

**Fulham
Palace
House &
Garden**

**A truly
remarkable
place**

**Fulham Palace Trust
Trustee information pack**

January 2020

Dear applicant,

Fulham Palace is a truly remarkable place. Home to the Bishops of London for over 1,300 years, the Palace's charming Tudor and Georgian courtyards nestle gracefully amongst 13 acres of peaceful botanic gardens on a reach of the Thames where Fulham ebbs into Chelsea, just yards from Putney Bridge.

Fulham Palace ranks amongst England's most important heritage sites with the main building listed Grade I, the gardens registered II* and the entire site – which was once enclosed by the longest domestic moat in the country – is a scheduled ancient monument. When considered within its exceptional setting it is fair to state that Fulham Palace is entirely without peer in London.

Fulham Palace Trust was established in April 2011 to manage, restore and promote Fulham Palace and gardens. Following two major restoration projects in 2005–06 and 2010–11 the Trust has just completed its third! This £3.8m project has seen the restoration of the Tudor section of the building and has provided enhanced public access to the Tudor rooms, including interpretation and exhibition space to tell the fascinating stories of Fulham Palace and the Bishops of London.

Leading on from this restoration project there will be further development and restoration projects to complete the renewal of this unique site, including the restoration of our Victorian chapel and refurbishment of office and residential accommodation.

We are currently looking for additional trustees to support Fulham Palace as the Trust embarks on the next exciting new phase in its history.

You should be passionate about heritage and the Trust's work to involve people in history and horticulture. You should have good business acumen, be a strategic thinker, a great communicator, well networked in your area of expertise, and able to develop strong working relationships with trustees, staff and external stakeholders.

I do hope you are interested in this exciting role at Fulham Palace Trust. Details of how to apply can be found on page 4.

Yours sincerely



Mariana Spater
Chair

On behalf of the Fulham Palace Trust nominations committee

About Fulham Palace Trust

The Fulham Palace Trust (charity number 1140088) was established in April 2011 to manage, restore and promote Fulham Palace, its outbuildings and gardens. The Trust board comprises of 12 trustees. The Trust is a medium sized one within the heritage sector.

To deliver its charitable objectives the Trust is committed to:

- Maintain the historic buildings and gardens and to safeguard, document, conserve and interpret the collections.
- Maximize access to all and provide a high quality experience for every visitor.
- Develop exhibitions, educational programmes, tours and publications which enhance the appreciation and understanding of Fulham Palace, its gardens and collections.
- Ensure that trading activities, events monies, function income, grants, etc. provide sufficient financial resources to meet the Trust's objectives.

Fulham Palace is owned by the Church Commissioners and leased to Hammersmith and Fulham Council. Fulham Palace Trust has a long lease from Hammersmith and Fulham Council on Fulham Palace and its associated buildings including Gothic Lodge, Coachman's Lodge, Timber Lodge, the stables, walled garden, glasshouse and bothies.

The garden is open daily from dawn until dusk and entry is currently free of charge. The site attracts over 300,000 visitors a year.

About Fulham Palace

Vacated by the Bishops in 1973, complete responsibility for the Palace was assumed by Hammersmith and Fulham Council shortly thereafter under the terms of a 100-year lease with the Palace's freeholder – the Church Commissioners.

The Palace garden was soon opened to the public but for many years the Council struggled to identify a sustainable use for the building itself. In 1989 the Council funded the establishment of the Fulham Palace Trust (FPT) and sub-let half of the building to the Trust in order to establish a small museum and open a part of the Palace to the public. However, in 2003 the Council and the Trust, through the agency of the National Lottery Heritage Fund (NLHF) and with the support of local stakeholders, began at last to develop a *shared* vision for the site. To realise this vision a three-phase master plan for the Palace's restoration and reuse was agreed, the final stage of which was successfully delivered in May 2019.

At a cost of over £4 million, three quarters of which was provided by the NLHF, the first phase in 2005-06 restored the Palace's Georgian east quadrangle to create a gallery, café, functions facility, enhanced museum and high-specification office space, as well as provide public access and fresh revenue streams that helped sustain the Palace into the future. The £2m second phase of works in 2010-11

focused on the restoration of the outbuildings and gardens with the creation of a dedicated education facility (within the Palace's stable block) and a working kitchen garden.

The third, a £3.8m capital project, successfully restored the Tudor section of the building and provided enhanced public access to the Tudor rooms including interpretation and exhibition spaces to tell the fascinating stories of Fulham Palace and the Bishops of London.

Leading on from this there are further development and restoration projects to complete the renewal of this unique site.

Fulham Palace Trust

Fulham Palace
Bishop's Avenue
Fulham, London
SW6 6EA

fulhampalace.org

Timetable

The important dates for you to note in the recruitment timetable are highlighted below for your diary.

