



Chair of Trustees Information Pack

JANUARY 2024



A new Chair of Trustees

The next few years will be an exciting and intense period of growth and development for the London Museum of Water and Steam. We're looking for a new Chair of Trustees who can make sure we capitalise on every new opportunity. We have a recently appointed Director and an exciting, ambitious, innovative new vision to realise. We're developing stronger systems and infrastructure but want to hold onto that indefinable culture and essence that makes us so special. We want to build on the success of recent projects such as the NLHF Steaming into Sustainability grant and the Thriving Communities project, that sees us opening up our workshops for broader community impact. Funding and financial sustainability are at the top of our agenda and our current fundraising campaign is designed to help us bridge the gap to a sustainable position. Our longer term aim is a balanced mixed economy that maximises income and impact.

We're looking for someone who can embrace all of this and more, and who will materially enhance our profile and reputation as an industrial heritage landmark. You will be a forward thinking, visionary leader with a strong track record of governing organisations through change. We are looking for someone who will bring effective governance experience, strategic thinking and a good understanding of issues affecting the museum sector and the Trust. We need someone who's able to do both the detail and the big picture; who can generate and sustain great partnerships of purpose; and who has a deep personal understanding of communities like ours. Senior experience of cultural heritage administration, whether executive or non-executive, would be a distinct advantage. In return, you'll be invigorated by our energy and desire to shape a small museum with big ambition, and your own optimism and generosity of spirit will find a warm home in our talented, enthusiastic team.

We look forward to hearing from you.

Hannah Harte

Museum Director

Tom O'Leary

Interim Chair

London Museum of Water & Steam

The London Museum of Water & Steam tells the story of London's water supply, the site, its people and the amazing pumping engines that helped to make London the city it is today.

Today the Museum is at the heart of its community, working in partnership with community groups and welcoming many local residents.

The Museum is governed by The Kew Bridge Engines Trust and Water Supply Museum Limited (the Trust) represented by a board of trustees (the board). The Trust is a charity and we operate as a company limited by guarantee. Our governing document outlines in full the details of how the Trust and its board operate, and the provisions for how we work with the Trust's members. The board can comprise up to 10 trustees, including a designated Chair, Vice-Chair and Treasurer and Company Secretary. Trustees are appointed initially for a four-year term, with the possibility of a second term, subject to member approval in our annual general meeting.

Our charitable objects are:

(1) To operate and maintain the London Museum of Water & Steam, in order to advance education of the public in understanding and appreciating the social, economic and technological history of London's water supply, and the role clean water played in making London the city it is today.

(2) To preserve and conserve for the public benefit, the site of the Kew Bridge Waterworks, its historic buildings and its collection of engines and other artefacts associated with the history of London's water supply: and

(3) To educate the public in other subjects of industrial archaeological importance.

Our Vision

Our vision is to harness the potential of our world-class steam engines to celebrate the remarkable story of human ingenuity, innovation, and engineering, inspiring audiences to our cause. We show the determination of a city to ensure access to clean water for millions. This timeless narrative is just as fundamental today as it was then. It will guide us towards a collective commitment to forge a better, sustainable future for generations to come.

Our Values

To enable us to achieve our vision we have a number of values:

- We are **collaborative** with those we work with, creating the future of the Museum together with our communities and stakeholders. We channel our creativity and engineering skill to make us innovative, forward thinking and flexible to challenges.
- We are **inclusive**, everyone is welcome at the Museum. We encourage all to share our spaces, our stories and enjoy being together in a culture of respect.
- We are **fun!** We bring boldness and creativity to our work. We surprise everyone with who we are and what we can achieve, bringing joy and fun into the lives of the people who share our collections, our spaces and our mission.
- We are **ambitious** in our plans for our museum and what we can achieve. We demonstrate this in our passion and commitment to our cause. We care for our collections in ways that keep us relevant, and our stories as accessible as possible.
- We are **entrepreneurial** in our approach. We are experimental and have an eye for opportunity and long-term view – valuing the museum as security provider for our teams, partners and communities.

Our Strategic Aims and Objectives

We have four strategic aims which are key to the business plan for 2023 – 2028:

1. Our USP is steam, and the excitement and adrenalin that's created by our engines running. But our story is so much bigger than that. We will engage a broader audience and bring together the different elements of our site and collections to tell the story of steam and water for everyone. We need to develop the museum to share this better.
2. We must be entrepreneurial and develop a sustainable financial model to drive our work forward.
3. The future of water is unique to our story. Given our past, our voice is relevant and strong in the call to action on the climate and nature crisis.

We have a role to play in the long term, galvanising audiences and working with partners to sustain our planet's water resources.

4. Our community work is in our DNA. We will continue to champion inclusivity and equity, aligning our work with partners and community groups effectively with our vision. We will develop outstanding volunteer and membership programmes, helping all those involved to gain from their participation.

Background



The Museum houses a unique collection of water pumping engines and artefacts, archives and interpretative displays. We are one of the oldest waterworks in the world which still contains its original steam pumping engines. Housed in listed Grade I and II buildings, four of the five remaining original engines have been restored to working order.

From the late 18th century, London led the world in the application of new technology to the supply of potable water to urban areas, greatly contributing to the decline of waterborne diseases and making the development of the modern

city possible. The Kew Bridge Waterworks is the most significant surviving site of this world-changing technological development.

The Museum first opened its doors to the public in 1975. The original objectives of the Kew Bridge Engines Trust - to restore and steam as a public amenity the five historic engines at the Kew Bridge Pumping Station, to add other steam pumping engines and to establish a Museum of London's Water Supply - have now substantially been achieved. The task now is to build a sustainable, dynamic Museum fit for purpose for the twenty-first century. We want to reach further, do more to establish ourselves as leading brand and have more impact as a force for good. It is an exciting time to be part of this endeavour.

