

# EMPATHY MUSEUM IS LOOKING FOR A NEW CHAIR AND TWO NEW TRUSTEES TO JOIN OUR BOARD



'From Where I'm Standing', Peckham. Photo: Ed Errington

Our board helps to guide Empathy Museum and makes sure that we are the best organisation we can be.

In this document, we talk about who Empathy Museum is and what we do, what the roles involve, how you can apply and when different parts of the process will happen.

There are some personal qualities that we think that will help the organisation at this time, but you don't need to have been on a board before to apply.

If you have any questions or would like an informal chat about any of this, please feel free to drop us a note at [hello@empathymuseum.com](mailto:hello@empathymuseum.com) and we'll be happy to arrange a time to talk.

And if you know of anyone you think might also be interested, do forward this on to them and ask them to get in touch.

Please read on to find out more.

**Empathy  
Museum**

**“THE BIGGEST DEFICIT THAT WE HAVE IN OUR SOCIETY AND IN THE WORLD RIGHT NOW IS AN EMPATHY DEFICIT. WE ARE IN GREAT NEED OF PEOPLE BEING ABLE TO STAND IN SOMEBODY ELSE’S SHOES AND SEE THE WORLD THROUGH THEIR EYES”**

– Barack Obama



‘A Mile in My Shoes’, LIFT Festival. Photo: Cat Lee

## **ABOUT EMPATHY MUSEUM**

Empathy Museum makes high quality participatory artworks that foster a sense of empathy through the use of storytelling and conversation, with an ambition to heal division and promote understanding. We think this is especially important in the current polarised climate, with divisive populism and racism on the rise, alongside an increase in isolation and loneliness.

The artworks we make are modelled on different aspects of the high street (shoe shop, book shop, estate agents). They happen in public places, are free to access, tour nationally and internationally and are created in collaboration with participants, artists and cultural partners.

We have a strong online presence through our podcast series and digital gallery. We are a company limited by guarantee. We’re also a charity (number 1172596). The core organisation is run day-to-day by a team of three, working part-time.

# CHAIR

Empathy Museum's Chair leads the Board of Trustees and provides direction and structure to the group. The Chair also works in active collaboration with Clare Patey, Empathy Museum's Director, and with the Company Producer to make sure the strategic development of the organisation happens in line with our core vision, mission and values. The Chair's responsibilities include:

## The sustainability and long-term future of the organisation

- ◉ Advocating for Empathy Museum and maximising opportunities for funding and the creative development of the organisation, making the most of existing professional networks and building on them
- ◉ Ensuring:
  - decisions made by the Board advance the purpose and values of the organisation
  - the organisation meets all current and future regulatory and legal requirements
  - major risks to which the organisation is exposed are reviewed regularly and systems are established to mitigate these risks – while safeguarding the organisation's creative freedom
  - the organisation's financial dealings are systematically and clearly planned and accounted for, audited and are publicly available
  - internal controls and systems are audited and reviewed regularly

## Governance standards

- ◉ Overseeing the Board's legal duty to the organisation in line with the powers and restrictions of its governing documents
- ◉ Identifying key governance issues and steer the Board in scrutinising governance decisions
- ◉ Ensuring:
  - the charity has a governance structure that is appropriate to its size and purpose
  - the Board has on it the skills it requires to govern the charity well and these skills are utilised



'A Mile in My Shoes', São Paulo. Photo: Filipa Porto

**“A BEAUTIFUL AND POWERFUL IDEA AND A VERY CREATIVE WAY TO STEP OUT FROM OUR OWN INNER SELF AND FEEL INTO OTHERS' LIVES.”**

– Visitor to Empathy Museum

## Board meetings

- ⊙ Chairing the four annual board meetings and the AGM efficiently and effectively, with energy and focus
- ⊙ Working to achieve well-founded decision-making in the best long-term interests of the charity, through consensus and collective ownership of decisions
- ⊙ Fostering an environment in which a high-performing Board can flourish, nurturing productive relationships with and among trustees
- ⊙ Encouraging all Trustees to participate and to feel enabled to challenge the Chair and the Director constructively
- ⊙ Ensuring that decisions taken at board meetings are implemented

## Supporting the Director

- ⊙ Actively supporting and collaborating with the Director in the leadership of the organisation
- ⊙ Maintaining ongoing dialogue with the Director and Company Director
- ⊙ Being a critical friend as appropriate
- ⊙ Ensuring the Director has the opportunity for professional development
- ⊙ Supporting and nurturing high-quality relationships with the team that delivers the organisation's work

In order to make the most of the role, there are some skills and qualities that it's important for Empathy Museum's Chair to have:

- ⊙ A thorough experience and understanding of the UK's cultural sector, its structures and key influential figures
- ⊙ An understanding of international arts touring
- ⊙ Experience of doing things in public spaces
- ⊙ A natural connection with Empathy Museum's vision, mission and values
- ⊙ A sense of humour
- ⊙ The ability to understand and embrace the strategic scope of the organisation
- ⊙ A desire to empower people
- ⊙ Organisation and focus with the ability to balance confidence with reflection
- ⊙ An ability to collaborate

The Board meets four times a year and the Chair needs to be available for these meetings and the lead up to them. The Chair will also need to be available to work with the Director and Company Producer between these meetings.



