



**DE MORGAN**

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FOUNDATION

# Trustee Directors Recruitment Pack

Thank you for your interest in joining De Morgan. This pack provides you with a brief introduction to the De Morgan Foundation and our work.

## How we are organised and what we do

### The De Morgan Trustee Company Limited

The De Morgan Trustee Company Limited is the sole trustee of the De Morgan Foundation, and is registered in England and Wales at Companies House (company number 6914254). The Board of Directors of the Trustee Co. sets strategy and directs and oversees the work of the De Morgan Foundation.

The role for which you are applying is a full, voting member of the Board of Directors of the Trustee Co. (also known as 'trustees'). There are currently six Directors on the Board.

### The De Morgan Foundation

The De Morgan Foundation is an independent charity registered with the Charity Commission (number 310004). The Foundation owns and cares for the De Morgan Collection of artworks, provides public access to it, and offers related educational and other activities and events.

The charitable objectives are to provide and maintain a collection accessible to the public of paintings, ceramics and other works of art made by William and Evelyn De Morgan and other works belonging to the Foundation, and to promote appreciation of the arts and of education in the arts.

We run our own small museum, and employ one full-time member of staff, the Director of the De Morgan Museum, supported by a small team of volunteers.

### The De Morgan Collection

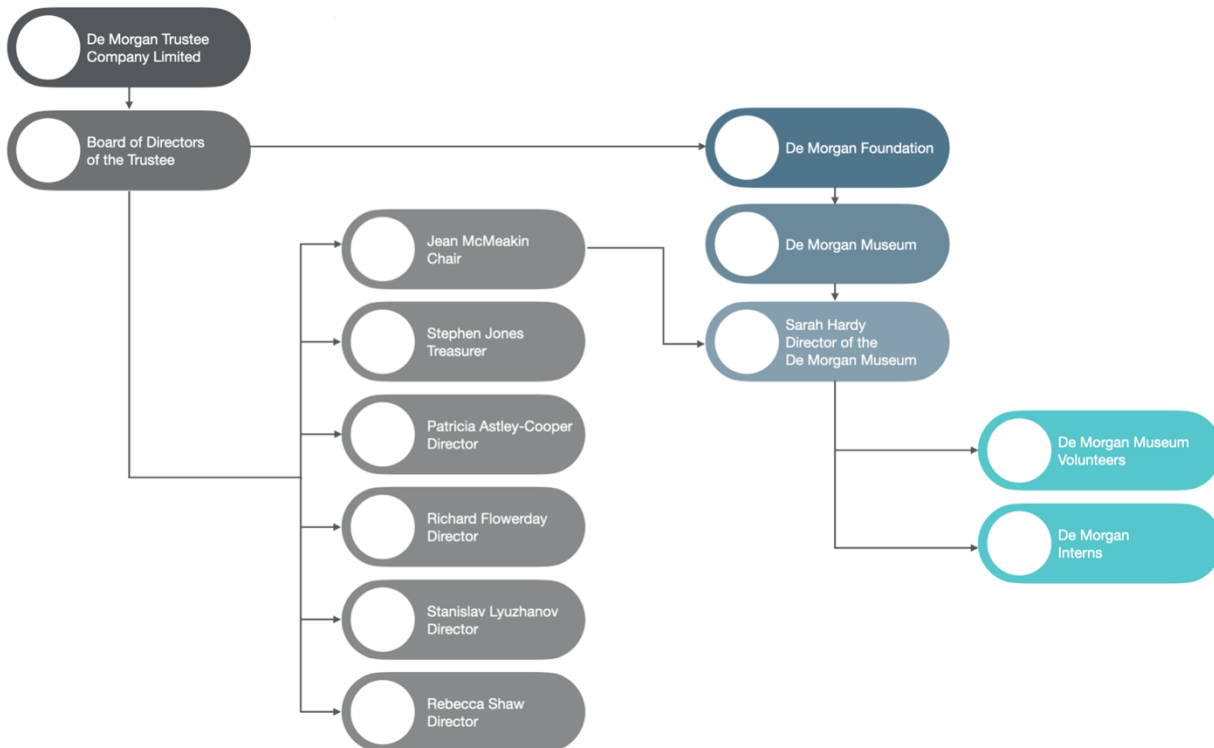
The De Morgan Collection is the largest single collection of artworks by William and Evelyn De Morgan. The Collection comprises, largely, of works of art by the De Morgans, including 60 oil paintings, over 600 works on paper, and over 700 ceramics.

In addition it includes a small archive of material relating to the De Morgans and their family, as well as acquisition details for the Collection. The Foundation also owns some first edition copies of William De Morgan's books from his later career as a successful novelist.

### Funding

The Foundation has a modest endowment, managed by an investment company, which provides the largest portion of its annual income. Other income is raised by tour and loan fees, merchandising and licencing, events, philanthropic fundraising, and other activities. The Foundation also applies for grants and discrete project funding from various funding bodies.

