TorreAbbey

Torre Abbey Development Foundation Proposal

Contents

Torre Abbey

Torre Abbey is Torbay's most historic building, an ancient scheduled monument dating back to 1196 set within 17.8 acres of gardens and parkland. The site has been in the care of Torbay Council since 1930. Our aim is for Torre Abbey to be a household name across the region, to facilitate a better understanding of the building and its important collection and to be a centre for learning, creativity and culture and relevant to the local community and visitors to the area.

www.torre-abbey.org.uk

Purpose and scope

This proposal is a practical resource to support the implementation of a Development Foundation for Torre Abbey.

A Development Foundation is a 'charitable Foundation established to receive private and corporate gifts, as well as to be a conduit for grants from charitable trusts and foundations or funding routes for which the parent organisation would normally be ineligible'.

The proposal has been developed based on a review of literature and web-based research, discussions with the Box Foundation and RAMM Development Trust and updated following guidance and information from Torbay Council's Senior Leadership Team and an external consultant.

Context and Background

Since the Global Pandemic grant funding has become even more competitive and necessary.

With many funding pots being oversubscribed and only available to charities Torre Abbey has very limited as to those that can be applied for,

Appendix 1 – List of potential funders shows funders available as a local authority and those only open to charities. This list is dynamic and will change when new fund become available and other funds close. It is also noted that many funders, who although technically eligible to be applied to by Torbay Council, give a lower priority to Local Authority's as they are not perceived as being at high risk if funding is not given (there is a perception the Local Authority will always underwrite and support their assets).

A Development Foundation would open up the opportunity for Torre Abbey to apply to a wider range of funds and to make use of Gift Aid. A Development Foundation would also change funder and donor perception.

Torre Abbey is currently supported by the Friends of Torre Abbey group (FOTA), this is a long standing important and valued relationship which has supported Phase I & II along with many smaller conservation-based projects. FOTA continues to support smaller conservation projects and collection acquisitions as well as committing to raising circa £70,000 for Phase III if we are successful in our grant application. Whilst this support is very valuable and gratefully received, under FOTA's constitution their focus is collection care, conservation and acquisition.

Currently Torre Abbey is a loss making asset and a non-statutory service. The ability to secure additional funding would relieve pressure on Council budgets and enable Torre Abbey to move towards becoming a financially sustainable asset. Torre Abbey and Torbay Council would still apply for large grants and potentially some smaller grants where it is of benefit or limited to Council applications for example Museums Estate Development Fund. This is likely to be from funders such as Arts Council England, National Lottery Heritage Fund and funds administers or provided by Central Government for Local Authority's

About Development Foundation's
What are Development Foundations?
The definition of Development Foundation is a 'charitable Foundation established to receive private and corporate gifts, as well as to be a conduit for grants from charitable Foundations and foundations or funding routes for which the parent organisation would normally be ineligible'.

In practice, Development Foundations sit alongside the body for which they are fundraising (for example, a local authority) so are different from a charitable Foundation whose purpose is to deliver the service itself.

Development Foundations need to be part of a mature fundraising strategy, and are not currently widespread across the heritage sector in the UK. Torre Abbey has a fundraising strategy.

The objectives of the Development Foundation will to be designed to complement Torre Abbey and its existing fundraising activities and capacities. Careful definition of the role and objectives of the Development Foundation will ensure it is not duplicating effort, conflicting with other fundraising

work or doing work that can be more effectively delivered in another way. A memorandum of understanding will be put in place at the setup of the Foundation. An example of this can be seen in

Appendix 2 – Example Memorandum of Understanding

How do Development Foundations support fundraising?
In general terms the main advantages of setting up a Development Foundation are:
- Eligibility for funding sources whose criteria restrict grant-giving to 'charities'
- Enabling peer to peer giving
- Providing potential donors with reassurance regarding governance and financial probity via charitable status.
- Tax relief exemptions and use of Gift Aid

Other heritage Development Foundations have been used to:
- Provide a mechanism for applying to Foundations and foundations
- Spear-heading capital campaigns
- Encouraging individual giving
- Supporting corporate giving
- Providing mechanism for fundraising across a range of cultural services

