



Dartington



Trustee
Recruitment
Pack
2019

A Role as a Trustee of the Dartington Hall Trust

Dartington is an old place, with a new story.

Built in the 14th century as the home of the Duke of Exeter (stepbrother to Richard II), the estate was owned first by the Crown and then by the Champernowne family. In 1925, a wealthy progressive couple, Dorothy and Leonard Elmhirst, bought the estate and began the Dartington Experiment. Over the next 30-40 years, the Elmhirsts set out to explore new ideas and projects with the aim of building a better society.

The estate soon became famous as a multicultural centre, a testbed of innovation and a campus for practical and progressive learning. The Dartington Experiment attracted some of the greatest thinkers, creatives and change makers of the 20th century. The Elmhirsts' work and 'many-sided' philosophy profoundly influenced life in the UK and beyond throughout the 20th century.

Today, we are reinvigorating the work of the Elmhirsts and creating a new Dartington to help tackle the challenges of the 21st century. The key strands of our activity include:

Dartington Learning

Learning is currently undergoing significant transformation as we work to revitalise Schumacher College and launch brand new programmes - including undergraduate courses - as part of the Dartington Learning portfolio. In addition to these formal learning opportunities, the School for Social Entrepreneurs Dartington runs graduate programmes that foster new ecological, social and wellbeing entrepreneurs and enterprises. And our Craft Revolution programme teaches people new skills that support the transition from consumer to maker.

Dartington as Destination

Dartington attracts in excess of 250,000 visitors a year to enjoy our Grade II listed formal gardens and miles of walking trails including our medieval Deer Park. The estate is heavily used by the local community, and guests from further afield stay in our Grade II listed hotel and beautiful campsite. In addition to all of this, there is a shopping village near Dartington village which caters to locals and visitors alike.

Dartington Arts

Many world-famous artists, makers and musicians have lived and worked at Dartington over the years, and the arts continue to be a key element of our offering. We run Dartington Live: a seasonal live arts programme, a year-long cinema programme and a wide array of one-off events. The Dartington International Summer School and Festival, now in its 71st year, is a jewel in the crown of our arts programme. Dartington also provides vital support to community arts organisations and we are in the midst of exciting plans to develop a museum (The Whitney-Elmhirst Centre).

Land & Forests

Dartington is today one of the most agriculturally diverse estates in the country. A range of agro-forestry, biodiversity, land, forestry and water experiments are underway across the estate which attract specialist visitors from around the world. We are developing more tours for the public and building links between the Land Team and the Learning Team, so that we can create more opportunities to communicate this exciting and experimental work more widely.

Enterprise & Place-making

The estate is home to over 160 independent enterprises and a large number of residential tenants. This community is connected and fostered through the Dartington Collaborative Network. The Trust is currently working on a new Estate Framework which will guide an innovative programme of place-making and development. This development includes building new homes and communities and regenerating historic buildings across the estate.

Dartington

Trust Vision and Strategy

The Dartington Hall Trust is an important, complex and fascinating organisation delivering an extremely wide range of activities. One of our challenges is to get clarity of understanding as to how the different elements of our work fit together.

In an increasingly uncertain world, we see a growing need for progressive places that ask important questions and collaborate with others to explore, design and test new models that help our society and planet to flourish. By bringing together a wide range of disciplines (including learning, arts, ecology, enterprise and social justice) as connected, interactive parts of a whole system, we aim to explore a framework for a richer, more fulfilling life and a more just and sustainable society.

Today, our mission is to become a model and test-bed for a just and sustainable society. We want to collaborate with others to incubate real change and explore the tools that we need for our society and planet to flourish.

Our beautiful and inspiring estate is the perfect place for people to gather, to explore and practice new ideas and new paradigms of learning, arts, ecological practice and much more. In addition to these key areas, we will be developing new homes on the estate over the next few years, growing the community of local people who are deeply engaged in the life and vitality of this place.

Trustee Role Description

What you'll be doing

As a Trustee you are responsible for working in cooperation with fellow Trustees and with the Executive to direct the affairs of the Trust, ensuring that it is solvent and well-run and that it delivers on its charitable objectives.

In order to do this you will need to bring your experience and your strategic insights to the organisation, ensuring that the Trust's strategic direction and financial strategy support the organisation's visions, values and core attitudes.

The role of a Trustee at Dartington is challenging and requires a commitment of time and energy, as well as an emotional investment in the organisation. The rewards are many and varied, and will include the opportunity to ensure the ongoing sustainability and viability of this wonderful organisation for future generations by helping us to achieve our strategic and societal ambitions.

