



Dear Applicant,

Thank you for the interest you have shown in becoming a Board member of the Walford Mill Education Trust and being one of our community champions. This is indeed a unique opportunity to be part of an organisation which is redefining its core values and principles around art & crafts, education, community and the wider environment. Walford Mill Education Trust has been in existence for over thirty years, and yet it is an organisation which is still growing and still changing.

Walford Mill Crafts is a flagship contemporary craft gallery in East Dorset www.walfordmillcrafts.co.uk. Situated in Wimborne Minster and occupying an historic mill building, our centre offers exhibitions and craft education alongside a gallery and shop showcasing high quality, handmade items from some of the best makers in the region and further afield.

Our key principles and criteria for defining our future are:

- **Craft and making** lie at the heart of activity at The Mill where the emphasis is on bringing a more local and regional flavour to all activities and events.
- Our key principles are based around the Trust's **charitable status** and therefore its **educational remit**.
- The Board has recognised that it must move towards full **financial sustainability** for its core business, while accepting that special project work, particularly that which meets its charitable objectives, is likely to continue to require additional funding.

Our new framework/vision aims to ensure the success of Walford Mill Crafts in meeting its key objectives and those of funders and the Charity Commission. To be successful, the Board believes that vision must enable The Mill to become a more attractive, interesting and welcoming place to visit, appealing to a wider audience.

The new framework/vision outlined below represents a shift in emphasis to encompass elements which have always been part of the organisation, but which in the past may have been seen as peripheral rather than fundamental. The framework is based on three important elements, all of which enable health and well-being, both physical and mental:

- **Crafts and making**
- **Community, heritage and a 'sense of place'**
- **Environment and the natural world**

Re-positioning The Mill in this way will allow the organisation to present itself as a key visitor attraction in Wimborne and East Dorset, offering a wide range of events and activities for all the family, some of which may focus on just one of the above elements, while others may combine two or all three. Linking craft and the environment enables the Mill to offer a range of educational opportunities for young people, while older visitors and members of the local community may find more of interest in events and activities which place emphasis on heritage and environment.

It is known that involvement in craft activities can increase well-being and social engagement. Anyone who has participated in some form of recreational craft will attest to this. However, art and craft are also

a good way to **increase community engagement**, for example in projects which encourage interest in and use of renewable energy. Such projects would fit the new Trust framework well, allowing the organisation to encourage visitors from socio-economic groups it may previously have struggled to reach.

Board Member (Community Champion) Person Specification

The role of a Trustee requires a commitment to being a community champion who can contribute effectively to the forward planning of the Trust and give advice on all income opportunities, including retail generation. Our champions need to be committed to the values of the Trust, recognising the business environment in which it operates as a charity, and be able to offer positive management insight into the Board's discussions and advice the Chief Executive in order to achieve effective and meaningful change. Candidates should ideally have knowledge and skills in a number of the areas below:

Experience:

- Commercial/business experience at management level; bringing governance expertise such as strategic planning, financial, risk and performance management, product or service development.
- Leadership and motivational skills
- Strong interpersonal and communication skills and the ability to negotiate and build partnerships at all levels both internally and externally
- Ability to contribute to discussions at a business planning level and to think creatively
- Experience of working in a collective decision-making body
- Understanding and/or experience of Art & Crafts, Community and Environmental matters
- Strong communications skills, including written, verbal and presentation skills
- Demonstrable ability and confidence to represent the organisation in the wider community, public events and in the media
- A demonstrable commitment to ensuring the highest principles of equality, diversity and empowerment throughout the organisation
- An understanding of the third sector and an ability to work within it
- Understanding of and willingness to maintain confidentiality
- Able to give time to the organisation and contribute to deadlines

Competencies:

- Communication
- Personal effectiveness
- Expertise
- Creativity, judgment and decision-making

Skills framework for Board Members (Community Champions)

Direction Management and Personal Contribution Leadership

- Can contribute to the formulation and conveying of a creative clear vision
- Can contribute to the creation of an environment which shapes the culture of the organisation
- Can demonstrate high ethical standards and integrity
- Is visible, approachable and earns respect
- Inspires and shows loyalty
- Acts decisively having assessed the risks
- Demonstrates the highest standards of integrity, honesty and fairness

Team Working:

- Establishes and communicates agreed clear standards and expectations
- Supports the formation of a partnership relationship with the Trust's staff, Partners and supporters
- Builds trust, good morale, and cooperation within the wider team
- Accepts consensus decisions
- Challenges freely and constructively

Personal Effectiveness:

- Prepares adequately for meetings – reading papers and clarifying points in advance
- Respects confidences
- Is aware of personal strengths and weaknesses and their impact on others
- Demonstrates enthusiasm for and commitment to the adopted strategies / work of the Trust
- Adapts quickly and flexibly to new demands and change
- Responds to issues requiring action between meetings

Strategic Thinking and Planning:

- Can identify and contribute to strategic aims, anticipating future demands, opportunities and constraints
- Demonstrates sensitivity to stakeholders' needs
- Identifies strategic partnership opportunities and works to create robust and effective alliances

Management of Financial and Other Resources:

- Oversees the effective setting, control, and monitoring of budgets
- Contributes to committing and realignment of resources to meet key changing priorities
- Oversees the use of management information systems to monitor/control resources

Expertise / Experience:

- Earns credibility through depth of knowledge/experience of the values of the Trust
- Knows how to find and use other sources of expertise
- Shows good level of experience/ knowledge at management/business level
- Shows good level of experience/ knowledge in governance, financial planning, risk and performance management or product/service development

Delivery of Results:

- Maintains focus on the achievement of results

Communication:

- Negotiates effectively and can handle hostility
- Is concise and persuasive both in writing and orally
- Encourages and listens to what is said and is sensitive to others' reactions
- Builds a network of effective relationships

Creativity, Judgment and Decision Making:

- Can quickly focus in on key issues and principles
- Takes decisions on time, even in uncertain circumstances

Diversity and Equality of Opportunity

Walford Mill values and promotes diversity and is committed to equality of opportunity for all. All appointments will be made on merit in relation to the contribution they are able to make to the organisation.

Period of Appointment

Up to three years but may be extended.

Time Input

The time commitment for the role is **1 to 2** days per month including Board Meetings. Some travel may be required.

Remuneration

This is a voluntary role, so no payment is available for this post. However, outside of attending Board

meetings, reasonable expenses incurred whilst carrying out the role will be payable.

Application Process

If you are interested and would like to know more about the role or The Mill itself, please contact the Chief Executive, Anne Hitchcock. You may do so in writing by emailing anne@walfordmillcrafts.co.uk or calling 01202 841400.