Fundraising sources and techniques which might be used by the Development Foundation include:
- Funding bid applications
- Corporate and individual giving
- Peer-to-peer giving
- *Friendraising* and networking (through existing contacts)
- Trustees as donors
- Fundraising/cultivation events

The charitable objectives of Development Foundations are often fairly broadly described to enable them to meet the requirements of charitable status and to allow flexibility in supporting services in the long term. For example, they may refer to 'the advancement' of 'the education of the public' and to the 'support of' culture. Therefore it is crucial that Foundations have their specific objectives articulated in a strategic business plan to drive their short and medium term fundraising support, and that these fit with the particular circumstances of Torre Abbey's fundraising strategy.

Some examples of other development Foundations already in operation can be seen on the following websites:
- Royal Albert Memorial Museum – https://rammuseum.org.uk/support-us/become-a-patron/ramm-development-trust/

- Manchester Galleries – https://manchesterartgallery.org/support-us/
- The Box - https://www.theboxplymouth.com/support-us
- Bristol Museums - https://www.bristolmuseums.org.uk/support/

Proposed Fundraising Structure

Torre Abbey will remain a wholly council owned and controlled asset. The staff will continue to be employed by Torbay Council and will follow all relevant Torbay Council processes and policies. **There is no proposed change in governance or operating model.**

It is proposed that Torre Abbey adopts the below arrangement for its fundraising activities:
- Torre Abbey: lead on non-charitable status required grant applications such as to National Lottery Heritage Fund and Arts Council England.
- Development Foundation: target corporate sponsorship, apply for charitable status grant applications (in consultation with Torre Abbey), and manage onsite donations, small scale fund raising and gift aid. Manage high value individual donations and legacies. 1196 membership payments will be received via the development Foundation to enable gift aid.
- FOTA: A consultation will be undertaken with FOTA to discuss how they wish to support Torre Abbey in the future alongside the Development Foundation.

Torre Abbey would have a Memorandum of Understanding with the Development Foundation, although not a legally binding agreement it will clearly outline the way the two organisations will work together which will safeguard an effective professional relationship as staff and trustee's change over time. It will also ensure we are striving towards common goals and ensure that Torbay Council doesn't loose any control over the direction of travel of the Development Foundation. A draft of what this could look like can be seen in

Appendix 2 – Example Memorandum of Understanding. This would be checked and agreed by all of the relevant officers including legal prior to being issued and signed.

How can a Development Foundation support Torre Abbey?

It is really important that the Development Foundation identifies its unique fundraising appeal. The Development Foundation would need to articulate why donors should give to Torre Abbey, rather than the another museum, library or any other charitable cause.

As an example specific related projects that Development Foundations at other museums have successfully fundraised for include:
- Conservation programmes or equipment
- Cataloguing of collections
- Enhancement of display or exhibition areas
- Support exhibitions and programmes
- Community programmes
- Volunteering programmes
- Capital works

Identifying tangible outcomes is attractive to potential donors, and allows the Development Foundation and Torre Abbey to build a strong relationship with them by providing progress updates, invitations to key events, inclusion in press releases and media coverage, and naming rights – such as on rooms in new buildings, or plaques in entrance halls.

Capital developments are especially powerful ways of engaging donors, due to their prominence, permanence and level of media interest.

The initial ask for fundraising from the Development Foundation is likely to be focused on the following,
- Essential capital repair and building works
- Backlog of conservation projects
- Match funding for various packages of work required
- Swan gate restoration
- Garden related projects

For more detail on funding requirements please refer to the Torre Abbey's Fundraising Strategy and Full Package Proposal.

