



## Director of Finance & Resources (0.5) For the Culture Trust, Luton

Recruitment Pack

AVAILABLE IN OTHER FORMATS INCLUDING LARGE



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With special thanks to:

**Luton** **Luton Rising**



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# 1. Introduction

<b>Role</b>	Director of Finances & Resources (0.5)
<b>Salary</b>	£61,294 pro rata
<b>Terms</b>	Permanent (after successful probation of 9-months)
<b>Location</b>	This is an onsite role at the Hat Factory Arts Centre, Bute Street in Luton Town centre, 2 mins from the railway station and busway.
<b>Benefits</b>	Contributory Pension Scheme, flexible working (hours can be arranged over five days or fewer), training and development, discount in cafes and events and inspiring centrally located offices.

Many Thanks for showing an interest in the role of Finance & Resources Director (0.5) at the Culture Trust, Luton. I hope you find this pack informative and exciting and that it helps clarify how you could bring your expertise, advice and knowledge to help lead our next chapter. As you'll see we are a progressive, Luton-based, arts and cultural charity with a mission to connect communities through culture and creativity. We play a leading role in drawing together culture, heritage and arts for the benefit of the Luton and East of England community – sparking regeneration, pride of place, skills activation and creative careers.

We present diverse and innovative year-round programmes and events across sites. We welcome 250,000 people across the year to our stunning heritage sites; the Hat Factory Arts Centre, Hat District creative workspaces, Wardown House Museum and Gallery, and Stockwood Discovery Centre. We develop and deliver a wide range of cultural activities. Our website [www.culturetrust.com](http://www.culturetrust.com) and What's On area should give you a feel for the breadth of cultural activities that we deliver.

We are also involved in regenerating the town and its cultural fabric, leading the Hat District heritage regeneration project to reanimate and reuse historic hat factories and transform them into inspiring and much needed creative workspace. This is part of our long-term ambition to be financially self-sustaining and generate funds to support our wider cultural offer. We've bought and developed new properties with £7m raised funds and we now have long-term capital plan for heritage building regeneration and re-use and Museum development. We are custodian to the two Museums and grounds which we lease from our partner Luton Borough Council and with support from Luton Rising we receive an annual donation from the Airport to support and subsidise our work.

Like many cultural charities, Museums and Arts Venues, we are on a steady recovery from the impact of COVID and the more recent recession and energy cost increases. Our new Business Plan will be launched in April 2024 which outlines our direction of travel. You will be a key driver of change with the board, Ashley Bishop our Director of Customer Experience and I. Being a Director and working with such a committed and skilled team is extremely rewarding.

I hope you find this pack informative and exciting and that it inspires you to apply for this leadership role.



Marie Kirbyshaw,  
Chief Executive

## 2. About The Culture Trust, Luton

Established in 2008, the Culture Trust, Luton is a vibrant and progressive independent charity, and our mission is ‘to connect communities through culture’. We do this through our accredited museums, theatres, galleries, creative workspaces and Arts Centre in Luton. We attract over 250,000 visits per annum to our five sites: The Hat Factory Arts Centre, Hat House and Hat Works creative workspace, Wardown House Museum & Gallery and Stockwood Gardens & Museum. We connect these local assets with our community through collaboration, co-curation, community engagement and care.

What do we do?

- We animate our venues; The Hat Factory Arts Centre, Hat House creative workspace, Hat Works creative start-up; Wardown House Museum & Gallery and Stockwood Gardens & Museum.
- We develop and animate these sites and promote arts, heritage and culture and present multi-cultural and year-round programme of events, exhibitions, workshops and performances.
- We co-produce activity with our community, Museum Makers volunteers and team of cultural experts.
- We support creative talent and skills by providing opportunities, platforms and cultural career progression – particularly for young people, engaging over 15,000 each year.
- We provide free Museum entry and care for a collection of over 2 million artefacts, 1.5 million photographs and maps and hold the most extensive and complete hat and headwear collection in the UK.
- We culturally regenerated the town centre by converting a collection of former hat factories into creative workspace and we actively promote heritage buildings reused for contemporary society.