Closing date for applications	29 January 2020
Review of applications/long listing	30 January 2020
Shortlisting and initial telephone call with candidates	30 - 31 January 2020
Informal meetings with CEO Sian Harrington, the chair Mariana Spater and the nominations committee at Fulham Palace	w/c 3 February 2020
Interviews	3 to 17 February 2020
Outcomes	w/c 17 February 2020

The interview panel will comprise the nominations committee, led by our chair, Mariana Spater.

How to apply

Please address your application to the chair, Mariana Spater at admin@fulhampalace.org or by post to Fulham Palace marked for the attention of Mariana Spater. Please set out your experience and why you are interested in the role.

If you have any questions about the process or the timetable, or you wish to discuss your suitability, please don't hesitate to contact contact Mariana Spater, Chair / or Sian Harrington, CEO c/o Fulham Palace.

(Please note that the Trust does not remunerate expenses incurred in attending interviews.)

Information about FPT can be found on the website, fulhampalace.org.

Appendix 1

General role profile: Trustee at Fulham Palace

Fulham Palace Trust is a private company limited by guarantee with charitable status. Trustees of Fulham Palace Trust are also directors under company law.

This role description covers all Fulham Palace Trust (FPT) trustees/directors and the knowledge, skills and experience required for this role.

1. Specific duties of trustees of FPT

1.1 Strategic direction

Trustees must ensure that the FPT has a clear vision, mission and strategic direction and is focused on achieving these. Trustees work in partnership with the chief executive and other senior staff to ensure that:

- a. FPT has a clear vision, mission, set of values and strategy, and that these are understood and put into practice, by trustees, staff and volunteers.
- b. Operational plans and budgets and the fundraising strategy support the vision, mission and strategy.
- c. The views of users are regularly sought and considered, and that efforts are made to identify possible future users.
- d. There is regular review of the external environment for changes that might affect FPT (environmental, political, financial, competitive, partnerships).
- e. There is regular review of strategic plans and priorities.

1.2 Performance management

Trustees are responsible for the performance of FPT, for its impact upon its beneficiaries and stakeholders, and for its corporate behaviour. Trustees work in partnership with the chief executive and other senior staff to ensure that:

- a. There are policies to direct key areas of the charity's business.
- b. FPT measures its impact and progress towards its strategic objectives and to regularly consider reports on FPT's performance.
- c. There are quality and service standards for major areas of delivery and that these are met.
- d. FPT has effective safeguarding policies and processes in place.
- e. There are complaint systems in place, for users and supporters.
- f. The chief executive is held to account for the management and administration of FPT, with regular constructive feedback on his/her performance.
- g. FPT has effective employment policies and processes in place, to recruit, train and develop staff and volunteers.
- h. There are processes for trustees, staff and volunteers to report activity which might compromise the effectiveness of FPT.

1.3 Compliance

Trustees must ensure that FPT complies with all legal and regulatory requirements:

- a. To ensure, with professional advice as appropriate, that FPT complies with all constitutional, legal, regulatory and statutory requirements.
- b. To understand and comply with the constitution and rules that govern FPT, and to review the constitution regularly (at least every three years) to ensure it is fit for purpose.

1.4 Finance and assets

Trustees must be stewards of FPT's assets, both tangible and intangible, taking care over their security, and how they are used:

- a. To ensure that FPT's financial obligations are met and that there are adequate financial controls in place to ensure all money due is received and properly applied, and that all assets and liabilities are recorded.
- b. To ensure that there is an effective fundraising strategy in place.
- c. To be accountable for the solvency of FPT.
- d. To act reasonably and prudently in all matters relating to FPT and always in the interests of FPT.
- e. To ensure that intangible assets such as organisational knowledge and expertise, intellectual property, FPT's brand, good name and reputation are recognized, used and safeguarded.
- f. To review the condition and use of the property and land leased by FPT.
- g. To ensure that the major risks to FPT are regularly identified and reviewed and that systems are in place to mitigate or minimise these risks.
- h. To ensure that trustees take professional advice when needed, and record the advice received.

1.5 Governance

Trustees must ensure that FPT's governance is of the highest possible standard:

- a. To ensure that FPT has a governance structure that is appropriate to a charity of its size, stage of development, and its charitable objects, and reflects the diversity of its users.
- b. To ensure the board regularly reviews FPT's governance structure and its own performance, to an agreed programme.
- c. To ensure that major decisions and policies are made by the trustees acting collectively.
- d. To ensure that board decisions are recorded in writing by means of minutes.
- e. To ensure that the board's delegated authority is recorded by terms of reference for board committees, job descriptions for honorary officers, trustees and key staff, and that reporting procedures back to the board are recorded in writing and complied with.
- f. To ensure that there is a systematic, open and fair procedure, to be led by the chair and a nominations committee, for recruitment of trustees and of the chief executive; and to appoint the chief executive.
- g. To provide the chief executive with a description of the role and the extent of his/ her authority, ensuring that these are clearly expressed and

understood, and that directions given to the chief executive come from the board as a whole.