Charitable and Tax Status

An essential characteristic of a Development Foundation will be that it has charitable status. Setting up and running a Development Foundation as a charity does entail additional work, however it brings some advantages:

- It will be eligible to apply for funding from sources restricted to charitable bodies
- It can apply to HMRC for tax relief even if it earns under £5000 (and receive an HMRC charity number).
- Income is exempt from Income Tax and Corporation Tax provided that the money is used for charitable purposes only.
- It can reclaim tax on the 'gross' equivalent of donations through Gift Aid. This currently means that for every £1 donated, charities can claim an extra 25 pence
- Charitable status provides assurance to donors that the Development Foundation is properly managed and regulated.

Key Considerations

Charity Commission framework options:

It is proposed the Development Foundation would be set up as a **foundation CIO without wider membership**. For this Torre Abbey must:

- Have a constitution as the governing document – use the Charity Commission's model foundation CIO constitution (or stay very close to it)
- Register the CIO with the Charity commission for it to legally come into existence
- Keep a register of its trustees (who are also the members)
- Send its accounts and annual return to the commission each year, regardless of its income

More information on charity structures can be seen at www.gov.uk/set-up-a-charity

Long term sustainability

Evidence from existing Development Foundations shows that they are most commonly set up as part of a major capital campaign, when a service is seeking funding for a new building or major refurbishment. This has advantages in creating a focus and momentum for fundraising and there are many potential opportunities for combining publicity around the construction and opening of the building with asking for funding support. However, this does mean that once a new building has successfully opened there is the risk of mission drift. It is important at this point for a Development Foundation to refocus and identify new targets.

We are looking to set this Development Foundation now so that it can support the match funding element the multiple packages of works which previously were encompassed by New Beginnings – Torre Abbey's next 800 years. Currently all the match funding is being underwritten by Torbay Council. It will then be able to continue supporting Torre Abbey into its post project future.

Relationship between Torre Abbey and Development Foundation

It is critical that the Development Foundation has an effective working relationship with Torre Abbey, so that the Development Foundation supports Torre Abbey's work from the outset and in the future.

Torre Abbey would have a Memorandum of Understanding with the Development Foundation, although not a legally binding agreement it will clearly outline the way the two organisations will work together which will safeguard an effective professional relationship as staff and trustee's change over time. It will also ensure we are striving towards common goals and ensure that Torbay Council doesn't loose any control over the direction of travel of the Development Foundation. A draft of what this could look like can be seen in

Appendix 2 – Example Memorandum of Understanding. This would be checked and agreed by all of the relevant officers including legal prior to being issued and signed.

The Development Foundation trustees need to have a good understanding of Torre Abbey's *Spirit of Place* and business plan along with how it operates and its goals in order to be able to communicate this to potential donors. Whilst trustees will understandably have views on fundraising priorities they must not be allowed to drive the direction of travel of the service as a whole, or to impinge on fundraising activities that have been assigned to other bodies. Conversely, the staff of Torre Abbey and Torbay Council need to understand how the Development Foundation operates, its purpose and objectives. They need to be willing to provide information to trustees to support their fundraising work and to bring to them projects or activities with fundraising potential and a clear sense of prioritisation.

Torre Abbey staff will be required to write reports on the progress of projects, not only for the trustees' information, relevant council officer and to fulfil obligations to funders.

Staff Support

It is proposed the Development Foundation does not have its own paid staff and the administration, preparation of accounts and fundraising activities are undertaken by staff from Torre Abbey or Torbay Council and are either underwritten by Torbay Council or recharged to the Foundation. This could change in the future if the Development Foundation progresses to a level where it is able to fund its own posts such as has happened with RAMM Development Trust. Where a post is supporting both Torre Abbey and the Development Trust, the relationship will need to be clearly defined and the proportion of time given to the Development Foundation's activities should be agreed from the outset.

The success of a charity is based in its ability to attract funding so to give the Development Foundation the best possible start and chance for success the external consultants have advised that a new post of a Torre Abbey Fundraiser is created. This post would support funding applications made by both Torre Abbey and the Development Foundation. At The Box (Plymouth) it has been successfully trialled that Plymouth City Council paid the full cost of a similar post for the first year, this will then be recharged on an increasing percentage scale up to 75% of the costs to be paid by their charity over a period of 5 years. Any fundraiser post would need to ensure they attract enough income to ensure it is self-funding within 2 years and then remain self-funding.

