

**CHAIR OF TRUSTEES**  
**APPLICATIONS INVITED TO JOIN THE BOARD OF THE FREUD MUSEUM LONDON**

We are looking for a new Chair to replace Alan Newman, who is stepping down in 2021 when his term of office expires.

The new Chair will lead a team providing strategic leadership to the Museum at a time of great change and development.

**Overall Responsibilities**

- To provide leadership and strategic direction to the board, ensuring it fulfils its responsibilities effectively for the governance of the Freud Museum London
- To support the Director to ensure that the organisation's vision, mission and strategic objectives are clearly articulated and effectively delivered.
- Creating productive relationships with all Board members, and ensuring that their skills and experiences are properly used
- Chairing meetings, and planning the annual cycle of Board meetings, liaising with the Director over Board business
- Identify key governance decisions, allow for broad, well-founded discussion, and ensure that Board decisions are implemented.
- To help increase the Museum's public profile, representing it at as appropriate at events, and be willing to assist with fundraising and networking on behalf of the Museum.
- Reviewing and appraising the performance of the Director
- Ensuring that the Company's finances are appropriately managed, complying with relevant company laws and the principles laid down by the Charities Commission

The Chair also has all the duties and responsibilities of other Board members, outlined later in this document.

## **Ideal characteristics and experience**

- An awareness and interest in the work of the Museum, of the lives of Sigmund and Anna Freud, and the history of psychoanalysis.
- A proven track record of leadership with an inclusive and supportive management style
- Understanding and experience of governance and acceptance of the legal duties, responsibilities and liabilities of Board membership and charitable trusteeship
- Ability to think strategically, to review and question management reports, plans and financial information
- The ability to act as an effective ambassador for the Museum
- Knowledge of the museums/heritage, arts, psychoanalytic, or charity sector
- Strong communication and relationship skills, capable of developing good and constructive relationships with Board members, Director, staff, stakeholders and supporters.
- Willingness to devote time, energy and effort to the duties and responsibilities of the Chair and Board
- Experience of fundraising for a charitable organization, and willingness to be involved in development and fundraising initiatives.

## **Time commitment**

- The Board meets five times a year and usually holds a half day away day session once a year. Meetings are usually on a Tuesday evening from 6-8pm.
- The Chair should communicate regularly with the Director, and be available to her between meetings when needed.
- The Chair should be willing to visit the Museum regularly, coming to events or exhibition openings where possible, and be available to Director and senior staff members when needed.

To maintain and build the diversity of our Board, we welcome applications from all ages, gender and backgrounds.

If you would like an informal discussion with the Chair or a member of the Nominations Committee, please email the Director as below to arrange.

**To apply** please send a CV and covering letter explaining how you meet our requirements and why you are interested in Chairing the Board, to Carol Seigel, the Director, at [carol@freud.org.uk](mailto:carol@freud.org.uk).

Closing date Sunday 28 February 2021

### **BACKGROUND INFORMATION**

The Freud Museum London is an extraordinary, atmospheric place, quietly located in a residential side street in North London.

The Freud Museum London was the last home of Sigmund Freud (1856-1939), the founder of psychoanalysis. The Museum houses the books, furniture and objects which Freud brought with him when he was forced to leave Austria following its annexation by Nazi Germany in 1938. It also houses the personal possessions of Freud's daughter Anna, herself a prominent child psychoanalyst, who lived in the house until her death in 1982.

Thanks to arrangements made by Anna Freud before her death, the house became a Museum in 1986. The Museum offers visitors the chance to experience Freud's home and in particular his study, containing the original psychoanalytic couch, his desk, library and collection of over 2000 antiquities.

As an independent charity the museum receives no government funds, but generates the majority of its income through its own successful and wide ranging activities - admissions, events, retail sales, private hire - and the balance through donations and grants.



The Museum has developed an international reputation for its contemporary art exhibitions, innovative education and public programmes, and also for research and publications, thanks to its significant archives and photo library. Recent artists to exhibit at the Freud Museum include Gavin Turk, Mark Wallinger and Bharti Kher. The collections and archives are a focus for scholarship in the history of psychoanalysis and also archaeology, art history and cultural studies. The Museum runs an extensive public programme of events, exhibitions, schools sessions and conferences exploring psychoanalysis.

In the last decade, under the leadership of its Director, Carol Seigel, the Museum's reach and activities have grown hugely with visitor numbers more than doubling to 34,000. Approximately half of all visitors are from outside the UK reflecting the Museum's international following.

During this period, the Museum has carried out redevelopment of its displays and interpretation, refurbished the shop, created new events and exhibition space and built up audiences and reputation. It went into 2020 on the cusp of further change and development being planned.

However, since March 2020, the Covid-19 pandemic and the restrictions that it caused have severely curtailed the Museum's on-site activities and its income. However, an innovative programme of online activities was launched which is generating interest and revenue from all over the world. This combined with support from various Government Covid-19 schemes and the Museum's own fund-raising efforts has helped to secure the Museum's continuing operation during the past year.

In the coming year, the Board and staff will inevitably be focusing on dealing with the effects of the pandemic, re-thinking the Museum's priorities and strategy and ensuring its financial stability in the light of a radically changed world.

## **ORGANISATIONAL OVERVIEW**

The Museum is governed by a Board of Trustees drawn from a variety of backgrounds, currently chaired by Alan Newman. Its day-to-operations are managed by a team led by the Director. This team has expanded significantly in the last five years to accommodate extra demands and increased activities and the introduction of new skills such as marketing and design.