For further information please visit our website: [www.culturetrust.com](http://www.culturetrust.com)

**Our Vision is Culture as a Sustainable Catalyst for change in Luton**

**Our Mission is To Connect communities through culture**

### **Our structure:**

We are a not-for-profit charity with a turnover of circa £3.5m and we own a trading company which gifts profit back to the charity. We submit annual returns to Companies House and the Charities Commission. We have a Board of Trustees who provide governance and meet quarterly, monitoring performance through HR & Finance Sub-Committees.

### **Our funding:**

We generate funds through our ticket sales and events and also through our trading company profit (retail, catering and hire). We also receive an annual donation from London Luton Airport Limited (Luton Rising). In addition, we have a three year funding agreement with Arts Council as a National Portfolio Organisation (NPO) for Wardown House Museum. We also have a three funding from the Architectural Heritage Fund & National Lottery Heritage fund four our Hat District Heritage development. It is our strategic aim to generate over 50% of our costs through trade, property and activity. This will mean that we are not over-reliant on grants to deliver our core work. It is recognized that future financial sustainability requires long-term funding partnerships and greater opportunities for self-generated income.

**Our team:**

We have 45 FTE staff (2024). Our talented, skilled and experienced team are as a group of experts who curate and care for our collections, programme our cultural venues, operation and administrate our charity, promote our impacts and welcome our visitors. Our team care for, share and animate our heritage buildings, Museums, collections, arts venue and grounds. We also provide retail and catering services for our visitors, hire of facilities and leases for creative workspaces. Critical to supporting our work our wider team of casual staff, volunteers, advisors, neighbours, partners, funders and enablers.

**Equity Diversity and Inclusion statement**

We believe that everyone stands to benefit when we embrace and value the diversity of thoughts, ideas and ways of working that people from different backgrounds, lived experiences and identities bring. It improves decision-making, boosts engagement and innovation, and enables us to better meet the needs of the diverse community we serve, our business goals and objectives. The Culture Trust is an equal opportunities employer and is committed to fair and open competition. Applications from under-represented groups are particularly encouraged and welcome. Under the Equality Act (2010), we are legally required to consider making reasonable adjustments to ensure that disabled people are not disadvantaged in the recruitment and selection process. We are therefore committed to meeting, wherever possible, any needs you specify in your application.

**Images:** Below shows from top left the Beacon public art we commissioned by artist Mark Titchner. Hat District lates outdoor band playing. Stockwood Discovery Hat Guild event in the Museum. South Asian Dance in the Arts Centre



### 3. Hat District Creative Cluster



In 2017 we started the growth of a creative industry cluster in the heart of Luton called the Hat District. We now have three former Hat Factories offering inspiring work, study and show spaces. The Hat District Creative Cluster consists of: Hat Factory Arts Centre, Hat Works and Hat House visualised above as the three dark brick buildings.

We are building on our expertise in bringing creative and talented people together so that they can innovate and collaborate. Learning from the town's important history of hat making and manufacturing, the creative cluster contributes to the local economy by increasing job and creative opportunities, visitors and spend whilst regenerating the area and boosting pride of place.

We developed a business model that aims to grow this cluster with more arts and cultural venues and workspace so that the Hat District will lead on sector growth for the creative cluster. Our long term vision is for the Hat District to pay for itself and return a surplus for further investment. The Hat District cluster project a critical programme towards sustaining the Trust's long-term position and in the growth and investment in Museums, Arts and Heritage.

#### **The Hat District:**

- Supports, develops and enables 133 Creative and Digital Industries jobs
- Leads on a Talent Programme to promote creative careers, skills, training & networks (2024+)
- Will have an economic impact of £29m by 2025
- Boosts the local economy by attracting 135,000 more visits
- Is growing a vibrant creative ecology and 'life-style brand'

For more information please visit [www.hatdistrict.co.uk](http://www.hatdistrict.co.uk)

## 4. Hat Factory Arts Centre



The Hat Factory Arts Centre is one of Luton's leading arts and entertainment venues, featuring live music, club nights, theatre, dance, films, workshops, talks, networks and exhibitions. The Hat Factory Arts Centre was refurbished in 2019 after a £2m investment to open up spaces in order to engage more people in Arts and Culture.

