



BOARD RECRUITMENT

TRUSTEE ROLE SPECIFICATION

Introduction



**Creative
People &
Places**

Hello!

Thank you so much for your interest in Watermans, West London's leading arts centre.

Watermans works across West London in a thriving year-round programme of events and activities and extensive outreach programmes and until recently operated an arts centre building at 40, High Street, Brentford.

Our vision is bringing communities together through cultural practice and enriching lives through the arts and creativity. Our mission is to inspire our communities through creativity and the arts and we have three key goals:

- To build an engaging and interactive programme with West London communities
- To bring communities together through cultural participation
- To promote engagement with innovative digital and new media arts practice

We're an independent charity and social enterprise so any money we make is reinvested in the communities we serve.

Our influence continues far beyond our beginnings at 40 High Street with these major projects:

- **Bell Square**, the outdoor arts venue in Hounslow Town Centre, now in its eleventh year. This programme gets new communities engaged in the arts and supports Hounslow Town Centre regeneration by bringing new people to the town centre and increasing a sense of community cohesion.
- **Creative People & Places Hounslow (CPP Hounslow)** has brought over £4m of external funding into Hounslow over 10 years. CPP Hounslow's aim is to create a confident, colourful and creative borough. We work at grass roots level with local communities in Feltham, Hounslow and Heston & Cranford to build arts infrastructure, knowledge and participation among communities who have had little opportunity to engage in the arts or culture previously
- **Short Breaks**, the programme for children and young people with disabilities and their carers.
- **Artcast4D**, the EU-funded consortium combining art and immersive technology for people to interact with culture and unleash creativity the use of interactive technologies through artist commissions.

This is an exciting time to be joining Watermans' board as we develop our vision and seek to grow in influence as the cultural hub of West London, supporting artistic excellence and opportunities across the borough and beyond. With the support of our major funders, we have recently transitioned to a new operating model which supports our funded programmes while reducing overhead costs as we prepare to relocate to a new building that can support our ambitions.

Since 2015 we have been working with Hounslow and property development companies on proposals for relocation to a purpose-built new site in the heart of Brentford. Relocating will give us a once-in-a-generation opportunity to transform what we can offer our audiences and participants and to create an inspiring artistic and social hub for West London, with Brentford at its beating heart.

The proposals for Watermans' relocation are not simply about a new building but about the kind of arts and creative scene we want in this area for the future. The opportunity is to create a new arts centre that will put Brentford on the cultural map, ignite its economy and inspire its residents, as well as the visitors we attract from around West London.

We have a vision for a venue that will simultaneously present an inspiring world-class artistic programme, and be Brentford's 'living room', a community hub underpinned by Watermans' continuing ethos of inclusivity, diversity, humanity and a welcome to all.

But we don't simply want to transpose what we have always done, into a new building. We want people to be inspired the moment they walk through our doors while feeling welcomed and at home. We want them to have an experience that they want to talk about. To do this the building must provide:

- A theatre suitable for world-class touring theatre, circus, live music and dance
- Two cinemas and a larger gallery to enable film festivals, live screenings and larger-scale exhibitions attracting top artists
- A media lounge for smaller events and networking
- Social spaces for people to meet and relax, with fresh and exciting food and drink

And finally, we want to build on our successful track record with a Watermans that will be financially strong and self-sufficient so that we can provide our services for many years to come and continue to operate as a social enterprise meaning that every penny is put back into our community.

This is an exciting moment to be involved in shaping and implementing Watermans' long-term vision – to build an engaging and interactive programme with West London communities; to bring communities together through cultural participation; and to promote engagement with innovative digital and new media arts practice.

So, Watermans is a vibrant, innovative and ambitious organisation, and we are looking for individuals who can bring new energy and skills to our Board of Trustees.

We have adopted a revised Equality Diversity & Inclusion Policy and Action Plan, and so we are actively seeking to diversify our Board of Trustees, to better reflect the communities we serve and represent.

As a Watermans Trustee, you will be part of a dynamic, creative team in a complex and fast-paced organisation that is changing lives through the arts and perceived as contributing greatly to the quality of life in West London.

In turn, your energy, time, commitment and enthusiasm will be immensely valuable to us.

As well as making a difference to lives through the arts, there are many benefits of being a Watermans Trustee:

- Applying your professional experience in a new context to develop your skills and further build your experience
- Increasing your business and social contacts through networking;
- Developing your professional practice
- Acquiring further knowledge and understanding about charities and the arts;
- Making a vital contribution to stimulating discussion and debate that informs the direction of an organisation;
- Making a valuable contribution to the community;

In the following pages you'll find an outline of the role and responsibilities of the Board.

If you'd like an informal conversation about the role, please contact Jan Lennox, our Director, at jan@watermans.org.uk.

For more information about the role of a charity trustee, see the Charity Commission's excellent guide [The Essential Trustee](#).