'A Mile in My Shoes', Sydney International Festival. Photo: Tobias Titz

# TRUSTEES

Trustees at Empathy Museum have a shared responsibility for governing the organisation effectively. Being a Trustee is about helping to make sure the charity is managed and run responsibly both in line with its legal obligations and in step with the vision, mission and values set out in the strategic plan.

These are hugely valued positions, and all Trustees play a crucial part in the success and development of the creative and operational life of the charity. This includes:

- ⦿ Preparing for, attending and making active contributions to Board meetings throughout the year
- ⦿ Drawing on personal expertise and working collaboratively in order to make good decisions that are in the best long-term interests of the charity
- ⦿ Making use of existing networks and building on them in order to support the development of the organisation
- ⦿ Giving feedback on the Empathy Museum's financial plans and strategic objectives
- ⦿ Reviewing risks to the organisation and the contingencies designed to mitigate these risks, while also safeguarding the organisation's creative freedom
- ⦿ Contributing to reviews of systems, policies and procedures designed to allow the organisation to work as well as possible and embrace best practice
- ⦿ Embodying and promoting principles of inclusion and non-discrimination
- ⦿ Supporting and nurturing high-quality relationships with the wider team that delivers the organisation's work

Being a Trustee brings with it some legal responsibilities. This means you will need to do your best to:

- ⦿ Make sure the organisation is carrying out its activities for the public benefit
- ⦿ Act in the organisation's best interests. This includes:
  - Making balanced and adequately informed decisions, thinking about the long term as well as the short term
  - Avoiding putting yourself in a position where a Trustee's duty to the organisation conflicts with that person's own interests or loyalties
- ⦿ Manage the organisation's resources responsibly. This includes:
  - Making sure that the organisations assets are only used to carry out its mission
  - Avoiding exposing the organisation to undue risk
  - Not over-committing the organisation
- ⦿ Act with reasonable care and skill. This involves
  - Making use of skills and experience and taking advice when necessary
  - Giving enough time, thought and energy to the role
- ⦿ Ensure Empathy Museum is accountable, to the organisation's own aims and objectives and to the law





'A Mile in My Shoes', Help Refugees, Carnaby St. Photo: Reshma Vora

## PERSONAL QUALITIES

We know that Boards work best when there are a wide range of complementary skills and experience represented. We are keen to talk to people who bring expertise that is currently missing on the Board. We're not expecting anyone who applies will have experience of all of these things – instead, we're hoping that the collective skills of the new Trustees will strengthen us across these areas.

### Digital

Empathy Museum uses online platforms to exhibit projects and we also use digital technology to help people engage with projects in person. Our knowledge of these is limited and a skilled outside eye will be hugely beneficial. A new trustee might bring:

- ⦿ Knowledge of digital tools and techniques that aren't prevalent in the arts
- ⦿ Connections to digital collaborators
- ⦿ Guidance on how we use and improve our website
- ⦿ A sounding board for use of digital tools in projects

### Legal

We sometimes encounter legal questions to which we are unsure of an exact answer, and there is nobody currently involved with the organisation with any formal legal training. A new trustee might bring:

- ⦿ Help / direction with ad hoc legal issues
- ⦿ Assistance with correct drafting of new contract clauses
- ⦿ Board oversight of general legal good practice

### Local

We are working increasingly in and around our base in Brixton in South London, and it feels important that people who engage with what we do here have a place on the Board.

### Health

We work regularly with partners from the health sector, and a Trustee with working experience of this sector would help us better navigate and make the most of these opportunities.

You don't need to have been a Trustee before to join Empathy Museum's board. However, we do want new Trustees to have:

- ⦿ A natural connection with Empathy Museum's vision, mission and values
- ⦿ An instinctive desire for collaboration
- ⦿ A sense of humour
- ⦿ The ability to understand and embrace the strategic scope of the organisation
- ⦿ Confidence and the capacity for self-reflection