We welcome everyone to be inspired by local and global artists, performers and events and also to develop creative skills and talents. Complementing our programming, we welcome local/regional promoters to the venue, broadening our music offer and at the same time supporting young and emerging talent. We offer live music, contemporary theatre, visual art, comedy, film, gaming, digital and dance with a focus on locally relevant and nationally important work.

The Hat Factory Arts Centre also provides inspiring and subsidised workspaces for artists, creative, design and digital businesses. We bring creative industries and talented people together so that they can innovate, collaborate and generate new ideas. The Hat Factory Arts Centre comprises of a café-bar, live music venue, 100 seat studio theatre, basement venue, 13 creative studios and workspaces, meeting rooms and offices.

Most recently we have developed a new and more intensive evening programme which will see activity and events most Thursday, Friday and Saturday nights from September 2024 enabling us to contribute to the night-time economy and to animate this area of town.

**For more information visit** <https://www.culturetrust.com/venues/hat-factory-arts-centre>

## 5. Stockwood Discovery Centre



Stockwood Discovery Centre is located in the Georgian Grade II listed stable block and walled garden of the former Stockwood House. It reopened in 2008 after a £6m investment programme and includes interactive displays exploring local history from prehistoric times to the present, a temporary exhibitions programme, an award-winning carriage display, a visitor centre with a shop selling locally sourced products, a large café with outdoor children's discovery area.

The newly listed Grade II Garden is a walled secure garden with woodland, beautifully designed formal gardens and an array of specialist 'medicine' plants, shrubs and trees. A popular place for mindfulness, wellbeing and contemplation. The garden is one of the few places in the country where the work of acclaimed artist Ian Hamilton Finlay can be seen on permanent display. The site is free to access as are the Museums and so Stockwood is very popular with people of all ages throughout the year. The Garden Café provides an exceptional variety of food and drinks to the many thousands of visitors every week. Our Museum galleries present local history, carriage and car collections and tell the stories of real people behind the collections, exploring the history of the region from prehistoric times to the modern day. Highlights include the Wenlok Jug - a rare medieval masterpiece with strong links to Luton's history and development, the town's last tram, and the famous Mossman collection of carriages - the largest collection of its kind on display in the UK. Entrance is free.

In 2023, we developed a project called Sustainable Stockwood to map our route to net zero, expand the site by developing the Mossman building and create more community initiatives across the gardens, greenhouses and workshops.

**For further information visit:** <https://www.culturetrust.com/venues/stockwood-discovery-centre>



## 6. Wardown House, Museum and Gallery



Wardown House, Museum and Gallery is a mid-Victorian, Grade II listed building situated in the beautiful landscaped Wardown Park on the outskirts of Luton town centre. Entry is free and the House provides inspiring, eclectic and beautifully curated collections for people of all ages. The museum underwent a £3.5m redevelopment during 2016, reopening in April 2017 following a £1.8m grant from the National Lottery Heritage Fund to conserve the historic building and transform the way its story is told.

Wardown House gives visitors an insight into how it operated as a home during the Victorian period; the original use of each room is communicated through the collections including the Billiard Room, Smoking Room, Library and Kitchen. With an exemplary hat collection, local and social historical collections, the displays chart the development of Luton and celebrate its diverse communities with temporary and permanent artefacts and space curation. Our National Portfolio funding from Arts Council has enabled us to widen our local reach with the ambition to diversify our audiences and collections.

Originally designed in 1872 as a private residence for Frank Scargill, a local solicitor, the house was bought by two local Councilors in 1903 who opened up the grounds as a public park. The house was used as a military hospital during the First World War before becoming a museum in 1931. The Morning Room is an art gallery as well as venue for weddings and functions. We also host Bedfordshire and Hertfordshire Regiment Museum.

