic direction of the organisation should reflect this reality.

If there are barriers to either participating in the recruitment process or delivering aspects of the role itself, which you feel might exclude you from applying, then please contact us. We are keen that our processes are inclusive and that we do not miss out on a great Chair.



## Eligibility

The law places certain restrictions on becoming a charity trustee in terms, for example, solvency or have been disqualified under the Charities Act. If you are in any doubt about your eligibility, visit the Charity Commission website: <https://www.gov.uk/government/organisations/charity-commission>

## Remuneration

This is a voluntary position but reasonable expenses for travel to attend Board meetings and other events can be claimed at the current rate of 40p per mile.

## Time commitment

Becoming a Chair and Trustee is a commitment involving no more than three days a month on average.

- Quarterly Board of Trustee Meetings a year, which are Chaired by this role. The dates of which are scheduled a year in advance and are held during office hours in person at the Museum.
- Quarterly Audit, Finance and Investment Committee Meetings, which are scheduled approximately two weeks prior to every Board Meeting. Though not Chaired by this role, there is an expectation as a member of this committee to attend.
- Half-yearly DQET (Discovery Quay Enterprises Trading) Commercial Board Meetings, which are Chaired by this role. The dates are scheduled in advance and are held during office hours in person at the Museum.
- We try to schedule the Audit, Finance and Investment Committee Meetings on the same day as the DQET Board Meetings.
- Half-yearly DQSL (Discovery Quay Square Limited) Board Meetings.
- Time will be needed to read Board papers.
- The Chair also sits on the Nominations Committee for new appointments to the Board.
- Regular updates with our Director, with flexibility to respond swiftly to the occasional ad hoc issue.
- Alongside Board Meetings, we would expect the Chair to attend exhibition openings and events, volunteer gatherings and celebrations, and other matters according to your interest and skills, as your time permits.

## Terms of office

Chair of Board of Trustees is appointed for a three-year term of office, and can serve three terms, a maximum of nine years.

## How to apply

To apply, email Linda Frost, Head of Human Resources, [lindafrust@nmmc.co.uk](mailto:lindafrust@nmmc.co.uk) with the subject line 'NMMC Chair Application', attaching a copy of your CV and a covering letter setting out why you are interested in becoming our next Chair, outlining any experience relevant to the role.

This might be experience gained through your job or equally might be experience gained outside of the work environment, for example, involvement in community groups, volunteering or other activities.

All applications will be acknowledged. Interviews will be held in July.

**Deadline for applications: 26 May 2025**

**Interview dates: mid-July 2025**

We can make reasonable adjustments to our interview process, and to volunteering arrangements, according to your needs. If you are shortlisted for interview, we will explain what the interview process will involve in advance and check with you if we need to make any adjustments so that you can interview fairly and comfortably.

## To find out more

For an informal discussion, please contact Richard Doughty, Director, [richarddoughty@nmmc.co.uk](mailto:richarddoughty@nmmc.co.uk) or call him on 01326 313388.

*National Maritime Museum Cornwall is a registered charity.  
Registered charity number: 1067884*



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