



LLETY'R • BARNWR  
THE JUDGE'S  
LODGING

# The Judge's Lodging

## Director (Trustee)

## Recruitment Pack

### Background

The Judge's Lodging exists to interpret and preserve the history of Radnorshire's Late Georgian courthouse and associated Judge's Lodgings Hall and provide visitors with a portrayal of an authentic period courthouse and a working Victorian house. The building was designed by Shrewsbury architect Edward Haycock and constructed between 1826-29 to house the Radnorshire Assize Court and Judge's Lodging. Its significance is recognised by its Grade II\* listing, awarded in November 1950. The house retains many of its original furnishings; it was painstakingly restored (including gas lighting) and opened in 1997 as a wholly authentic 'hands-on' Victorian lodging and court room, interpreting law and order in 19<sup>th</sup> century society through exhibitions, events, and educational visits.

The Judge's Lodging is an Accredited Museum (No 1960). Its restoration, interpretation and education work have won, amongst others, awards from Hudson Heritage (2014 Best Hidden Gem), Interpret Britain, Good Guide to Britain, Best of British, the Heritage Education Trust, and TripAdvisor (Award of Excellence 2015). Most recently, the Judge's Lodging was a finalist in the Welsh Hospitality Awards 2018 in the 'best day out' category.

The Judge's Lodging is an outstanding small museum. It attracts some 8,000 visitors a year and plays an essential part in the economic prosperity of Presteigne being the town's principal visitor attraction.

Further information about The Judge's Lodging can be found on our website:

<http://www.judgeslodging.org.uk/>

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Broad Street, Presteigne, Powys, Mid Wales, LD8 2AD

Company no: 03266526

Registered Charity No: 1062215

## The Judge's Lodging Trust

In 1996, the Presteigne Shire Hall Museum Trust (PSHM Trust) was set up by Powys County Council to administer The Judge's Lodging as a museum, together with a shop and Tourist Information Centre. The PSHM Trust operated primarily as an advisory and supportive body to the Judge's Lodging, working in partnership with Powys County Council. The decision by Powys County Council in 2013 to withdraw support meant that PSHM Trust would assume full responsibility for the operational management of the Judge's Lodging, including employment of all staff. The PSHM Trust responded by initiating a governance review that has resulted in the recruitment of a smaller 'business board' of Directors (Trustee)\* (The Judge's Lodging Trust (JLT)) to reflect the enhanced role and responsibilities of moving to independent Trust status with effect from April 1 2016.

Prior to this change in status, the average spend from Powys County Council has been in the region of £120k per annum (based on the last three years). The three-year funding package agreed with PCC, which declined from £29k in Year 1 to £9k in Year 3 has now come to an end. PCC have also cut the revenue support grant for the Tourist Information Centre also housed within the building. A legacy payment of £38,000 to fund repairs and maintenance work identified in an independent quinquennial survey has been made available following a community asset transfer of the Shire Hall freehold in February 2019.

The Judge's Lodging generated c £43,000 in 2017/18 from tickets sales, events and catering, including a pop-up team room during peak visitor season. A modest corporate hire, wedding venue and group tour business is developing. The building is also used regularly as a filming location, including for the most recent version of Wuthering Heights for TV and by a number of paranormal investigative programmes. Paying admissions have been declining in recent years and maintaining levels of school visits has proved challenging in the present climate. The Company has virtually no reserves to meet any contingency that might occur and is largely dependent on external project funding to maintain cash flow over the winter months.

The JLT is a both a company limited by guarantee and a registered charity. Hence the Directors are also Charity Trustees.

## Overview of current position

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In November 2016, The Judge's Lodging Trust received £88,500 from the Heritage Lottery Fund Resilient Heritage programme. This funding has been used to re-energise volunteering, support a mentoring programme for the Development Manager and fund a programme of audience research to underpin the development of an evidenced-based business plan which will identify new partnerships, initiatives and approaches. A sustainable future for the JLT is dependent on significantly raising levels of self-generated income. The development of this plan will be the focus of the JLT's work for the remainder of this financial year.

In May 2018, the JLT was awarded a £146,000 capital investment grant from the Museum Libraries and Archives Division (MALD), a division within the Welsh Government. Work will be starting in March 2019 on essential repairs to the historic building fabric (especially the roof), and to the visitor experience including redecoration of the imposing façade, refurbishment of the shop and upgrading the audio tour.

With funding from the Federation of Museums and Art Galleries in Wales, a professional fundraiser has been appointed. Working with the Development Manager and the Board, a successful application to support core running costs was submitted to the Garfield Weston Trust in January 2019. An application to the Foyle Foundation to put resources back into our educational programme will be submitted in July 2019. A local fundraising campaign has so far secured £9,000 since it began in March 2019 to support core operational costs. Funding is now being sought to develop a series of stakeholder events designed to develop a network of regular donors. In a separate initiative, we are also looking to secure funding to submit a planning application to create up to three holiday lets in the former housekeeper's flat.

Although the JLT can draw on a strong reservoir of local support and goodwill, and is fortunate enough to have both the Mayor and Deputy Chair of PCC as Directors, it is recognised that to move forward, it would be beneficial to seek further Directors who can complement these strong community links.