**For information visit:** <https://www.culturetrust.com/venues/wardown-house-museum-gallery>

## 7. Director of Finance & Resources (0.5) Job Description

<b>Salary</b>	£30,647 (£61,294 pro rata)
<b>Terms</b>	Permanent (after successful probation of 9-months)
<b>Holidays</b>	13.5 days annual leave for the year, and 3.5 days bank holiday entitlement.
<b>Location</b>	This is an onsite role at The Hat Factory Arts Centre, Bute Street in Luton Town centre, 2 mins from the railway station and busway. Office environment.
<b>Benefits</b>	Contributory Pension Scheme, flexible working (hours can be arranged over five days or fewer), training and development, discount in cafes and events and inspiring offices.

### JOB PURPOSE:

The Director of Finance and resources is a key role in ensuring the day-to-day financial stability and statutory compliance of the charitable trust and in playing their part in ensuring future sustainability through shrewd property development, maximising trading profit and growing cultural audiences/site visitors. The post holder will lead on all financial and resource functions for the Culture Trust Charity and Trading Company. The key areas of responsibility are financial controls, charitable not-for profit management, risk and compliance, trading profitability, capital, property and HR (contracted in part).

Working as a member of the leadership team with the Director of Customer Experience, the post holder shall effectively oversee all financial and admin functions across the whole organisation and report to the Chief Executive and board of trustees.

PRINCIPAL RESPONSIBILITIES:		%
1	<p><b>Financial Control:</b></p> <ul style="list-style-type: none"> <li>Oversee all financial management for the Culture Trust and its Charity and Trading Company (the culture trust group) and to ensure it operates in line with current legislation and the organisations Memorandum and Articles of Association.</li> <li>To ensure The Culture Trust Group meets all filing, tax and governance requirements including Charity Commission, Companies House, VAT Returns, corporation tax returns and creative industry relief claims.</li> <li>To ensure statutory annual accounts are produced in SORP format and to liaise with the auditors.</li> <li>To oversee the groups finance function including the processing of grants, fees, salaries and expenditure.</li> <li>To work closely with and recommend the appointment of accountants, banks, investors and advisers.</li> <li>To undertake Company Secretary duties, ensuring the Culture Trust Group meets its statutory obligations in all matters in relation to company and charity law.</li> </ul>	30

PRINCIPAL RESPONSIBILITIES:	%
<p>2     <b>Charitable not-for-profit management:</b></p> <ul style="list-style-type: none"> <li>• To lead the Culture Trust Groups’ preparation of the in-year and long-term revenue budget and capital programme, forecasting resources, cash-flow and project expenditure requirements.</li> <li>• To Direct the growth and optimisation of income across the Groups as well as savings and efficiencies.</li> <li>• To work in collaboration with the Board, the Chief Executive, Directors and other cost centre managers, taking into account robustness, value for money and budget management to ensure end of year balance income and expenditures and satisfactory reserves and resources.</li> </ul> <p>To be Trust and Trading Company’s company secretary and ensure communications, reports and annual returns are submitted in a timely manner with to Charity Commission and Companies House.</p>	20
<p>3     <b>Risk &amp; Compliance:</b></p> <ul style="list-style-type: none"> <li>• To Lead on all statutory and contractual compliance across the Trust and trading functions.</li> <li>• To manage and ensure all policies are robust, legal and that all risks are identified and managed.</li> <li>• To ensure compliance to legal, property, procurement, contracts, HR, health and safety, GDPR and data compliance, leases, licences, agreements, tenancies and obligations to statutory bodies.</li> <li>• To ensure that the Group complies with all relevant Employment and Contract law, thereby enhancing the effectiveness of all services it supports.</li> <li>• To play a key role in any associated formal consultations and reviews, reporting and representations.</li> </ul>	15
<p>4     <b>Trading profitability:</b></p> <ul style="list-style-type: none"> <li>• To working in collaboration with the Board, the Chief Executive, Directors and other cost centre managers to ensure value for money is achieved.</li> <li>• To work in collaboration with the Board, Chief Executive, Directors and other cost centre managers on budget management to ensure an end of year surplus is achieved in line with the business plan.</li> </ul>	10
<p>5     <b>Capital and Property:</b></p> <ul style="list-style-type: none"> <li>• To lead on financial management in relation to the Trust’s major capital projects and property management.</li> <li>• To work with the Chief Executive to deliver the long-term property strategy and overseeing the acquisition of property to meet the targets set out in the Culture Trust’s Business plan and long term financial and sustainability strategy.</li> </ul>	10