Trustees have a responsibility as individuals and collectively to:

1. Ensure Dartington is carrying out its purpose for the public benefit.

They must:

- have a deep understanding of Dartington's purpose
- be able to explain how Dartington's activities further or support our purpose
- agree on a strategy for Dartington which will deliver a challenging programme that reflects our values and is financially sustainable
- develop a range of key performance indicators which enable effective monitoring of strategic implementation and operational efficiency

2. Comply with Dartington's governing document and the law and ensure it is accountable. They must:

- make sure that Dartington complies with its governing document and with charity law and other statutory requirements
- be able to demonstrate that Dartington is well run and effective
- ensure that effective systems and processes are in place which allow for effective accountability
- hold Dartington's Executive Team accountable for the implementation of the Trust's strategy, as well as other delegated powers and authorities.
- appoint and agree the remuneration of the CEO
- approve the arrangements for the executive management structure

3. Act in Dartington's best interests. They must:

- make balanced and well evidenced decisions which benefit the short, medium and the longer term viability of the Trust
- act in an ambassadorial capacity for the organisation with our community and external stakeholders
- act in accordance with the Nolan Principles of public life
- make sure Dartington's assets are only used to support or carry out its purpose and in furtherance of its charitable objectives and comply with any restrictions on spending funds
- balance risk, reputation and commercial expediency when making decisions
- attend and prepare for all meetings

We are looking for someone special with:

- a strong commitment to the values and objectives of Dartington
- an ability to work effectively as a member of an interdisciplinary board whilst contributing an independent perspective and special expertise
- the ability to drive high performance and to effectively guide, support and hold accountable the CEO and the Executive Team
- strong independent judgement and a data-led approach to decision-making
- a passion for maintaining Dartington's reputation as a creative and socially useful charity and an interest in learning, arts, social justice, land and enterprise
- a desire to be an ambassador for Dartington, making the most of your networks to promote and support us
- a commitment to interact with employees, volunteers and stakeholders at all levels
- generosity of spirit, curiosity and openness to progressive ideas and new possibilities
- a willingness to listen, learn and engage in meaningful discussion
- the ability to act in a responsible and respectable manner and with high expectations of others
- robust experience of business and an understanding of the impact and potential of digital and social media
- reasonable technical competence (in the use of basic IT and related communications)

Our commitment to you

The role is not remunerated but reasonable expenses relating to travel and accommodation during Trustee meetings and certain events are paid for by the Trust. Overnight accommodation is provided for all Trustees in the onsite hotel. All meals, drinks and snacks are provided for the duration of meetings. We are also able to contribute to direct childcare costs during Trustee meetings if necessary.

You will be given a thorough induction to the Trust and to the role of Trustee, and we will tailor the programme to your needs and arrange meetings with relevant colleagues, as required.

Your commitment to Dartington

Being a Trustee requires a commitment of time for both formal and informal engagements. Trustees normally serve for up to three terms of three years. During this time you will be required to attend at least four board meetings at Dartington per year and usually two informal strategy sessions per year (which may be at or away from Dartington). Board meetings are usually held in early March, mid-June, mid-September and early December and take place over a single day. The meetings are accompanied by an optional social dinner at least once a year. These meeting dates are fixed at least a year in advance to accommodate busy diaries.

Our Trustees also sit on committees and ad-hoc working groups as required. There are currently four formal Trustee committees: the Audit and Risk-Management Committee, the Nominations Committee, the Property Development Committee and the Funding Committee.

Our current Board of Trustees comprises:

- Tim Jones
- Greg Parston, Chair
- Sylvie Pierce
- Rob Sexton
- Geetie Singh-Watson MBE
- Nigel Topping
- Julia Unwin CBE
- Andrew Ward

Trustees are also encouraged to attend at least two of the Trust's public events each year, and are requested to take on additional advocacy roles relevant to their specific skills or knowledge area. This will be discussed and agreed with the Chair on an individual basis depending on the skills and expertise required. Trustees will also be asked to support and facilitate relationships and networking opportunities with organisations and fundraising contacts.

Trustees are expected to adhere to the Trustees' Charter as detailed below.

The Dartington Hall Trust Trustee Charter

This governance charter serves as a guide for acceptable and productive collective behaviour, for individual meetings and communications and for performance assessment.

As Trustees of The Dartington Hall Trust, we will:

- trust each other
- be courteous in the way we work with each other and with staff
- be clear about our delegated authority – and then let people (both staff and other Trustees) 'get on with it' without undue interference or criticism
- recognise that our roles are advisory, not about accountability; utilise our expertise to help, not to direct
- voice any dissent within the Board meetings, not through post-meeting individual communications
- acknowledge that strategy, once agreed by the Board, is corporate and is to be supported externally to all stakeholders
- be clear when a decision is a decision and when it is not
- promote partnership working with other organisations which share our values

It is the responsibility of the Chair to hold Trustees individually and collectively accountable for adhering to this Charter, and it is the individual Trustee's responsibility to help each other do so. As Trustees, we also expect employees of the Trust to adhere to the principles of this Charter.

How to apply

Expressions of interest can be submitted in any format: through the application form ([click here to download](#) or visit dartington.org/careers if you are reading this in print); by letter and CV; video; or whatever format best represents you and the talents that you can bring to Dartington. However, we do request that pages 1 and 4 of the application form are completed and returned with any expression of interest.

Expressions of interest should be submitted to the Vikki Mathews, Interim Director of People and HR, using the details below. Applications will be considered by the Board's Nominations Committee (chaired by Andrew Ward) and selected applicants will be invited for an interview by the Committee and to meet the Chair of Trustees and Chief Executive.

Please send your application to:

vikki.matthews@dartington.org

Vikki Mathews
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For further information or an informal discussion please get in touch via the contact details above.

www.dartington.org

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