Trustee's

Generally the Development Foundations currently supporting heritage services have between 4 and 8 trustees (including the Chair). In some instances these trustees have been appointed as local council representatives, but in general they have been brought onto the board in an individual capacity. It is generally accepted that a smaller number of active board members is better for this type of Foundation than a larger representative committee that might become unwieldy and unfocused. However, this does mean that it is even more important to identify suitable trustees with sufficient capacity to drive the work of the trust forward and deliver practical outcomes.

It is strongly encouraged that the constitution incorporates the concept of fixed terms of office. This allows trustees the opportunity to focus their energies for a fixed time period and also makes it easier to remove from the board members who are not taking an active role.

Trustees meetings

Trustees are likely to be time-poor and so good preparation in advance of trustee meetings can bear fruit in maximising their effectiveness. Meetings should be held regularly and are a good opportunity to encourage trustees to share their own updates. Meetings should be regular enough to maintain a momentum to fundraising activity and may need to be more frequent during particular periods such as during a major capital campaign. Board meetings should not be the only occasion when trustees engage with their responsibilities.

Trustee roles and responsibility

The role of the trustees may vary, depending on the nature of the Development Foundation. It is critical to make sure that Trustees understand what is expected of them and that they are selected on the basis of their ability to support this activity.

Appendix 3 – Example Trustee's Job Description will support expectations. More information can also be seen in

Appendix 4 – Choosing Trustee's.

The roles for trustees always include the responsibility for governance and legal compliance, and may also include:
- Strategic oversight and expert advice on fundraising and finances
- Acting as influential role models
- Tapping their existing networks of contacts
- Active role as fundraisers: making the "ask" of individual and corporate donors and writing funding bids
- Hosting events and acting as figureheads

Trustees of any charity have overall responsibility for its governance and legal compliance. In some Development Trusts, the trustees focus solely on these responsibilities, whilst the Museum staff undertake the fundraising activity itself. In these circumstances trustees with a financial or legal background, and/or experience on other boards are likely to be of benefit to the Foundation. However in most Development Foundations, trustees will have a more pro-active role in fundraising and therefore need for a wider range of skills and more available time.

Implementation
Start-up Funding
There will be some costs and resources associated with setting up the Development Foundation. This will be staff time from Torre Abbey Manager and Senior Project Officer and some time from Service Manager Culture and Events and the Torre Abbey Project Board.

A funding application could be made to South West Museum Trust and NLHF for a start-up grant, if unsuccessful this would need to be underwritten by Torbay Council or the Development Foundation not set up. This will be approximately £5,150

Funding would be needed for:

		Notes
Recruitment of trustees	£1,500	Quote from Trustee recruitment expert of £500 per trustee with a high success rate.
Opening a bank account	£150	
Website setup and first year of hosting	£1,000	
Brand design	£1,500	
Limited print materials	£500	
Purchase of donation boxes	£500	

In kind support would be required for:
- Page on Torre Abbey website
- Staff time for initial set up. This is anticipated to be 10 days work for 1 person (or less if split amongst the team)
- Staff time for ongoing representative on the board. This is anticipated to be 12 days in the first year

Ongoing Costs

The Development Foundation will have ongoing costs which include but are not to trustee expenses, future and ongoing recruitment, IT equipment, print, accountancy/bookkeeping fees etc. These will be self-funded by the Development Foundation through a small proportion of their successful grant applications and fundraising activities.

Action Plan

The process to set up a new charity is relatively easy. Action PlanAppendix 5 – Action Plan details the headline activities and timeline to implement.