The Museum is an independent charity, with no regular public funding and it therefore aims to run at break-even or achieve a small surplus every year, in order to maintain financial stability. The Museum's normal annual income is around £500,000. Most of this income is raised through admissions, events and commercial activities, such as shop sales and private hire.

For the last few years, the Museum has been constrained by its success, with the house operating at near capacity. Significant development is considered necessary to do justice to the house and its collections, and to give the fast-growing visitor numbers a better experience. Before the pandemic, we were planning a major project to ensure future financial resilience and enable the Museum to fulfil its vision and mission. This project would:

- improve the use of space within the house, and provide more space for Museum activities, including learning sessions, events, workshops and conferences
- update displays and on the Freud family and the history and development of psychoanalysis, but still maintaining the feel of the Freud family home
- improve environmental conditions in Freud's study and throughout the house
- improve archival storage, research facilities, and access to the collections
- provide full disabled access throughout the museum
- provide a two storey extension to the side of the house to house on the ground floor a new entrance and enlarged shop, improved visitor facilities, a cloakroom and cafe space, and on the first floor a combined lecture, events and learning spaces, and lift access to the first floor of the museum.

As at March 2020, a full feasibility report had been completed and early discussions held with the planning department at the London Borough of Camden. The Council has recognized the value of the Museum as a tourist attraction with a local focus.

Donations had been obtained to support initial project planning and a full fundraising strategy was being developed. Due to the pandemic, the Museum is having to re-formulate its development plans to reflect the changed environment and economic conditions as these become clearer. However, the Board believes that the need remains to improve the Museum's facilities, displays and interpretation and to make wider use of technology to enhance the visitor experience within the house as well as for "virtual" visitors.

Like all arts institutions, the Museum was severely affected by the Covid-19 pandemic. It closed its doors to the public in mid-March 2020, reopened in August, and closed again in December 2020 for another lockdown.

In the face of these challenges, the Museum responded fast and imaginatively to the loss of income caused by closure, taking advantage of all the emergency support on offer, cutting costs where possible, fund-raising and developing new income streams. The Museum has worked hard to ensure that it has not so far needed to make any redundancies. Its public funding support has included a grant from Arts Council England's Cultural Recovery Fund and from Camden Council as well as use of the Government furlough scheme.

When the Museum was allowed to reopen, this was carefully planned, and all necessary safety precautions were introduced. In the few weeks it was open from August to November 2020, ticket sales each day were between 80% and 90% of the Museum's available capacity.

The last year has shown the Museum's resilience and ability to adapt to unprecedented difficulties. The take-up of its online events and purchases from

the shop by people from all over the world and the extent of response to its fund-raising appeals so far, further highlight the Freud Museum's global reach and significance and the enormous interest in Sigmund and Anna Freud and their work.

## **DUTIES AND RESPONSIBILITIES OF A BOARD MEMBER**

The Freud Museum London is a charitable company, limited by guarantee and led by the Board of Trustees. There is also a trading arm of the charity, Freud Museum Publications Limited.

The Board is responsible for the strategic leadership of the charity and for ensuring that the organisation delivers its charitable objectives; is in good financial shape and complies with charity law. The Board Members support the Director and management team and review and oversee the museum's overall performance.

The main duties of Board members are to work cooperatively with colleagues to:

- Set the strategic direction of the charity in line with its Memorandum and Articles of Association, leaving the operational direction of the Museum to the Director and her team
- Ensure that the Museum complies with its governing document and any relevant legislation or regulations
- Safeguard the Museum's finances by approving the budget, monitoring expenditure, and ensuring the achievement of financial objectives
- Appoint the Director and oversee her performance
- Regularly review the policies for the operation of the Museum as a charity
- Manage strategic risks to the organisation, including any conflicts of interest
- Protect the property and collections of the Museum

The Board delegates responsibilities to the Director and her staff. The regular Board meetings give the opportunity to scrutinise and monitor progress within the charity and also to provide strategic direction. These meetings also help to fulfil statutory functions, for example, agreeing the annual budget and receiving the audit report.

There are a number of Board Working groups, and trustees are expected to become members of at least one, where they can contribute their skills and experience.

The Board aims to follow principles of good governance as laid out by the

Charity Commission. All Board members are asked to sign a Code of Conduct to support this.

#### **Attributes required of Board Members**

- A demonstrable understanding of the issues pertinent to successful governance of a charity;
- An ability to think strategically and to constructively question and review management reports, finances, forward plans, overall objectives, major resourcing issues and potential risks;
- A clear interest in the objectives of the Museum to promote the legacy of Sigmund and Anna Freud;
- Sound, independent judgment and integrity, avoiding any conflicts of interest;
- The time to commit to regular Board meetings and potentially 2-3 shorter committee/project meetings each year;

Further information about the role is contained in the Charity Commission Guide—The Essential Trustee—What you need to Know:

<https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-knowcc3>

#### **Support for new Board Members**

New Board members receive an induction pack containing useful information about the Freud Museum London and its current forward plan and finances. An induction briefing will be arranged and Board members can contact the Director to arrange other visits in order to become familiar with the day-to-day work of the Museum.

Board members are welcome to attend training courses from reputable providers relevant to their role.

**January 2021**