If this all sounds like you, then please apply by letter, explaining your skills and experience, and why you will make a good match for Watermans Board, emailed to recruitment@watermans.org.uk

We do look forward to hearing from you.
Dr Manjit K Hunjan
Chair, Hounslow Arts Trust Limited





Pyrodise by Firebirds at Bell Square 2024. Photo: Vipul Sangoi

ROLE OF THE BOARD

- ✓ To set and maintain the strategic vision, aims and objectives for Watermans, ensuring that the necessary resources are in place to meet its charitable objects of public benefit for our communities;
- ✓ To formulate strategy, contributing to and approving medium - and long-term plans for the organisation;
- ✓ To consider and approve all policies and to monitor the implementation of policy;
- ✓ To provide leadership of the company's quality management systems to ensure consistent outputs and continued levels of customer satisfaction, and ensuring that controls are robust and reliable;
- ✓ To be accountable and ensure compliance with all relevant legislation and the company's governing documents;
- ✓ To ensure the production and distribution of audited accounts;
- ✓ To ensure that the company is an excellent employer;
- ✓ To appoint the Director (Watermans' CEO);
- ✓ To ensure the sound financial management of the company – approving budgets, monitoring financial performance and protecting the assets, while ensuring that

resources are correctly managed and deployed and that risks and opportunities are identified and effectively managed;

- ✓ To act as ambassadors and advocates for the organisation, including by identifying opportunities for fundraising and income generation;
- ✓ To provide leadership, support, expertise and encouragement to the organisation;
- ✓ To ensure its own effectiveness, including succession planning; and
- ✓ To champion the principles and practice of equality diversity & inclusion.

THE BOARD MUST

- ✓ shape a positive culture for itself and for the organisation, embodying communicating and safeguarding the vision and values;
- ✓ act in good faith;
- ✓ act with care, diligence and skill;
- ✓ act within its powers and according to the charitable Objects;
- ✓ declare conflicts of interest;
- ✓ work as an effective team; and
- ✓ act as a critical friend to the company.



Watermans

ROLE SPECIFICATION FOR TRUSTEES

Introduction

Watermans is both a registered charity and a company limited by guarantee, having no share capital. It does not distribute profits and is governed by its charitable objects and Memorandum and Articles of Association. Members of the Board are therefore, simultaneously, Directors of the company and Trustees of the charity. In this document we'll usually use "Trustee".

All Members of the Board must also be members of the association of the company. Members of the association of the company are entitled to attend and vote at General Meetings. The Directors of the company have certain legal, financial and fiduciary duties under company law and, as Trustees they must also comply with charity law. The requirements of some funding bodies also place responsibilities on the company's Directors.

Even though many of these duties are delegated to staff, the Board must take clear decisions about such delegation, as the ultimate responsibility for every aspect of the company's operation lies with the Board. It is therefore important that *all* Trustees ensure that they understand the history of Watermans and its current position, and keep abreast of other issues that might affect the company.

This role specification is intended to act as a checklist of these responsibilities and to define any other duties expected of Trustees. A process for an annual review of Board performance is included in this document. It is intended to be a helpful process to support the smooth running of the company.

Board Membership policy

Board Membership is based on the principle that the Board of Watermans should comprise people who are able to fulfil the skills requirements of the Board and will thereby support the work of the company.

The Board reviews its own performance annually. It also considers its composition in terms of skills and any development needs it has for the coming year.

Board recruitment

The Board carries out a regular audit of its skills and recruits new members accordingly. Vacancies are advertised in national or specialist press as appropriate for the skills required. Applicants are interviewed by a Recruitment Panel led by the Chair of the Board.

Current skills requirements

The Board acts collectively, and seeks to ensure that all of the various skills, experience and networks needed to govern a modern arts charity are available to the organisation.

Watermans currently requires the following expertise. Most Trustees have differing levels of skill and experience in each area, as well as further abilities not listed here but nevertheless relevant.

The Board is keen to develop its experience and knowledge of:

- Fundraising and income generation
- Estates and property management
- Service performance management
- Legal
- Financial Management
- Delivering public services

to complement and build on the existing relevant skillsets:

- Digital
- Marketing and Media
- Project management
- Human resources
- Workforce leadership
- Organisational development
- Professional and private networks
- Setting strategy
- Promoting equality diversity & inclusion
- Stakeholder management
- Community engagement
- Arts
- Environmental sustainability
- Leadership and management in a small organisation

The Board is absolutely committed to matters of diversity and inclusion, in relation to employment, representation, community engagement and programme offering.

The Board also aims to ensure that diversity of thought, views and representation are reflected in its membership and culture.

Term of Office

The organisation's governing document, its Articles of Association, allows Trustees to serve for up to two consecutive terms of 4 years each, i.e. a maximum of 8 years.

The Trustees' role specification outlines expected attendance at Board Meetings and special events. Any Trustee who fails to attend more than 50% of meetings/events in a year will have their attendance reviewed by the Board and may be required to stand down.