Appendix 1 – List of potential funders

Fund Name	Summary	Development Foundation or Torbay Council	Web Link
Finnis-Scott Foundation	Fund Horticulture, fine art and Art History	Development Foundation	www.finnis-scott-foundation.org.uk/apply-for-a-grant/
MEND	Capital for historic buildings	Torbay Council	www.artscouncil.org.uk/funding/museum-estate-and-development-fund-mend#section-1
Pilgrim Trust	Fund aims to preserve the fabric of historically important buildings and to conserve significant collections and artefacts.	Either	www.thepilgrimtrust.org.uk/grants
Wolfson Foundation	Projects to improve the display and interpretation of nationally significant collections for the public. Grants are generally awarded towards refurbishing or creating new galleries and, occasionally, education and learning spaces.	Torbay Council	http://www.wolfson.org.uk/funding/funding-for-places/funding-for-museums-galleries/
Wolfson Foundation	Grants are awarded towards conservation and restoration work, interpretation, and education spaces.	Torbay Council	https://www.wolfson.org.uk/funding/funding-for-places/funding-for-historic-buildings-landscapes/
Post Code Lottery - Local Trust	They support: Enabling community participation in the arts Improving biodiversity & green spaces Responding to the climate emergency & promoting sustainability Increasing community access to outdoor space	Development Foundation	https://www.postcodelocaltrust.org.uk/media/2215/2_local_fundingguide_2020.pdf
Stanley Smith Horticultural Trust	to promote horticulture; to promote the conservation of the physical and natural environment by promoting biological diversity to promote the creation, development, preservation and maintenance of gardens (preference will normally, but not exclusively, be given to gardens accessible to the public	either	https://www.horticulture.org.uk/careers/bursaries-and-grants/
Devon Garden Trust	Projects which relate to the conservation and further understanding of the designed landscapes of Devon	not specific	https://www.devongardenstrust.org.uk/conservation-grants
Safety of women at night fund	The Safety of Women at Night Fund will fund initiatives focused on preventing violence against women and girls in public spaces at night, including: in the night-time economy (economic activity taking place in the evening and night time) in venues on related routes home	Torbay Council	https://www.gov.uk/government/publications/safety-of-women-at-night-fund-application-process

Schroder Family Trust	Core and project costs to charities registered in the UK for work under the following categories: Arts, Culture and Heritage Education, Training and Employment Environment and Conservation Health and Wellbeing Strengthening Communities	Development Foundation	https://schrodercharitytrust.org/homepage
Cruach Trust	Grants for gardens, wildlife and the natural environment. Grants for music, the arts and cultural charities	Development Foundation	https://www.wssociety.co.uk/charities/cruach-trust/
Garfield Weston Foundation	The Foundation continues to support organisations that conserve and interpret our nation's heritage for future generations, ensuring it is accessible and available to all. Also sustainable land use & fishing, renewable energy, recycling schemes, biodiversity, species preservation, marine life, education, climate change science and conservation	not specific	https://garfieldweston.org/what-we-support/museums-heritage/
National Heritage memorial Fund	Launched in June 2021, this funding stream offers project grants to support any heritage asset which is: of outstanding importance to the national heritage at risk due to the impact of coronavirus (COVID-19)	Torbay Council	https://www.nhmf.org.uk/funding/covid-19-response-fund
Art Fund	provides funding for museums and galleries to borrow works from national collections, encouraging the sharing of works more widely across the UK.	Either	https://www.artfund.org/supporting-museums/programmes/weston-loan-programme
The Lady Neville Charity	Eligible Arts and Heritage projects can include; local heritage projects which help local groups to conserve and restore their landmarks, landscape, traditions and culture; Performing and Visual Arts organisations involved in performances, art, music, and drama activities. These can be considered across the UK.	Development Foundation	https://www.skinners.org.uk/neville/
Repair Grants for Heritage at Risk, Historic England	We give grants towards the repair and conservation of listed buildings, scheduled monuments and registered parks and gardens. This includes project development actions which enable repair or improved future management.	Torbay Council	https://historicengland.org.uk/services-skills/grants/our-grant-schemes/repair-grants/
RIBBA	Competition for designs from young architects	Development Foundation	

Memorandum of Understanding
<SUB HEADING>, <YEAR>

INSTRUCTIONS: Complete the following tables with details of the organisations that will be signing the MoU. If there are more than two parties then copy and paste the tables and label each party consecutively (Party A, B, C, D etc).