We are seeking to recruit up to four additional Directors who have experience in one or more of the following areas: Marketing and PR; Business Development; Museums and heritage management; Fundraising; Finance and business management; Trust Governance; and Learning and Community Engagement. We are also keen to develop links with the judiciary and legal profession so that we can develop a more specialised offer that will build support from within this significant stakeholder group.

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## Applications

Please submit a CV and letter of application highlighting why you want to be a Director what you feel you can contribute with reference to the skills and experience we are seeking, and any other information you feel might be helpful to:

Diane Gwilt, Chair, The Judge's Lodging Trust ([dianegwilt@btinternet.com](mailto:dianegwilt@btinternet.com)).

Closing date: 31 August 2019

Shortlisted applicants will be invited to interview in Presteigne

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## DIRECTOR ROLE DESCRIPTION

The Directors have overall responsibility for the Company and act as its governing body. They are legally responsible for directing the affairs of the Company ensuring it is solvent, well run, and delivering its charitable objectives.

Directors will not be paid, but reasonable expenses will be reimbursed at the discretion of the Directors. Being a Director will provide a challenging, rewarding and enjoyable opportunity to get involved and have an important role in shaping the future of the museum and the Company.

All Directors are collectively responsible for the decisions and management of the Company. Their role is to:

- Take ultimate responsibility for directing the affairs of the Company, and to do so with innovation, creativity, ambition and appropriate challenge.
- Ensure the Company has a clear vision, mission and strategic direction and is focused on achieving these as the Company develops.
- Act reasonably and prudently in the best interests of the Company, never in pursuit of personal interests or the interests of another organization, meeting the legal obligations common to all Director.
- Act as guardians of the assets owned and managed by the Company, both tangible and intangible, taking due care over their security, deployment and proper application.

### Principal Tasks and Duties

#### Accountability, Legal and Financial Duties

- Report on the Judge's Lodging's activities, including the achievement of 'public benefit' as a registered charity.
- Observe the requirements of the Company Memorandum and Articles of Association, charity and other regulatory requirements.
- Ensure financial stability, including approval of the annual budget and deciding on major resource issues.
- Undertake regular monitoring of performance against the annual budget and supporting appropriate management action designed to achieve agreed levels of financial performance.

#### Policy and Planning

- Set the overall strategic direction, setting policy, defining objectives and setting targets and evaluating performance.

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- Approve the Business Plan and ensure sustainability of operations.
- Ensure that all risks associated with the Company's activities are recognised and that appropriate mitigation measures are enacted and regularly monitored.
- Provide guidance on new initiatives.

#### Advocacy

- Safeguard the good name and values of the organisation.
- Promote the Judge's Lodging, its activities and its needs to the public, private and voluntary sectors so as to enhance the museum's profile and assist with its fundraising activities.
- Act as an enthusiastic and well-informed ambassador for the Judge's Lodging at all times.

#### Employment and Human Resources Duties

- Oversee the recruitment of the staff.
- Ensure the safe and efficient use of premises for staff, volunteers and the public, in-line with its Health & Safety Policy.

#### Sub-Committees and Working Groups

Directors may be expected to take part in sub-committees and working groups to deliver specific functions in greater detail and particular time-bound tasks.

## **PERSON SPECIFICATION**

Directors must have an ability to think strategically, focusing on major issues, while recognising the realities and practicalities of managing an independent heritage organization.

- Well-developed and effective networking skills in a range of contexts and situations.
- Well-established and current professional networks that bring positive benefit to the Judge's Lodging.
- Highly effective inter-personal, communication and advocacy skills.
- A readiness and ability to take on and deliver agreed projects and areas of activity, including fundraising activities.
- A commitment to the Company's vision and empathy with the Judge's Lodging.
- An ability to command respect amongst stakeholders and decision-makers in the public and private sectors.
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- An ability to achieve the confidence and command the respect of staff, volunteers, and museum users.
- Willingness to devote the time and effort, including attending trustee meetings and occasional events.

## Conduct

Directors will be expected to abide by the Nolan Seven Principles of public life (Selflessness, integrity, Objectivity, Accountability, Openness, Honesty and Leadership)

For more details of the specific legal obligations of this role, please visit the Charity Commission website [www.charity-commission.gov.uk](http://www.charity-commission.gov.uk) and follow links to their publications CC3a *The Essential Trustee: An Introduction* (January 2007) and CC3 *The Essential Trustee: What you need to know* (March 2012).

## Eligibility

The law places certain restrictions on becoming a charity trustee. For example, you cannot be under the age of 18, previously have been removed from trusteeship of a charity by a Court or the Charity Commission, disqualified under the *Company Director's Disqualification Act 1986*, or been convicted of an offence involving deception or dishonesty (unless the conviction is spent).

## Time Commitment

It is anticipated that the Board will need to meet monthly for the next twelve months.

It is essential that Directors regularly attend meetings in order that they are well informed and can contribute effectively to decision- making. Directors are asked to commit to a 3-year term on the Board, with the option of a further term of 3 years.

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