**“THE SIMPLEST AND MOST PERFECT OF ONE-TO-ONE DRAMATIC PERFORMANCES”**

– Keith Bruce, The Herald

## REPRESENTATION AND INCLUSION

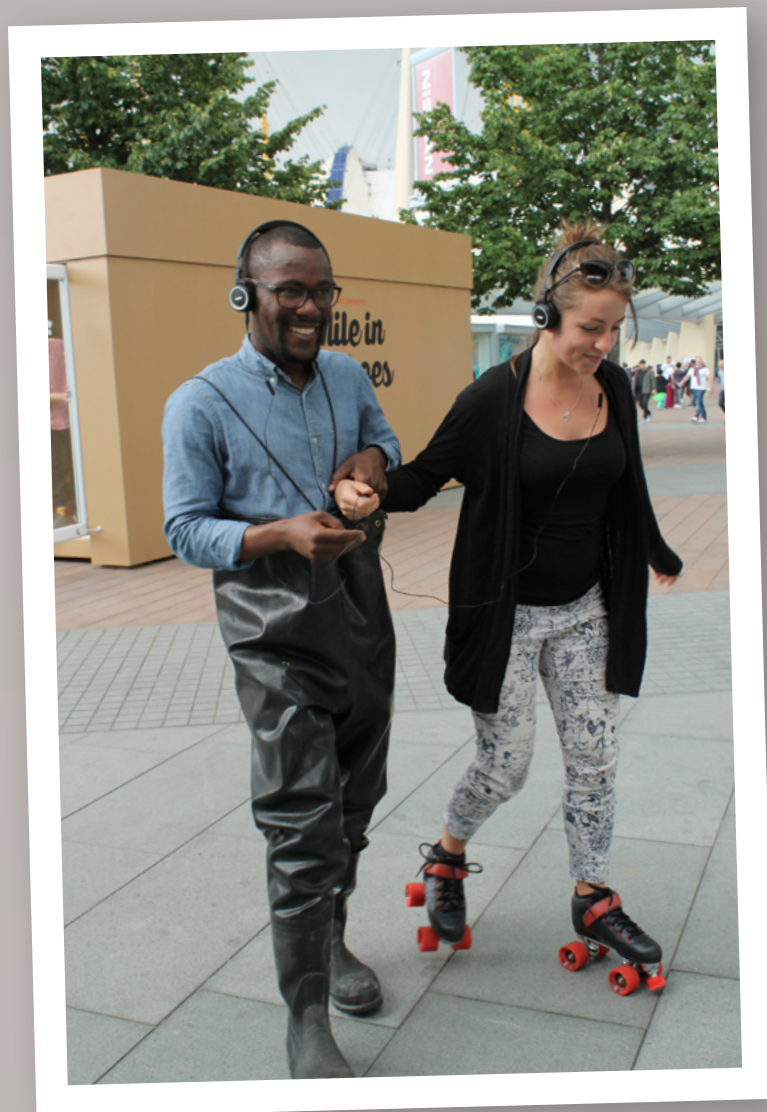
We're interested in hearing from anyone who thinks they might have some of the qualities we talk about above, wants to make a positive contribution to Empathy Museum and has the time and energy to share with us.

Alongside this, it's important to us to broaden the scope of representation within the Board. Trustees are currently a 50/50 mix of male and female, but the group is all white. This isn't representative of the UK today or the individuals who contribute their stories or the creative freelancers we collaborate with.

We would very much like to hear from people who bring life experiences that are not currently represented on the board. Alongside people who have more ethnically diverse backgrounds, this might also include people with lived experience of disability, geographic displacement, different socio-economic backgrounds, younger people and older people, those with neurodiverse characteristics, and individuals who hold any protected characteristics not mentioned here.



'1001 Books', LIFT Festival. Photo: Cat Lee



'A Mile in My Shoes', LIFT Festival. Photo: Cat Lee

# “A MILE IN MY SHOES WAS MY HIGHLIGHT OF THE FESTIVAL...”

– The Guardian

## PROCESS

If this looks interesting to you and you'd like an informal conversation about what's involved, please let us know – we're very happy to talk.

Additionally, if you're interested in these positions but have identified any barriers that might stop you applying, please let us know and we'll try our best to make sure the process is accessible for you.

If you would like to apply, then please do so by the deadline of 29 October. You can apply in writing (no more than two sides of a Word document) or, if you'd prefer, you can also send us a short video or audio recording (no more than five minutes). The email address to use is [hello@empathymuseum.com](mailto:hello@empathymuseum.com)

When you apply, we'd like you to tell us why you're interested in Empathy Museum and what you would like to bring to the position you're applying for. We'd also like you to give us contact details of a referee who knows you in a professional capacity.

We'll meet people in person (Covid regulations permitting) in November for a half-hour conversation.

At this point, we're hoping that we will have found the people we're looking for, and they'll be invited to come to the Board meeting on 9 December as observers. This is so you'll have the chance to meet the other Trustees and see how the group works together. We're hoping that Covid regulations will allow this meeting to be in person, in which case it will be at our office space in Brixton. Following the meeting, new members will be voted on to the board.

We'll also take you through a full induction process, which will involve conversations with the team and other Trustees, so that by your first full board meeting you're fully up to speed with how things work.



'A Mile in My Shoes', Worcester. Photo: Andy Burton