This MoU is an agreement made between the following parties:

Party A

Organisation Name	<Insert>
Address	<Insert>
Telephone	<Insert>

Party B

Organisation Name	<Insert>
Address	<Insert>
Telephone	<Insert>

SUBJECT

INSTRUCTIONS: Insert 3-4 bullet points describing what the MoU is about, how long it will last, and why it has been created.

1.1. <Insert bullet point>

1.2. <Insert bullet point>

1.3. <Insert bullet point>

1.4. <Insert bullet point>

COMMITMENTS

INSTRUCTIONS: List the specific commitments that have been made by each party. Describe what they have committed to do, and by when.

Party A commits to:

1.5. <Insert specific commitments>

1.6. <Insert specific commitments>

1.7. <Insert specific commitments>

Party B commits to:

1.8. <Insert specific commitments>

1.9. <Insert specific commitments>

1.10. <Insert specific commitments>

POLICIES

1.11.   <Insert bullet point>
1.12.   <Insert bullet point>
1.13.   <Insert bullet point>
1.14.   <Insert bullet point>

AMMENDMENTS

1.15.   <Insert bullet point>
1.16.   <Insert bullet point>
1.17.   <Insert bullet point>
1.18.   <Insert bullet point>

BREACHES

1.19.   <Insert bullet point>
1.20.   <Insert bullet point>
1.21.   <Insert bullet point>
1.22.   <Insert bullet point>

The parties affirm to know, understand and agree to all articles of this MoU as negotiated together.

PARTY A REPRESENTATIVE   PARTY B REPRESENTATIVE

Signature: _____Signature: _____
Name: _____Name: _____
Position: _____Position: _____
Date: _____   Date: _____

Appendix 3 – Example Trustee's Job Description

This example has been provided to demonstrate the types of information that might be included in a pack to support the recruitment and induction of trustees.

It has kindly been provided by Tyne & Wear Archives & Museums Development Trust

Role Description
The statutory duties of a trustee are:
- To ensure that the Trust complies with its governing document, charity law, company law and any other relevant legislation or regulations.
- To ensure that the Trust pursues its objects as defined by the governing document.
- To ensure the Trust uses its resources exclusively in pursuance of its objectives.
- To contribute actively to the role of the board of trustees in securing the resources TWAM needs to fulfil its long term aims and objectives.
- To safeguard the good name and reputation of the Trust.
- To ensure the efficient and effective administration of the Trust.
- To ensure the financial stability of the Trust.
- To protect and manage the property of the Trust and to ensure proper investment of the Trust's funds.
- To ensure that any fundraising activity carried out by, or on behalf of, the Trust is properly undertaken, and that all funds collected are properly accounted for.

In addition to the above statutory duties, each trustee should use any specific skills, knowledge or experience to help the board of trustees make sound decisions and in particular take a pro-active interest in fundraising. For example:
- Understand the key principles of fundraising.
- Suggest new sources of income and 'open doors'.
- Be willing to share personal and business contacts and help raise funds from those contacts.
- Communicate the real practical value of every donation made to the Trust.
- Be the voice of the donor in the organisation.

TWAM will provide the board of trustees with the information, training and continuous support necessary for effective fundraising.

Time Commitment and Terms
- Four formal trustee meetings annually.
- A commitment of time to other meetings as required and the maintenance of regular dialogue with key TWAM staff and potential donors.
- The term of office is for 4 years, with the exception of the founding trustees where half of their number shall be appointed for an initial 2 year term, and on stepping down after that initial 4 or 2 year term will be eligible for reappointment for a further 4 years.
- This is a voluntary role but reasonable expenses incurred in the course of duties will be reimbursed.

Person Specification
A trustee will need to demonstrate:
- Strong personal commitment to the mission of TWAM and the aims of the Trust.
- High level of personal credibility and leadership.
- Skills, knowledge and experience that would positively benefit the Trust.

- Links to relevant networks e.g. business, professional and social, especially the High Net Worth community.
- Time and energy to devote to the Trust.

