



**Bath
Philharmonic
Orchestra**

Trustee Recruitment Pack

**Orchestrating Joy.
Expanding Impact.
Reimagining the Orchestra.**

1. About Bath Philharmonic Orchestra

Bath Philharmonic Orchestra is a professional orchestra rooted in Bath and working across the South West and beyond.

We bring outstanding live orchestral performances to audiences while creating opportunities for people of all ages and backgrounds to experience, make and share music. Alongside our concert programme, we deliver year-round creative learning and community projects, with co-creation, inclusion and joy at the heart of our work.

Our work reaches more than 12,000 people each year. We work with young people, schools, young carers, communities and creative partners, developing opportunities for people not only to experience orchestral music, but to shape and create it themselves.

Over the past decade, Bath Phil has evolved from a traditional concert provider into a community-embedded, creatively ambitious organisation. We are now entering an exciting new chapter: moving from growth to influence and developing a distinctive national voice.

Our ambition is not simply to grow. We want to help shape the future of orchestral music – making it more inclusive, more connected, more relevant and more joyful.



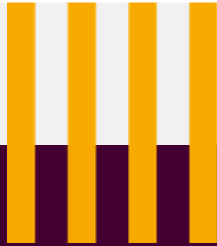
Our vision is:

To transform lives through the joy of live orchestral music.



Our work is guided by five values:

1. **Ignite Joy.** We put enjoyment, curiosity and connection at the heart of what we do.
2. **Celebrate Togetherness.** We believe music brings people together and that everyone's contribution matters.
3. **Commit to the Future.** We invest in the next generation of audiences, artists, participants and leaders, while taking responsibility for our environmental impact.
4. **Empower Every Voice.** We create opportunities for people to engage with and contribute to music, breaking down barriers to participation.
5. **Strive for Excellence.** We are ambitious about the quality of our artistic work and the experiences we create.



2. Our next chapter: the 2026–29 Strategy

Orchestrating Joy. Expanding Impact. Reimagining the Orchestra.

The next three years are about scaling what makes Bath Phil distinctive while building the resilience, capacity and visibility needed to secure our place as a nationally recognised, future-facing orchestra.

By 2029, we want Bath Philharmonic Orchestra to be:

- A household cultural brand in Bath and the South West
- A national exemplar of inclusive, co-created orchestral practice
- A financially resilient organisation with diversified income
- A platform for young people and diverse artists to shape the future of music

We are moving from growth to influence: from delivering excellent work to helping shape how orchestral music is made, experienced and valued.

Our strategy has four interconnected priorities.



1. A Dynamic and Ambitious Organisation

We will grow our artistic and organisational ambition while maintaining quality and purpose. This includes developing a clear artistic roadmap, expanding our activity across the South West and beyond, developing innovative orchestral formats and collaborations, strengthening our use of data and technology, and building partnerships with arts organisations, festivals and Music Hubs. We also want Bath Phil to have a city-wide cultural presence.



Photo by Michael Whitefoot.

2. A Powerful and Recognisable Brand

We want to define and amplify what makes Bath Phil unique. Over the next three years we will develop our brand, strengthen audience development, increase our regional and national profile and communicate our impact with greater clarity and confidence. We want people to recognise Bath Phil not only for artistic excellence, but for being an orchestra that is radically inclusive and connected to its communities.



3. Relevance, Resilience and Diversity

We will deepen inclusion, strengthen leadership and embed community voice. Our ambition is for a diverse and representative Board and workforce, with youth voice embedded in governance and artistic planning. We will continue to develop our work with young carers and schools, expand creative learning, strengthen partnerships across education, health and community sectors, and develop talent pipelines for musicians and creative leaders.

4. Financial and Environmental Sustainability

We want to build a resilient organisation capable of delivering long-term impact. This means diversifying our income, growing earned income and audience contribution, developing individual and corporate giving, strengthening philanthropic and grant income and reducing our reliance on any single source of funding. We will also make clear progress on environmental responsibility.

Our strategy asks us to be ambitious about what an orchestra can be – artistically, socially and nationally.

This is the journey we are inviting new Trustees to join.



3. Why become a Bath Phil Trustee?

Bath Phil is at an important point in its development.

We have established a distinctive model that combines outstanding orchestral performance with creative learning, co-creation and community engagement. The next challenge is to build the capacity, resilience and profile to take that work further.

As a Trustee, you will have the opportunity to help shape that next chapter.

You will join a Board that works closely with the Executive Director and staff team to provide strategic leadership, constructive challenge and support.