As well as offering an engaging and informative experience for a range of visitors, the Museum plays a number of other roles:

- It is an educational resource at many levels from primary school children to museum professionals;
- It is a recognised centre of expertise on the operation of large historic machinery and its sustainable public presentation;
- It accommodates artists/craftsmen and a specialised engineering company on site;
- It is a major venue, hosting everything from art exhibitions and dramatic performances to wedding breakfasts and science shows;
- It is a developing partner and resource for the local community;

The Museum is open to the public Thursday-Sunday each week, and daily during school holidays; school and pre-booked group visits are welcome any time. An annual programme of special events is a significant driver of visitor numbers, and we are always looking for new ways to reach and engage with both existing and new audiences.

We could not run the Museum without our 50+ team of dedicated volunteers, who contribute to all aspects of our operations, including front of house; driving and maintaining engines; running our archive and looking after our buildings and grounds.

Chair Key Responsibilities

Governance

The Chair of Trustees will:

- Provide guidance and support for the Director as well as leadership and experience to the Board of Trustees, enabling them to fulfil their responsibilities for the overall governance and strategic direction of London Museum of Water & Steam.
- Demonstrate drive and ambition — alongside the Director, drive growth, raise awareness and create systems change and positive impact for the Museum.
- Chair and facilitate Board meetings, ensuring a range of views is heard, consensus is reached or an appropriate decision-making process is undertaken.
- Bring impartiality, accountability, transparency and objectivity to decision making.
- Prepare the Museum for the future, with a clear understanding of risks, opportunities and the necessary consequent actions.
- Together with the Director plan the annual cycle and agendas of Board meetings.
- Monitor that decisions taken at meetings are implemented.
- Make decisions on behalf of the Board in matters of urgency between meetings.
- Ensure that the Trust complies with its governing document, charity/company law and any other relevant legislation or regulations.
- Ensure that the Trust pursues its objects as defined by the governing document.
- Ensure the Trust uses its resources exclusively in pursuance of its objectives.
- Protect and manage the property of the Trust.
- 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 and spent according to the charitable objectives.

Performance

The Chair of Trustees will:

- Liaise with the Director to develop the Board of Trustees, carrying out succession planning and recruitment to the Board and ensuring that the Board contains the right mix professional skills, experience and knowledge and a diversity of representation is fostered.

- Facilitate change and address any conflict that may arise within the Board and within the organisation, liaising with the Director as necessary.
- Take lead responsibility on behalf of the Board for the relationship with the Director and holding them to account for the implementation of plans and adherence to policy.
- Lead the process of recruiting, managing and appraising the performance of the Director.
- Work in partnership with the Director to ensure that Board decisions are acted on and that London Museum of Water & Steam is managed in an effective manner.
- Ensure the financial stability of the Trust.
- Be an engaged member of committees, when required, as well as any working groups to which they may be appointed.

Communications

The Chair of Trustees will:

- Liaise with the Director to ensure the board foster good communication and relationships with staff.
- Ensure the Board sets policies for, and fulfils its responsibilities in, appointment, disciplinary and grievance procedures.
- Communicate with external parties to develop strands of funding and resource.

Organisational representation

The Chair of Trustees will:

- Safeguard the good name and reputation of the Trust and to behave in a professional manner, keeping all activities confidential.
- Advocate for the Trust externally and actively seek platforms, partnerships, donors and fundraising opportunities and key support for the work of the London Museum of Water and Steam.

This role will suit someone who brings ...

- Inspiring and energising leadership which sets a cultural tone for the Board, one that includes developing and embedding our values.

- A strong personal commitment to the Trust and its charitable aims.
- High levels of personal credibility and integrity, in line with our Trustee Code of Conduct.
- The ability to work effectively with the Director, knowing when to step in and step back, as well as when to challenge and when to support. Together, they will create an environment in which open debate thrives.
- Skills, knowledge, experience or enthusiasm that will positively benefit the Trust.
- Links to relevant networks, for example: funding, local community, heritage-related, business, professional, governmental.
- Personal humility. Willing to sacrifice personal interest for the Museum's interests and have the grit and determination always to do the right thing by the Museum, even if that means taking a stand.
- Time and energy to devote to the Trust.
- A commitment to the collections, our heritage and our community.
- A pragmatic, flexible approach to decision making.

The Trust is committed to creating an inclusive organisation, where diverse experiences, approaches and views are encouraged and welcomed, and everyone in our community feels they are heard and belong.

Time commitment

- The role requires a minimum commitment of time averaging 2 days a month, which may vary depending on time of year and organisational needs.
- The Board usually meets quarterly, at the Museum during the day.
- The Chair is also expected to serve on at least one of our standing committees, which also meet four times a year.
- Other meetings may be required to support key staff/volunteers and to maintain relationships within the Trust's community.
- The chair may also be expected to represent the Museum at various advocacy and cultivation events and in meetings with key stakeholders. Supporting the fundraising of the organisation is an important task.

Term of office

- Four years with a possible reappointment of a further four years.

How to apply:

Please send a letter of application and CV to chair@waterandsteam.org.uk

If you would like an informal chat with the interim chair prior to applying please request via chair@waterandsteam.org.uk

Interviews are preferred in person. Please let us know of any reasonable adjustments we can make to accommodate you.

Deadline: 23:59, 11th February 2024

Interviews: Week beginning 19th February 2024

Please note:

This is an unpaid role. However pre-agreed expenses can be re-imbursed.