



TRUSTEE RECRUITMENT PACK - 2025

ABOUT THE EXETER CANAL AND QUAY TRUST

www.exeterquay.org / www.exetercustomhouse.co.uk

Charity Number 284163



The Exeter Canal and Quay Trust was established in 1981 with a mission to breathe new life into the historic quayside – a much-loved area formerly managed by Exeter City Council. Since then, the Trust has been responsible for the renovation, development, and leasing of these heritage buildings and spaces.

After the museum closed its doors in 1997, the Trust shifted its focus to restoring and managing the beautiful, listed buildings along the quay, finding suitable tenants, and supporting a wide range of events and activities that bring the area to life. Today, the quayside is a thriving hub for leisure, culture, and community, thanks in large part to the Trust's continued commitment to using the unique setting of the canal basin and waterfront to its fullest potential. As a charity, the Trust has successfully secured support from funders such as Arts Council England and the Heritage Lottery Fund to help realise its vision.

One of the most significant additions to the Trust's portfolio is the Custom House, a stunning Grade I listed building that now sits at the heart of the Quay's cultural activity. Since 2019, Literature Works has been delivering the popular Quay Words programme from the Custom House, celebrating storytelling and creative writing. This has since grown into a wider cultural programme to help animate the building and share the rich history of the Quay with locals and visitors alike. The Trust recently secured a small NLHF grant to research how this activity can feed into a future plan for the Custom House. This report gives us a clear action plan and way forward.

Thanks to this work, the Custom House has evolved into a vibrant Cultural Hub, supported by the Trust and Arts Council funding, with exciting plans for further development already underway.

The Trust also plays a key role in bringing people together with each other, and connecting them with the canal and quay areas with events and activities. . Annual highlights include the lively **Summer at the Quayside** programme and the **Exeter Heritage Harbour Festival**, which celebrates Exeter's newly recognised Heritage Harbour status – something the Trust is proud to promote and build on. The area regularly hosts markets, live performances, and community events along the waterfront and beneath the historic Transit Shed, adding to the Quay's warm and welcoming atmosphere.

GOVERNANCE

Aims and Objectives

Exeter Canal and Quay Trust Ltd. is a Limited Company and registered Charity established in 1981 with the following aims and objectives:-

- The preservation of land, buildings and other features of beauty or historical or architectural interest in or around the Exeter Canal and Quay Basin ("the Area");
- The promotion and encouragement of high standards of architecture, building and town planning and promotion of civic pride in the Area;
- The promotion and support of musical, artistic, educational and other cultural activities in the Area and how these contribute to overall public benefit particularly in terms of health, wellbeing and enjoyment;
- The promotion and support of community participation in any form of healthy recreation, including waterborne sports, in the Area; and
- The education of the public about the historic trade passing through Exeter Canal and Quay and the preservation and conservation of buildings of historic interest connected with that trade, whether or not within the Area.

More information can be found at <https://www.exeterquay.org/about-us/the-trust-trustees/>

Exeter City Council is contracted to run the day to day operations of the Exeter Custom House and also to provide accountancy and administration services. Of the Board of twelve Trustees, eight are City Councillors and four are independent. The Trust uses the services of four self-employed team members: a Project Manager (2 days pw), a Heritage Harbour Development Officer (2 days per month), a Digital Media and Marketing Officer (10 hours pw) and an Administrator (14 hours per month). The Board meets four times a year at the Custom House at 4.30pm. The Sub-Committees (Finance, Custom House, Property and Heritage Harbour) meet as required.

Annual income stands at around £307,000, mostly from rental property and other investments.

Current Board Members

1. Anne Jobson (Chair)- ECC	2. Jonathan Bell – Independent
3. Christina Wyse - Independent	4. Roger Johnson – Independent (retiring December 2025)
5. VACANCY	6. Bob Foale -ECC
7. Gemma Rolstone – ECC	8. Phil Bialyk – ECC
9. Martyn Snow – ECC	10. Tessa Read – ECC
11. Ruth Williams – ECC	12. Laura Wright - ECC

At present, Independent Trustees can serve for three terms of three years.

ROLE DESCRIPTION

Purpose of the Board

The Board is collectively responsible for the strategic direction and control of the Exeter Canal & Quay Trust. Each individual member of the Board must carry out their duties and responsibilities in accordance with the constitution, the law and regulatory requirements.

Responsibilities for all Board Members

- To ensure that the organisation complies with its governing document, charity law, company law and any other relevant legislation or regulations.
- To ensure that the organisation pursues its objects as defined in its governing document.
- To exercise independent judgment and to act only in the interests of the organisation and not on behalf of any constituency or interest group, unless their role specifically defines this.
- To contribute actively to the Board role in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets.
- To approve all policies and procedures.
- To ensure the effective and efficient administration of the organisation.

- To ensure the financial stability of the organisation.
- To be accountable to the membership and funding bodies
- To protect and manage the property of the organisation and to ensure the proper investment of its funds.
- To act in a way that would be more likely to promote the success of the organisation.
- To have an enjoyable and fulfilling personal experience in their role as a trustee.

In addition to the above statutory duties, each Board member should use any specific skills, knowledge or experience they have to help the Board reach sound decisions. This involves:

- o Scrutinising Board papers
- o Leading discussions
- o Focusing on key issues
- o Providing guidance on new initiatives
- o Other issues in which the Board member has special expertise.

PERSON SPECIFICATION – TRUSTEE

QUALITIES	
Education and qualifications	Good standard of literacy and numeracy Competent in Google Drive and online file sharing or willing to learn
Experience	Leadership Managing people Team work Previous experience as a Trustee Working with a management committee structure Chairing meetings Analysing information: financial, statistical, political Decision making Report writing Developing policies and procedures Budgetary and sound financial management

Skills and Knowledge	Organisational governance Communication and public speaking /presentation skills Assertiveness Networking, good local knowledge Understanding of the workings of local government Negotiation Ability to manage change and resistance Influencing and political awareness Team working Decision making Listening
ATTRIBUTES	ESSENTIAL
Personal characteristics	Ability to offer complete confidentiality Integrity A commitment to the organisation and its values & objectives Ability to fulfil the required time commitments Willingness to learn Good, independent judgement Willingness to speak their mind Ability to be flexible Strategic thinker Ability to maintain personal and professional boundaries Non-judgemental Ability to lead in a consultative and empowering manner Ability to self evaluate and reflect on practice An interest in and willingness to engage in Trust activities

Pay - The role of trustee is unremunerated, however reimbursement can be made for reasonable out of pocket expenses.

Time Commitment - It is proposed that there will be an induction meeting to cover the key points of the business plan, the financial forecasts and legal structure and governance.

Board members will need to allow an average of two days per month for meetings and reading papers. Please note that all information will be sent electronically. All Board members will need to have internet access and be IT literate.

APPLICATION PROCESS

Interested candidates are invited to make contact with the ECQT Project Manager, Anna Gilroy (anna@exetercustomhouse.co.uk) for an initial discussion about trusteeship. This will

be followed by a meeting with the Selection Committee at the Custom House, with the opportunity to see their work in the Quay area. An invitation will then be extended to the preferred candidate to attend the next Board meeting as an observer.

Attachments: ECQT Application Form and 2023 Annual Report and Accounts