You will help us think about questions such as:

- How can Bath Phil grow its reach and influence while retaining the qualities that make it distinctive?
- How can we strengthen our financial resilience and build a more diverse income base?
- How can we develop audiences and build lasting relationships with them?
- How can we ensure that communities and young people have a genuine voice in the future of the organisation?
- How can Bath Phil become a nationally recognised leader in inclusive, co-created orchestral practice?
- How can we build the people, partnerships and infrastructure needed to deliver our ambitions?

We are looking for people who care about Bath Phil's vision and values and who can bring experience, curiosity, strategic thinking, challenge, connections or lived experience to the Board.



4. The role of a Trustee

Bath Philharmonic Orchestra is a registered charity and a company limited by guarantee.

Trustees have overall responsibility for ensuring that the charity fulfils its charitable purposes and is well governed, financially sustainable and strategically focused.

As a Trustee, you will work collectively with the Board to:

- Ensure Bath Phil complies with its governing document, charity law, company law and other relevant legislation and regulation.
- Provide strategic leadership and constructive challenge.
- Monitor the organisation's financial health and ensure appropriate financial controls.
- Ensure that Bath Phil's activities remain focused on its charitable purposes.
- Help shape and monitor delivery of the 2026–29 strategy.
- Ensure that appropriate safeguarding, equality, diversity, inclusion, health and safety and HR policies are in place.
- Support effective risk management.
- Safeguard the reputation, values and long-term interests of the organisation.
- Act as an ambassador for Bath Phil and help develop positive relationships with audiences, partners, funders, businesses and the wider community.
- Support fundraising and organisational development.
- Contribute actively to Board discussions and follow through on agreed actions.

Trustees are jointly responsible for the governance of Bath Phil. We expect Board members to bring independent judgement, listen to different perspectives, respect constructive challenge and work collaboratively.



5. What we are looking for

We are particularly interested in hearing from people who can bring skills, experience, networks or perspectives that will help us deliver our 2026–29 strategy.

You do not need to have previous experience as a charity Trustee.

We are particularly interested in people with experience in one or more of the following areas:

Fundraising and development

Experience of individual giving, major donors, trusts and foundations, corporate partnerships, public funding or fundraising strategy. We are looking to build stronger and more sustainable relationships with supporters and partners.

Marketing, communications and brand

Experience of marketing, communications, PR, audience development, digital communications or brand development. Our strategy places increased emphasis on building Bath Phil's profile and developing stronger, longer-term relationships with audiences.

Arts and cultural organisations

Experience of working in the arts or cultural sector is welcome, particularly knowledge of the opportunities and challenges facing arts organisations and professional orchestras.

Connections and networks

We welcome people who can bring meaningful networks and relationships across Bath, the South West or nationally – whether in business, philanthropy, education, culture, civic life or the community.

Above all, we are looking for Trustees who are willing to contribute actively, think strategically, ask good questions and support Bath Phil's ambitions.



6. Equity, Diversity and inclusion

Inclusion is central to Bath Phil's work.

We want our Board to reflect a broad range of experiences, perspectives and backgrounds and are committed to building a diverse and representative Board and workforce.

Our strategy also commits us to embedding community and youth voice more deeply within governance and artistic planning.

We particularly welcome applications from people whose perspectives and experiences are currently under-represented within our organisation and Board.

We recognise that diversity includes, but is not limited to, background, ethnicity, disability, age, socio-economic background, gender, sexuality, caring experience, professional experience and lived experience.

We are committed to creating a supportive, safe, welcoming and non-discriminatory environment for everyone involved with Bath Phil.

You do not need to meet every criterion in this pack to apply. We are interested in what you could bring to the Board and how your experience and perspective could contribute to Bath Phil's future.



7. How the Board works

As a new Trustee, you will join the Board currently jointly chaired by Adam Powell and Vicki Davies, and including 6 other trustees all of whom have diverse lived experience. The Board works closely with the Executive Director and staff team to oversee Bath Phil's strategy, governance, financial health and organisational development.

The Board currently meets **four times a year**, with meetings lasting approximately two hours.

Meetings are held in Bath, with the option to participate remotely where appropriate.

There are also Board sub-committees and opportunities for Trustees to contribute to specific areas of work. These may include fundraising, HR, finance, or other areas identified by the Board.

Trustees may also be invited to:

- Attend concerts and rehearsals.
- Visit creative learning and community projects.
- Meet participants, musicians, artists and partners.
- Support fundraising and relationship-building activities.
- Contribute to specific strategic or thematic projects.