PRINCIPAL RESPONSIBILITIES:		%
6	<p><b>HR and Team Management:</b></p> <ul style="list-style-type: none"> <li>To lead, manage and develop the finance and admin team, HR (currently outsourced) and wider team management in order to effectively manage the costs associated with staffing, pensions, on-costs, training and development.</li> <li>To oversee the performance of HR in relation to value for money, policies and practice and legal compliance and to ensure effective outsourcing of service such as payroll and HR advice.</li> <li>To work with the Director of Customer Experience to ensure resource management and ensuring we have sufficient teams to deliver the business plan.</li> <li>To ensure relevant HR data is actively collated, used and reported back to relevant stakeholders and partners where appropriate.</li> </ul>	10
7	<p><b>Communications:</b></p> <ul style="list-style-type: none"> <li>To Lead on the development, production, presentations and dissemination of clear and accurate financial reports, projections and long-term financial strategies and modelling to contribute to the sustainable growth of the groups functions. To establish and maintain highly effective working relationships with colleagues and Board members, funders, relevant external agencies and other stakeholders in order to continue to build the reputation and professionalism of the Trust.</li> </ul>	5
<p><i>Please note these percentages are approximate and should be used for guidance purposes only. They may vary depending on staffing levels and place of work. This job description is not a definitive list of tasks – it is designed to give an overall view of the job and not to indicate what the sole requirements are for the post. Post holders will be required to perform other related duties as assigned.</i></p>		

#### DIMENSIONS:

- **Supervisory Management:** Head of Finance and HR, who manages the Finance Team, Admin Team and sub-contractors.
- **Financial Resources & Responsibilities:** Oversee the £3,500,000 budget for the Trust, Capital Assets & Trading Company surplus.
- **Physical Resources:** The Director of Finance and Resources is responsible for financial compliance in relation to the Trust's Freehold properties (Two historic hat factories recently adapted into creative workspace).
- **Major Contracts** Property and service leases and contracts with Luton Borough Council, London Luton Airport (Luton Rising) and Arts Council England and the Charity Bank for regular and project funding, service level agreements and funding agreements. The Post holder will also be lead contact for the banks, auditors, legals and insurers
- **Flexible working:** This is an on-site office based role at the Hat Factory Arts Centre in the centre of Luton which is next to the bus and railway station. We offer an attractive package and flexibility about how the 0.5 hours are covered across the working week.

**Equalities:** The post-holder will ensure that policies, procedures and activities for service delivery are revised and/or implemented in a way that supports equality for all. These activities should also reflect The Group's commitment to work in active partnership with the community to regenerate Luton and to improve the quality of life for all who live, work or visit the town.

**DISCLOSURE:** Because of the nature of this job, it will be necessary for the appropriate level of criminal

record disclosure to be undertaken. Therefore, it is essential in making your application you disclose whether you have any pending charges, convictions, bind-overs or cautions and, if so, for which offences. This post will be exempt from the provisions of Section 4 (2) of the Rehabilitation of Offenders 1974 (Exemptions) (Amendments) Order 1986. Therefore, applicants are not entitled to withhold information about convictions which for other purposes are 'spent' under the provision of the Act, and, in the event of the employment being taken up any failure to disclose such convictions will result in dismissal or disciplinary action by the Authority. The fact that a pending charge, conviction, bind-over or caution has been recorded against you will not necessarily debar you from consideration for this appointment.