And will have:

- Commitment to public sector delivery of cultural services.
- A pragmatic approach to decision making with the flexibility to react effectively to changing circumstances.
- Excellent communication skills, and to be able to represent the Trust effectively in the public arena.

Appendix 4 – Choosing Trustee's

When considering how to match individuals to the roles of trustee or Chair, Torre Abbey will need to consider the qualities, behaviours and skills of potential board members or trustees, alongside any relevant experience. They must be able to support Torre Abbey in accessing networks and informal contacts which might lead to additional financial support, via the Foundation. In order to find trustees who will support the fundraising work of the Development Foundation, Torre Abbey will need to look for individuals comfortable in the role of a fundraiser and ideally with the characteristics that would identify them as a good prospective donor. These characteristics commonly used in fundraising from individuals are crystallised by Steele and Elder (2000) into the mnemonic MAGIC. This stands for:

- M.   Means (do they have the financial and time means to be a trustee?)
- A.   Age (this can be relevant to their means, contacts and ability to commit time-wise)
- G.   Giver (Is this person a giver?)
- I.   Involved (are they involved with Torre Abbey?)
- C.   Contacts (do they have the right contacts?)

There will need to be written role descriptions for both trustees and the Chair that outline expectations.

Recruitment

The Board as a whole should be encouraged to think of how it works as a team and how it can improve this sense of collective identity and collaboration.

It can be tempting to encourage very high profile individuals to become trustees. There are definite benefits of identifying people whose celebrity might help with publicising the work of Torre Abbey, however it is important to consider the practicalities of including such individuals in a board that is primarily responsible fundraising. Do they have the time to focus on the work of the Foundation and sufficient interest in Torre Abbey to prioritise this activity? It may be that they would be better placed to take on a Patron role for the organisation.

When recruiting to the Board a decision will need to be made about whether to target potential trustees or adopt an open recruitment process. There are pros and cons to either approach. Targeting will allow for the pre-assessment of potential trustees against MAGIC principles and it may be that existing trustees can recommend potential recruits with whom they already have a good working relationship in other areas. However this can lead to an insular board and/or a preponderance of trustees with similar skills sets and networks. Open recruitment will theoretically provide a wider range of potential trustees but experience within the cultural sector suggests that the best suited individuals do not necessarily put themselves forward for boards and require some level of persuasion to nominate themselves.

An introductory pack that sets out the role of the Foundation and the trustees, the person specification for trustees and the required commitment of trustees would be required. High quality examples are available and would be used to create one for Torre Abbey.

Both in recruiting trustees and in the day to day working of the Foundation, we will need to consider how to address potential conflicts of interest.

It will be important for the Trustee's to have a clear understanding of the needs of Torre Abbey and that they are provided with relevant information about Torre Abbey and its collections to support their fundraising.

Training and development

Trustees should be encouraged to consider how training and support might improve their effectiveness. New trustees should have a standard induction process to introduce them to the Development Foundation's policies and procedures, to the work of Torre Abbey and to any specific areas assigned in their role as trustee.

It can be a useful exercise to conduct a skills audit with existing trustees as this can help them to see how their individual skills are relevant to the role of trustee or chair and to identify skills gaps that can be addressed, either through additional recruitment to the board or through training for board members.

Appendix 5 – Action Plan

Action	Responsible Person	Timescale (completed by)
Permission to go ahead from Cabinet	Cabinet	27/10/2021
Draft Charity Objectives	LH/VSW	26/11/2021
Draft Memorandum and Understanding	LH/VSW	26/11/2021
Undertake trustee recruitment	LH/VSW	28/01/2022
Appoint trustee's	LH/VSW	25/02/2022
First formal meeting	Trustee's	11/03/2022
Agree Memorandum of Understanding	Trustee's	11/03/2022
Agree Charity Objectives	Trustee's	11/03/2022
Complete application form for Charity Commission	Trustee's	01/04/2022
Charity Commission Agreed and charity formally set up	Trustee's	27/05/2022
Set up bank account	Trustee's	03/06/2022
Launch Development Foundation	Trustee's	30/06/2022