

**CHAIR AND DIRECTOR OF TRADING COMPANY (ALSO SERVING AS TRUSTEE OF BOARD OF
BIRMINGHAM MUSEUMS TRUST)**

OR

NON-EXECUTIVE DIRECTOR OF BIRMINGHAM MUSEUMS TRADING LTD

About Birmingham Museums Trust

Birmingham Museums Trust (BMT) is an independent charity, spun out from Birmingham City Council (BCC) as a Trust in 2012 and entrusted with a contract until 2043 to manage its world class, accredited and designated collections and nine museum sites.

Through the development of our [Strategy & Business Plan 2025-30: Laying the Foundations](#), we have begun the work of investing in the city's greatest cultural asset, to create a world class museum service, which can be at the forefront of making Birmingham a great place to live, work, play and visit. And even beyond this, to deliver our mission as part of the wider arts and culture sector.

We recognise our obligation to be more entrepreneurial and to generate more income to capitalise on both the core investment by the city (48% of BMT's income, 2024/25), and the support of Arts Council England (ACE) and our many other funders and supporters.

Enterprise Financial Overview

The Trust has a wholly owned trading subsidiary Birmingham Museums Trading Limited (company number 04221635) which allows us to trade beyond the Charity's primary purpose.

The trading subsidiary focuses on self-generated trading income which includes Retail, Food & Beverage (F&B), and Venue Hire, with 2026/27 having a forecast income of over £2.5 million, generating a profit of £140,000. The trading business is also working to explore new income-generating ideas which are both primary-purpose (and sit within the Trust's accounts) and purely commercial.

The Enterprise business at BMT is woven into non-trading activities like visitor admissions, events and programming. We're seeking to appoint board members who can support the delivery of our core visitor offer to help ensure the trading business can generate income and profit.

Birmingham Museums Trust is moving from turnaround to growth - building new income streams through filming, venue hire and admissions, while continuing to strengthen successful areas like retail. We're ambitious, commercially minded, and always exploring new opportunities.

We don't believe in "how things have always been done." As a multi-venue organisation with national reach, we embrace innovation, continuous improvement and inclusive ways of working including: digital-first practices and shared decision-making to widening participation and better reflecting the communities we serve.

The roles

We are looking to fill two roles:

- A Director of Birmingham Museums Trading Limited who will Chair the Trading company. This role will also be a Trustee on the Board of Birmingham Museums Trust. *This role will replace Liam Darbon, MD of Tate who has served as Chair of the Trading company for over 10 years.*
- Additional Non-Executive Directors of Birmingham Museums Trading Limited only.

We are seeking commercially and financially astute individuals with executive or board-level expertise and experience who can make sound judgements and offer rigorous, constructive challenge. You will bring a demonstrable track record of success – You'll be able to share with the panel just how your experience relates to the wide portfolio of activities that take place at BMT – We're open to applicants from sectors beyond our own and welcome the opportunity to implement best practice from other sectors and industries.

You will provide strategic oversight of BMT's commercial subsidiaries and income-generating activity. You will work closely with executive leadership to ensure our trading operations are ambitious, financially sustainable, and aligned with the Trust's charitable mission.

As a member of the Trading company, you will work alongside the Board, Co-CEOs, and members of the leadership team to provide direction, ensuring the decisions taken by the Board are in the best interests of BMT, from both commercial and strategic perspectives. You will help to shape our business strategy and drive forward our performance.

The culture of our meetings is relaxed but professional. The team all have a collective passion for what we do and we like to combine professionalism with a sense of fun. The executive directors and non-executive directors of the trading company have historically had very good working relationships. Both Liam and Tracey are remaining a part of the recruitment process as their terms lapse to support continuity and handover.

We estimate the time commitment will be approximately two to three days spread over each quarter. Details of existing dates are contained in the recruitment pack.

The position is a voluntary one. BMT will reimburse reasonable travel and subsistence expenses incurred while performing duties.

Incoming Trustees and Non-Executive directors are provided with an induction to BMT, using the newly designed induction programme. This will include meetings with key staff and stakeholders, opportunities to view BMT's nine venues and access to appropriate documentation and guidelines.

Role Profile

Key responsibilities

As a Director of the Trading Company, you will work closely with the Chair, Co-CEOs, senior leadership team and fellow Board members to help shape the future of Birmingham Museums Trust.

This Trading roles (**which include the Chair of the Trading company & Non-Executive Director role**) will involve:

- Acting as a director with shared legal and fiduciary responsibility for Birmingham Museums Trading Limited (BMTL) between the executive and non-executive directors.
- Providing strategic oversight and financial governance to support BMTL's long-term ambitions and business plans
- Helping ensure the organisation has clear objectives, understands and manages risk effectively, and regularly reviews progress and performance
- Playing an active role in supporting and strengthening BMTL's long-term financial sustainability.
- Using your professional experience, insight, networks and relationships to support, advise and constructively challenge the trading company's thinking and plans
- Acting as an ambassador for Birmingham Museums and helping strengthen relationships locally, regionally and nationally, including across the cultural and commercial sectors
- Supporting high standards of governance, ensuring BMTL meets all relevant legal and regulatory responsibilities
- Helping ensure the Trading company has the information, systems and assurance it needs to make effective decisions
- Offering both formal and informal support, guidance and advice to the executive team and Trading company
- Upholding BMT's values and policies, including those relating to equality, safeguarding, confidentiality, and health and safety

In addition to the above **The Chair of the Trading company**, (who will also serve a trustee) will be expected to:

- Chair the Board for Birmingham Museums Trading Limited
- Act with integrity and in line with the Seven Principles of Public Life and the responsibilities of charity trustees
- Champion the aims and mission of Birmingham Museums Trust and stay informed about developments across the cultural and charitable sectors
- Ensure BMT operates in line with its charitable objectives and governing documents
- Always act in the best interests of Birmingham Museums Trust and the communities it serves

Person specification

We're particularly interested in people who bring:

- Senior leadership experience in commercial growth, ideally in events, hospitality, retail, or other customer-focused sectors
- A strong track record of increasing income and identifying new commercial opportunities
- Experience of using digital marketing effectively to grow audiences, engagement, and revenue
- Confidence in building strategic relationships and partnerships that create long-term value
- The ability to ask thoughtful questions, challenge constructively, and help strengthen

commercial thinking across the organisation

It would also be great if you have:

- A mix of B2B and B2C experience
- Previous experience as a trustee, non-executive director, or advisory board member (although this isn't essential)

Most importantly, we're looking for people who:

- Care about the role Birmingham Museums Trust plays in connecting people with Birmingham's past, present, and future
- Are willing to respect the sociocratic way that BMT works.
- Share our values and are excited by the opportunity to support a cultural organisation that serves communities across the city