- h. In consultation with the chief executive, to ensure that the board has on it the skills it requires to govern FPT well, and that the board has access to, and considers, relevant external professional advice and expertise.
- i. To ensure that all members of the board receive appropriate induction on their appointment and that they continue to receive appropriate advice, information and training (both individual and collective).
- j. To ensure that trustees have a code of conduct and comply with it, and that there are mechanisms for the removal of trustees who do not abide by the trustee code of conduct.

1.6 Safeguarding

All trustees should ensure that they are aware of their safeguarding responsibilities and take responsibility for promoting and safeguarding the welfare of children, young people and vulnerable adults.

One trustee will be nominated as a safeguarding lead with the following additional responsibilities:

- a. To ensure that FPT has a safeguarding policy which is reviewed by the full board at least annually
- b. To ensure that FPT complies with all legal and good practice requirements in relation to safeguarding, has clear up-to-date procedures and a clear training strategy for staff and volunteers.
- c. To advise the board on all safeguarding matters and ensure they are up-to-date with legislation
- d. To support the senior member of staff responsible for safeguarding specifically to discuss safeguarding issues which have arisen since the last review and prepare a suitably anonymised report for the full board
- e. To be clear about specific safeguarding issues where the trustee safeguarding lead – and indeed the board as a whole – may need to become more involved. Typically these could include:
 - Allegations against staff and volunteers
 - Safe recruitment of senior staff
 - Disciplinary proceedings that follow on from safeguarding concerns about members of staff and volunteers
 - Complaints
 - Whistleblowing
 - Safeguarding audits, reviews and inspections – whether internal or external
 - Risk management

In carrying out the above duties FPT trustees are required to comply with the Child Protection Policy.

2. Trustee person specification

FPT works actively to ensure that its trustee board has the right skills and experience to lead the charity effectively. FPT trustee vacancies are normally advertised. Application is normally by written application, followed by interview.

The selection process is evidence based and we will look for **clear examples** of how candidates meet the essential and desirable criteria below.

2.1 Commitment

Essential

FPT trustees are expected to demonstrate their:

- Understanding and acceptance of the duties and liabilities of being a charity trustee
- Empathy with the vision and aims of FPT
- Ability and willingness to devote the necessary time and effort.

2.2 Competencies

Essential

Focus

- Ability to think and apply knowledge strategically
- Ability to think creatively
- Ability to keep mission-focused
- Ability to analyse, evaluate and learn from management information and other evidence
- Ability to understand the difference between governance and management.

Communication and team working

- Ability to communicate clearly and sensitively and to take an active part in discussions, expressing their own opinion in a reasoned way
- Ability to work effectively in a group, listening to the views of others, challenging constructively and asking questions appropriately
- Ability to influence and engage.

Accountability

- Ability to exercise sound and independent judgement
- Willingness to make and stand by collective decisions, including those which may be unpopular
- Ability to manage difficult and/or challenging situations
- Ability to maintain confidentiality on confidential and/or sensitive information.

For safeguarding lead

- Knowledge of safeguarding legislation, policies and procedures (or prepared to undergo safeguarding training).

2.3 Skills and experience

Desirable

The knowledge, skills and experience in the list below are relevant to FPT's main areas of activity, and they are represented across FPT's executive and staff, who apply them at operational level. FPT looks for trustees who have the knowledge and understanding to maintain an oversight of these activities at a strategic level in a complex charity, and who can contribute well informed views, constructive challenge and a commitment to best practice. FPT would normally expect each trustee to be able to do this in at least one of the areas below. A trustee's ability to contribute in this way will often, but not always, draw on professional and/or practitioner experience at a senior level.

Management

- Strategic leadership and management within a medium sized or large organisation (budget or annual turnover above £1 million p/a).

Stewardship and governance

- Trusteeship in a similar size or larger organisation
- Experience of implementation of best practice in corporate governance.

Specialist expertise

An area of expertise relevant to FPT such as:

- Accountancy
- Business planning or financial management
- General management / operations
- Law
- Project or programme management
- Human resources or organisational development
- Fundraising
- Income generation through catering, retail and others
- Property management
- Museums and collections
- Historic buildings
- Archaeology
- Gardens and horticulture
- Marketing, communications or public relations
- Safeguarding
- Environment and climate change
- IT / digital technology / data management
- Developing and delivering learning and education services to adults, children and young people, which promote inclusion, equal opportunities and diversity.

International

Knowledge or connections with the USA in view of the historic links with North America.