## 8. Person Specification

This acts as selection criteria and gives an outline of the types of person and the characteristics required to do the job. Essential (E): without which candidate would be rejected. Desirable (D): useful for choosing between two good candidates

Please make sure, when completing your letter of application that you give <u>clear examples</u> of how you meet the <u>essential and desirable</u> criteria				
Attributes	Essential	How Measured	Desirable	How Measured
Experience	<b>Substantial charity accounting, financial and budget management experience</b> in the business environment, including financial planning, cash flow management, budgeting planning, final accounts and preparation for a large-scale organisation.	1,2		
	<b>Substantial experience of managing complex financial data using IT systems and robust accounting procedures.</b> With a practical experience in monitoring performance, undertake detailed analysis, produce regular financial reports and assimilate accurate financial projections and forecasts.	1,2,5		
	<b>In-depth experience managing people and resources in a complex customer focused business environment</b> including dealing with Employment law issues.	1,2		
Skills/ Abilities	<b>Able to research, prepare and present clear and comprehensible written and verbal reports</b> and give formal presentations on complex financial matters to mixed audiences including board, staff and funders.	1,2,5		
	<b>Able to consult, influence and negotiate with a wide range of people and organisations</b> in order to generate successful outcomes for the Group.	1,2		
	<b>Able to self-motivate, plan and prioritise workload</b> to achieve a variety of tasks/objectives/ targets within tight deadlines.	1,2		
	<b>Able to successfully apply high-level strategic thinking</b> combined with an ability to see tasks through to successful conclusion.	1,2		

Please make sure, when completing your letter of application that you give <u>clear examples</u> of how you meet the essential and desirable criteria				
Attributes	Essential	How Measured	Desirable	How Measured
Equality Issues	Demonstrable knowledge and understanding of equality issues and legislation – able to integrate equality policies into business plans, strategies and employment practice.	1,2		
Specialist Knowledge	Demonstrable knowledge of not for profit Charity finance and accounting, Company, Charity, Contract and Employment Law. Demonstrable knowledge of Tax issues and VAT.	1,2	Practical experience of charity sector.	1,2
Education and Training	Qualified accountant or equivalent qualification. ACA, FCA or ACCA	1,2,4	Diploma in Charity Accounting from ICAEW	1,2,4
Other Requirements	Access to be mobile and attend and present at meetings and events across Trust sites and further afield, including outside normal working hours to meet the business requirements of the organisation.	1,2		

(1 = Application Pack 2 = Interview 3 = Test 4 = Proof of Qualification 5 = Practical Exercise)

**NB:** This job description reflects the requirements of The Culture Trust March 2024. The role and duties of the post are subject to change in line with the future development of The Culture Trust. The Culture Trust reserves the rights to make such changes as are necessary and any changes required will be discussed with the post holder as appropriate. We will consider any reasonable adjustments under the terms of the Equality Act (2010) to enable an applicant with a disability (as defined under the Act) to meet the requirements of the post.

The post holder will ensure that The Culture Trust’s policies are reflected in all aspects of their work, in particular those relating to:

- (i) Equal Opportunities
- (ii) Health and Safety
- (iii) (Data Protection Act (2018) & General Data Protection Regulations (2018))

**Diversity:** We aim for our team to reflect the diversity of our customers, audience and geography. We particularly welcome applications from Young People; Women; Black, Asian and Minority Ethnic people, LGBTQ+ and people with disabilities who are underrepresented on the board and in comparison to the community and users we serve.

## 9. How to Apply

To apply please send us an application pack which should include;

- **A letter of application** outlining how your experience, skills and attributes meet the requirements of the job - as outlined in the person specification (section 8). We are also keen to understand your motivations for applying to join the culture trust team.
- **A comprehensive CV** and biography outlining your roles, responsibilities and achievements.

**Please send your application pack to [marie.kirbyshaw@culturetrust.com](mailto:marie.kirbyshaw@culturetrust.com) by Monday 15<sup>th</sup> April noon.** If you would like an informal conversation about the role please contact Marie Kirbyshaw, Chief Executive (on the above email). We look forward to receiving your application.

Deadline for applications	Monday 15 <sup>th</sup> April noon
Interviews	Friday 26 <sup>th</sup> April
Start contract	May/June 2024