## Organisational Structure



## The De Morgan Museum

Our museum is located at Cannon Hall in Barnsley, South Yorkshire, where the Foundation is also headquartered. Cannon Hall was once the family home of Evelyn De Morgan's maternal ancestors, the Spencer Stanhopes.

Cannon Hall Museum and Art Gallery is owned and operated by Barnsley Metropolitan Borough Council. The De Morgan Museum galleries are located in a separate space on the top floor of Cannon Hall, under a license to occupy from Barnsley Council, supported by a strategic collaboration agreement.

## Collaborations

We have long-term partnership and loan agreements with complementary cultural and heritage organisations across the UK. We also offer short-term loans of a small number of objects to other cultural institutions for externally curated exhibitions, both in the UK and internationally, as well as ready-to-install exhibition packages curated by the Foundation for hire by cultural venues.

## De Morgan Values

**Inspiring** : We provide an engaging visitor experience for both adults and children, encouraging learning and discovery, and use the collection to inspire and enhance people's lives.

**Inclusive** : We are friendly and welcoming. We offer everyone the keys to unlock the collection to enjoy it for themselves. We work in collaboration with others to display the collection and remove barriers to access.

**Expert** : We build expertise and knowledge, actively researching the collection and engaging with others to ensure we continue to be the world's leading authority on the life and work of the De Morgans.

**Custodians** : We preserve and share the beautiful collection of jewellike paintings, lustrous ceramics, and delicate drawings, which is at the heart of everything we do.

## Strategic Priorities

In setting strategy, aims, and objectives we give due regard to general guidance published by the Charity Commission relating to public benefit, in particular, the advancement of the arts, culture, and heritage. Current strategic priorities are:

- **Make the De Morgan Museum a compelling and enjoyable place to visit**
  - Be audience-focused, share stories from our collection and develop interpretation for and connection with a wide range of visitors
  - Refresh and re-display the museum to encourage new audiences, repeat visits, and increased dwell time
  - Continue to develop the online offer to widen access
- **Protect, develop and understand our collection**
  - Ensure the proper care, display, and storage of our collection
  - Fully document and digitise our collection
  - Improve our knowledge of the collection
- **Achieve Arts Council England full Museum Accreditation status for the De Morgan Museum**
  - Build on our 'working towards accreditation' status to gain full accreditation
  - Use the accreditation process to ensure good governance, the highest collection care standards, and a focus on audiences
- **Be a financially stable and resilient organisation**
  - Continue to build a global audience
  - Successfully deliver a US touring exhibition, to grow international reach and develop further touring opportunities
  - Build partnerships and collaborations
  - Further diversify revenue streams and develop commercial activity
  - Embed environmental awareness and sustainability
  - Be a great place to work and volunteer

# Director's Role

## The Board and Governance Arrangements

The Board of Directors is constituted under its Memorandum and Articles of Association, which sets out its powers and administrative details.

The Board is collectively responsible for the Foundation and its Collection, overseeing and steering it for the benefit of current and future generations of beneficiaries and visitors, remaining abreast of the changing needs of the Foundation. As part of governance responsibilities the Board has a key role in signing off the annual Trustee's report and accounts.

Directors, and staff, are recruited by open competition, and we follow fair selection procedures. Our aim is to appoint individuals with the necessary expertise and enthusiasm to help the Foundation achieve its ambitions. We carry out regular skills audits to confirm we have the right skills and to ensure the Board is refreshed from time to time, to bring in new ideas and views. Directors are appointed for a three year term, with the opportunity to stand for re-election at the end of their term.

### Committee Work

All Directors have the opportunity to join sub-committees and working groups on specific topics. Sub-committees, which have terms of reference specifying their purpose, composition, and key tasks, are advisory, making recommendations for consideration and decision by the full Board, and remain accountable to the Board as a whole.

Standing sub-committees are:

- Collection & Curatorial
- Finance & Business
- Recruitment & Staffing
- Risk & Compliance

In addition to sub-committees, from time to time working groups are set up, generally for a specific project or time-limited initiatives. Such groups work to terms of reference and make interim reports to the Board, with a final report at the end of their term.

### Your Commitment

The Board meets formally at least five times a year, in the evening, usually but not exclusively in central London. Meetings generally last about two hours. There is at least one strategy day held per year, the location for which varies.

Directors are expected to prepare for and attend meetings, and to undertake work outside of meetings, particularly but not exclusively as relates to their areas of expertise, and to respond to e-mails and other correspondence between meetings. Directors are also expected to attend events to promote the Foundation, its museum and collection, and to encourage support and advocacy. Visits to key De Morgan sites are encouraged and expected, to gain a full flavour of the work of the Foundation.

The role is voluntary and unremunerated but reasonable expenses incurred in carrying out your duties can be met.

## Role Description

### Director, Board of Directors of the De Morgan Trustee Company Limited

All Directors are required to ensure that they are:

- Acting in accordance with the Board's governing document and the law.
- Acting with reasonable care and skill.
- Acting in the best interest of the De Morgan Foundation.
- Acting with integrity, avoiding any personal conflicts of interest or misuse of Foundation assets.