We want Trustees to have a genuine understanding of Bath Phil's work and the people who benefit from it.

8. Time commitment

We anticipate that Trustees will need to commit approximately **8–10 days across the year**, including:

- Four Board meetings.
- Relevant sub-group meetings.
- Reading and considering Board papers.
- Occasional meetings with members of the Executive team.
- Attendance at selected concerts, projects or events.
- Additional involvement in areas where a Trustee has particular expertise or interest.

The role is voluntary and unpaid.

We recognise that Trustees have different professional and personal commitments and will seek to make involvement as accessible and manageable as possible.



9. Safeguarding

Bath Philharmonic Orchestra is committed to safeguarding and protecting the children, young people and vulnerable adults with whom we work.

All Trustees are expected to support this commitment and to comply with Bath Phil's safeguarding policies and procedures.

Where the requirements of a particular role or activity make it necessary, appropriate DBS checks will be undertaken.

10. Our organisation

Bath Phil is a small, ambitious professional orchestra with a committed Board and executive team.

The Board provides strategic leadership and governance, working alongside the Executive Director and staff team to deliver the organisation's artistic, creative learning, fundraising and organisational ambitions.

Our strategy recognises that investment in people and organisational capacity will be essential to our next phase of development.

We are therefore building an organisation that can sustain our existing work while creating the capacity to grow our reach, partnerships and national influence.

We believe strongly in the contribution that every person can make.

We may be a small organisation, but we have big ambitions.



11. Where we are based

Bath Philharmonic Orchestra is based in Bath and works across the South West and beyond.

Our office is currently based at:

Widcombe Institute
Widcombe Hill
Bath
BA2 6AA

Board meetings are normally held in person, in central Bath, with remote participation available where appropriate.

12. How to apply

If you are interested in becoming a Trustee of Bath Philharmonic Orchestra, we would love to hear from you.

Please send us a short statement explaining:

- Why you are interested in becoming a Bath Phil Trustee.
- What skills, experience, networks or perspectives you could bring to the Board.
- What particularly connects you to Bath Phil's vision and ambitions.

You are welcome to include a CV or link to an online profile, but this is not essential.

We want the application process to be accessible, so you can apply in whichever format works best for you – including a written statement, video or audio recording.

Please send applications to:

info@bathphil.co.uk

with **'TRUSTEE APPLICATION'** in the subject line.

Application deadline: Friday 6 November

Interviews: week commencing 16 November



13. Informal conversations

We warmly encourage prospective applicants to have an informal conversation with a member of the Board before applying.

This is an opportunity to ask questions about Bath Phil, the Trustee role and our ambitions for the next three years.

For an informal and confidential conversation, please contact:

Co-Chair: Adam Powell (hello@adampowell.co / 07814 521804) in confidence.

14. Further information

You may also wish to read:

- Bath Philharmonic Orchestra's **2026–29 Three-Year Strategy**
- Our latest **Trustees' Annual Report and Financial Statements**
- Our **Articles of Association**
- Further information about our artistic and creative learning work on our **website** and **youtube channel**

bathphil.co.uk



Appendix 1: General responsibilities of Trustees

As Bath Philharmonic Orchestra is a registered charity and company limited by guarantee, Trustees have both charitable and company responsibilities.

The Charity Commission describes Trustees as the people who lead a charity and decide how it is run.

The general responsibilities of Trustees include:

1. Compliance

Ensuring that the organisation complies with its governing document, charity law, company law and other relevant legislation and regulations.



2. Financial control

Maintaining appropriate financial control and ensuring that the organisation uses its resources in pursuit of its charitable purposes.

3. Strategic direction

Contributing actively to the Board in setting the organisation's strategic direction, policies, objectives and targets and evaluating performance against agreed priorities.

4. Financial sustainability

Ensuring the financial stability of the organisation, protecting and managing its assets and ensuring appropriate oversight of its finances.

5. Policies and procedures

Ensuring that appropriate policies and procedures are in place, including those relating to equality and diversity, safeguarding, health and safety, risk and human resources.



6. Reputation and values

Safeguarding the good name, reputation and values of Bath Phil and contributing to effective Board performance.

7. Future beneficiaries

Working collectively with fellow Trustees to hold the charity in trust for its current and future beneficiaries.

Join us

Bath Philharmonic Orchestra is entering a new chapter.

We have built an organisation with a distinctive voice, a growing audience and a clear sense of purpose. Our ambition now is to expand our impact and help shape the future of orchestral music.

If you believe in the power of music to connect people, spark imagination and transform lives, we'd love you to join us.

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