Personal attributes of Trustees

- 1 An enthusiasm for the work of Watermans.
- 2 A commitment to carry out the duties of a Trustee.
- 3 To be a respected member of the community with good networks.
- 4 The ability to work as a member of a team and a willingness to state personal convictions and, equally, to accept a majority decision and be tolerant of the views of other people.
- 5 A willingness to deal openly with staff and colleague Trustees.
- 6 A preparedness to offer personal and business skills and experience to support the work of staff when required.
- 7 A commitment to be well informed about the work of Watermans.
- 8 A willingness to act as a 'champion' for Watermans.
- 9 The ability and commitment to treat sensitive information confidentially.
- 10 Eligibility to act as a charity Trustee.



DUTIES AND RESPONSIBILITIES

Legal and financial duties

- 1 Ensure that the company operates in accordance with Company and Charity Law. This includes the filing of statutory returns at Companies House, returns to the Charity Commission and keeping of Company Registers.
- 2 The prudent financial management of the company. To exercise appropriate financial oversight; to scrutinise statements of the financial position; to discuss and decide on annual budgets and to review and, if required, revise those budgets. To oversee major funding agreements, ensuring delivery against agreed objectives.
- 3 Ensure the company keeps proper accounts and that audited accounts are produced annually and submitted to Companies House, the Charity Commission and funding bodies.
- 4 Ensure the payment of all taxes due to the Inland Revenue.
- 5 Ensure that appropriate arrangements are in place for good financial control, banking, cheque signatories and financial delegations on spending. To appoint the company's auditors.
- 6 Safeguard the company's assets and ensure they are well managed and maintained.
- 7 Ensure that the company is properly insured.

NB: Directors should note that if the company is not run within the limits of its financial resources, it is possible that they could be held personally liable for the company's debts and disqualified from being a company director, if they are ever found to have acted imprudently. It is therefore essential that Directors are informed of the company's financial position so that they can monitor the company's ongoing financial situation.

Other duties

Employment and human resources

Trustees should note that the Board of Directors are ultimately accountable for Watermans' employment of staff. Accountabilities and responsibilities include:

- 1 The Board appoints the Director;
- 2 It defines the company's employment policies, including equal opportunities and diversity policies, recruitment, pay, grievance and disciplinary, appraisal, sickness, holidays and training;
- 3 It approves the staffing structure and takes part in recruitment as required;

- 4 It agrees the role descriptions, person specifications and terms of Board appointments
- 5 It reviews outline terms and conditions for staff including an annual review of levels of pay;
- 6 The Chair of the Board, or appointed deputy, acts as the Director's line manager in terms of support and appraisal and grievance and disciplinary procedures; and
- 7 Ensuring the safe and efficient use of premises for both staff and the public.

Policy and planning

- 1 The Board sets company policies, policy priorities and determines strategies for the implementation of policies including programme policy and strategy. It reviews these annually and adopts changes where needed.
- 2 It monitors all aspects of service delivery and policy implementation on a regular basis.
- 3 It takes the lead role in the promotion of equality diversity & inclusion.

Advocacy

- 1 Trustees promote Watermans, its activities and needs to the private, public and voluntary and community sectors to enhance the company's profile and assist with fundraising for the company.
- 2 They act as a listening post to provide any information which may be of assistance to Watermans.
- 3 They always act as enthusiastic ambassadors for the company.

Management

- 1 The Board establishes and maintains a cycle of meetings with appropriate materials to service the Board efficiently.
- 2 It establishes working or sub-groups as needed to undertake detailed work on specified matters, act according to delegated powers, and make recommendations for courses of action to the Board.
- 3 It establishes systems of communications and delegated decision making so that urgent decisions can be made and acted upon between Board meetings.

Attendance and availability

- 1 Members commit to attending Board meetings, working or sub-group meetings (with a minimum attendance of 50%), or other 'emergency'

meetings and also General Meetings eg AGMs which will normally coincide with Board meetings.

- 2 They will as necessary attend key events run by Watermans, for example promotional and business development events.
- 3 They will attend as appropriate performances, exhibition openings and film screenings (a minimum of three per year is recommended).
- 4 They will provide advice and support to senior staff, either by telephone, by email or in person, as required.

Chair's duties

- 1 The Chair is the leader and spokesperson of the Board and as such must keep closely in touch with the company and its activities. The Chair will normally represent the company at outside events, though may delegate this to a Vice Chair or another colleague.
- 2 The Chair of the Board is the line manager of the Director.
- 3 Additionally, the Chair acts as the decision maker on any matters that cannot be progressed without Board authorisation, but cannot wait until the next Board meeting. Ideally, the Board will delegate specific powers over matters in progress to the Chair, but this is not always possible. The Chair cannot make alone financial decisions involving amounts above a certain figure.
- 4 All decisions made by the Chair between meetings will be brought to the full Board for ratification and must be within agreed policy parameters.
- 5 In the absence of the Chair, the Vice Chair or another previously agreed colleague will undertake the duties and powers of the Chair.