Directors act as voting members of the Board with full authority and responsibility for the Foundation's governance, setting its strategy, policy, budget, and standards, reviewing performance, financial health, managing risk, and ensuring its assets are used for their proper purposes.

The Directors delegate the day-to day management of the Foundation to the Director of the De Morgan Museum.

### Key responsibilities

- To ensure the Foundation is carrying out its purposes in furtherance of its charitable objects.
  - To ensure the Foundation is accountable through active oversight.
  - To ensure there is a strategic plan and to oversee its implementation, setting targets, evaluating performance and the Foundation's effectiveness in accomplishing its mission, and the effectiveness of the allocation of resources.
  - To ensure the Foundation complies with its governing document, charity law, and other relevant legislation or regulations.
  - To solicit external professional advice as necessary.
- To ensure the Foundation is managing its resources responsibly.
  - To oversee the proper operation of the Foundation and its activities, both curatorial and administrative, including the safekeeping and maintenance of the collection and archive, the oversight and review of institutional policies.
  - To establish and oversee systems for sound financial control and accountability, to review and approve the Foundation's annual budget and accounts, monitoring the management of investments and appointment of independent reviewers, and ensuring a balance between income and expenditure to ensure the Foundation is on a sustainable footing.
  - To discuss and evaluate opportunities for revenue generation, and to review all grant submissions for funding.
  - To review the effectiveness of the Board as a whole, and to agree the process for the recruitment and annual performance review of staff.
- To safeguard the good name and values of the Foundation.
  - To promote the profile of and advocate for the Foundation and its collection nationally and internationally.
  - To act as an ambassador for the Foundation, to preserve and enhance the Foundation's reputational standing and profile. To attend related events as required.
  - To champion the museum and proactively develop a network with the local community and the wider museum and heritage sector.
  - To nurture relationships with key partners and supporters.

### **Each Board member should:**

- understand and commit to the mission, aims, and objectives of the Foundation;
- understand and adhere to the ethics guidelines of the Charity Commission and Museums Association;
- be committed to the seven principles of public life (aka Nolan principles): selflessness, integrity, objectivity, accountability, openness, honesty, and leadership;
- understand the roles and responsibilities of the Board of Directors;
- understand the roles and responsibilities of staff, and of volunteers;
- understand the day-to-day activities of the Foundation;
- commit the necessary time, and prepare for and attend all meetings of the Board of Directors, scrutinise Board papers, and participate in discussions;
- serve on Board committees and sub-committees as appointed or elected;
- provide advice and assistance, particularly when relevant to their expertise, to the Foundation upon request by Board members and/or staff;
- provide reports, materials and other items associated with Board responsibilities and activities in a timely manner;
- undertake training and develop relevant skills and knowledge as required;
- inform the Board of all actual and potential conflicts of interest relating to the general purposes and activities of the organization and to specific issues before the Board;
- take on other appropriate responsibilities as requested by the Board of Directors, the Board Chair, or other officers of the Board.

### **Personal attributes:**

- Experienced in operating at a senior strategic leadership level within an organisation.
- Able to exercise strategic vision, and to think creatively and entrepreneurially.
- Experienced in governance and being part of a board.
- Able to exercise sound and independent judgement, and be willing to speak openly and challengingly.
- Capable of demonstrating tact and diplomacy, with the ability to listen and engage effectively.
- Able to work as part of a team.
- Possesses strong interpersonal skills and relationship building abilities.
- Able to network, and work in partnerships.
- Comfortable in an ambassadorial role.

## Who are we looking for?

In general, you should have a keen interest in the Foundation and its work, and the ability to contribute to future policy, together with experience and understanding of strategic decision-making and the principles of corporate governance.

We are looking for applications specifically from people with a professional museum and curatorial background, and from those who have a proven track record in fundraising for museums, arts, or heritage organisations in the not-for-profit sector.

## Recruitment Process

If you would like an informal discussion about the role with the current Chair or another member of the Board before applying, please contact us at: [recruitment@demorgan.org.uk](mailto:recruitment@demorgan.org.uk)  
Site visits to the De Morgan Museum or other key De Morgan sites can be arranged.

To apply for the post, please complete the application form, attach a curriculum vitae and send it to: [recruitment@demorgan.org.uk](mailto:recruitment@demorgan.org.uk) by 12th December.

Those shortlisted will be invited for an informal interview in the new year. The chosen candidate will be recommended by the Board for appointment at the following Board meeting.

Appointments will be made subject to receiving satisfactory references, which will be taken up only if you are invited to become a Trustee Director.

Prior to being formally appointed, you will need to confirm that you are eligible to be appointed by confirming that you:

- are not disqualified from acting as a charity trustee or company director, have not been removed from serving as a charity trustee, or been stopped from acting in a management position within a charity;
- have not been convicted of an offence involving deception or dishonesty (or any such conviction that is legally regarded as spent) and have not been involved in tax fraud;
- are not an undischarged bankrupt or have not made compositions or arrangements with creditors from which they have not been discharged.