3. Time commitment and personal development

The following gives an indication of the time commitment which FPT would expect of a trustee:

- Attendance at six trustee board meetings each year, normally held on a Monday afternoon or Monday evening, lasting two to three hours.
- Attendance at one trustee board strategy meeting or training session each year.
- Attendance and contribution to any sub-committee meetings that the trustee may join. Fulham Palace board currently has three sub-committees: the nominations sub-committee, finance sub-committee, and fundraising sub-committee.
- Attendance and contribution to any other sub-committee, or task group as may be required, that the trustee may join.
- Preparation for trustee board and committee meetings. The agenda and papers for meetings are mailed out one week in advance. There can be up to 14 reports per meeting so reading and thinking time is essential.
- One to one meetings with key stakeholders, major donors and corporate partners. Up to 12 per annum.
- There may also be opportunities to attend two to six FPT events each year, which may range from an event for donors and supporters to FPT's own public events.
- Participate on behalf of FPT at events such as professional conferences, where a trustee can contribute personal expertise.

FPT is committed to supporting trustees in their role. All trustees receive induction and relevant training.

4. Remuneration

The position is not salaried but reasonable expenses are paid.

5. Appointment duration

Trustees: up to a three year term, which may be renewed for two further three year periods (maximum).

Appendix 2

Fulham Palace Trust is a private company limited by guarantee with charitable status. Trustees of Fulham Palace Trust are also directors under company law.

All trustees have duties and obligations under charity and company law.

1. The statutory duties of a trustee

Main duty

Under charity law FPT trustees have and must accept ultimate responsibility for directing the affairs of FPT, and ensuring that it is solvent, well run and delivering the charitable outcomes for which it has been set up.

In charity law trustees of FPT have six duties which are set out below.

1. Ensure your charity is carrying out its purposes for the public benefit

You and your co-trustees must make sure that the charity is carrying out the purposes for which it is set up, and no other purpose. This means you should: ensure you understand the charity's purposes as set out in its governing document

- plan what your charity will do, and what you want it to achieve
- can explain how all the charity's activities are intended to further or support its purposes
- understand how the charity benefits the public by carrying out its purposes

Spending charity funds on the wrong purposes is a very serious matter; in some cases trustees may have to reimburse the charity personally.

2. Comply with your charity's governing document and the law

You and your co-trustees must:

- make sure that the charity complies with its governing document
- comply with charity law requirements and other laws that apply to your charity

You should take reasonable steps to find out about legal requirements, for example by reading relevant guidance or taking appropriate advice when you need to.

Registered charities must keep their details on the register up to date and ensure they send the right financial and other information to the commission in their annual return or annual update.

3. Act in your charity's best interests

You must:

- do what you and your co-trustees (and no one else) decide will best enable the charity to carry out its purposes
- with your co-trustees, make balanced and adequately informed decisions, thinking about the long term as well as the short term
- avoid putting yourself in a position where your duty to your charity conflicts with your personal interests or loyalty to any other person or body

- not receive any benefit from the charity unless it's properly authorised and is clearly in the charity's interests; this also includes anyone who is financially connected to you, such as a partner, dependent child or business partner

4. Manage your charity's resources responsibly

You must act responsibly, reasonably and honestly. This is sometimes called the duty of prudence. Prudence is about exercising sound judgement. You and your co-trustees must:

- make sure the charity's assets are only used to support or carry out its purposes
- not take inappropriate risks with the charity's assets or reputation
- not over-commit the charity
- take special care when investing or borrowing
- comply with any restrictions on spending funds

You and your co-trustees should put appropriate procedures and safeguards in place and take reasonable steps to ensure that these are followed. Otherwise you risk making the charity vulnerable to fraud or theft, or other kinds of abuse, and being in breach of your duty.

5. Act with reasonable care and skill

As someone responsible for governing a charity, you:

- must use reasonable care and skill, making use of your skills and experience and taking appropriate advice when necessary
- should give enough time, thought and energy to your role, for example by preparing for, attending and actively participating in all trustees' meetings

6. Ensure your charity is accountable

You and your co-trustees must comply with statutory accounting and reporting requirements. You should also:

- be able to demonstrate that your charity is complying with the law, well run and effective
- ensure appropriate accountability to members, if your charity has a membership separate from the trustees
- ensure accountability within the charity, particularly where you delegate responsibility for particular tasks or decisions to staff or volunteers

2. The duties of a director

As a director of a limited company, you must:

- Try to make the company a success, using your skills, experience and judgment.
- Follow the company's rules, shown in its articles of association.
- Make decisions for the benefit of the company, not yourself.
- Tell other shareholders if you might personally benefit from a transaction the company makes.

- Keep company records and report changes to Companies House and HM Revenue and Customs (HMRC).
- Make sure the company's accounts are a 'true and fair view' of the business' finances.
- File a company tax return and pay corporation tax.