

MARLBOROUGH PRODUCTIONS BOARD OF TRUSTEES CALL OUT

i) ABOUT US

Marlborough Productions (MP) is a leading UK producer of queer-led, intersectional performance, parties, heritage and radical community gatherings.

Led by Creative Director Tarik Elmoutawakil and Executive Director David Sheppard, MP is a pioneering producing organisation that advances equality and social justice through intersectional queer culture. Over the past ten years, MP has become nationally and internationally recognised for commissioning innovative new work from extraordinary artists. We reclaim spaces to create and share culture. We reach new audiences and develop communities.

From David and Tarik:

"This is a hugely exciting time to join our trustee group as Marlborough Productions enters Arts Council England's National Portfolio for the first time in April 2023. With this sustained support over three years we will have the opportunity to work with even more phenomenal queer artists and inspiring communities across the UK. Our trustees have always been an invaluable source of support, encouragement as well as being great fun to be around! We're looking forward to meeting new allies and friends through this process."

OUR VISION: *Queer people everywhere are liberated & limitless in their creativity.*

OUR MISSION: to be a catalyst for queer community & culture

OUR VALUES:

- **Queer** - centring intersectional experiences of identity and how this relates to privilege and/or oppression
- **Decolonial** - committed to challenging white supremacy and supporting anti-racist action
- **Rigorous** - realising cultural projects to the best of our ability to ensure enriching experiences.
- **Caring** - working with artists and communities in an accessible way that prioritises People
- **Responsive** - welcoming critique and striving to do better
- **Joyful** - recognising the importance of joy for all LGBTQIA+ people in a world that often tries to rob us of it.

We're a member of **Live Art UK**, the national network of Live Art promoters.

Marlborough Productions is a registered charity (no. 1145506)

ii) WHAT DOES IT MEAN TO BE A TRUSTEE OF MARLBOROUGH THEATRE PRODUCTIONS?

Marlborough Productions's board are a group of individuals who offer their time to help guide and support the organisation. Our board are champions, critical friends, advice-givers and supporters. We always want our board to feel like they are connected, informed and appreciated. We try to make our board meetings friendly and efficient. We want board members to feel proud of MP.

iii) THE BASICS:

WHAT WE'RE LOOKING FOR?

We are looking for individuals with knowledge and expertise in some/any of these areas:

- Individual & corporate giving
- Local/regional/national third sector organisations
- Independent artists
- Strong links to LGBTQIA+ community (local, regional or national)
- Financial planning and accounting
- HR & managing teams
- Law
- PR and marketing e.g. organisational profile raising (local and national)

DIVERSITY:

Marlborough Productions is one of the few organisations in the UK that is creatively led by a disabled, queer person of colour. This is an essential factor in determining the focus of our work. Our projects seek to engage with marginalised LGBTQIA+ artists, communities and make the cultural sector a more inclusive place for them. We want our trustees to be representative of these artists and communities. We are aware we are not currently in this position and are making efforts to get there. We know there can be structural barriers around being a trustee for members of marginalised communities (e.g. you can't be paid for your time). We are determined to make being a trustee as inclusive as we can so we invite trustees to inform us of any needs or barriers to their participation and strive to make any and all reasonable adjustments (e.g. covering travel costs, access costs, childcare) to encourage attendance and deeper engagement with our work. As the reach of our work expands we are also interested in widening the geographical spread of our trustees beyond the South East.

THE COMMITMENT

We invite people to join the board who have the skills and experience to help us achieve our mission. To make a difference. We think all our board members are excellent in their field and may bring expertise that we don't have or would like to develop. We ascribe to the Nolan

Principles of Public Life to promote good and appropriate conduct amongst our trustees:
<https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>

We have quarterly meetings. We usually need about two hours to get through everything without feeling rushed. The meetings are usually hybrid in-person and on Zoom. It's great if you can be at all the meetings. We need at least 3 board members present to be 'quorate' (i.e. the meeting can go ahead and we can make decisions).

We have an annual board away day, out of the office, somewhere nice. There is food and thinking time and a chance to look further ahead, and feed into our strategic thinking. We send out board papers before each meeting. We try to make sure you have plenty of time to read them before you arrive. These papers include an agenda, minutes of the last meeting and finance documents. We also send you a fundraising report, and a programme update from the team. Sometimes we also send you other documents we want you to look at or comment on. It's great if you can spend some time reading these papers before the meeting, as this helps you prepare any questions, and get your head around any important issues.

We recognise that everyone on our board has different strengths and expertise. We can support trustees with any of the documents they might not have previous understanding of, (e.g. management accounts) through 1-to-1 sessions, resources or training courses. Don't worry if some of the documents don't make sense, we talk through them all in the meeting. There are no stupid questions! We welcome your feedback, challenges, ideas and thoughts. Anything that you want to bring up is valid. If you'd rather, you can email us in advance to ask questions or tell us something you'd like to talk about. We take minutes at each meeting, so we have a record of what we discuss.

We have appointed Co-Chairs - Daniel Kok and Yaz Senghor.

The Co-Chairs take on more responsibility than other board members. They have more contact with us, and help make decisions that don't need the involvement of the full board. We will also sometimes form sub-committees or working groups for specific things such as finance and fundraising or for a specific project.

THE PERKS

- Association with a progressive arts charity that has an established reputation for making change in the cultural sector, for artists and communities
- Invites to our work
- Membership of an inspiring group of trustees working in a range of fields that will expand your networks and open you up to new thinking
- Being part of a dynamic arts charity that's driving change in the cultural sector
- Access to training that can build confidence in your leadership role as a trustee

IV) OTHER USEFUL INFORMATION:

Outside of the four board meetings, we may call on you for specific things. For example, being at events and shows or giving advice on a specific issue. We think we'll have the best relationship if you are familiar with our work and if you come to our events.

As part of being a board member, we also ask that you advocate for our work. This might include telling other people about what we do at events you go to, or chatting to individuals about our work.

Being a board member is a voluntary position. We aim to pay travel expenses for people outside Brighton, and we'll provide refreshments at meetings. We have a donor scheme and ask you to become a Marly Mate, donating an amount to help support our work. Where appropriate, we may also ask you to introduce us to anyone you might know who could support our work too. We're always looking to expand our networks.

As you're giving your time for free, we try not to ask too much of you – we appreciate that everyone is very busy. If we ask you to do something and you feel like you can't or don't have time, then just let us know.

As a board, you might also decide that at times it's important to seek external advice on a particular issue.

We expect you to tell us if things that you do outside of being a board member might conflict with what we do (please refer to our [Conflict of Interest Policy](#)). An example of this could be if you are working in an organisation that we are partnering with. We also ask that you respect that some things we discuss might be confidential.

Our board members stay with us for four years, which is fairly standard for our sector. After that time, you may wish to step down, or be voted back onto the board - we think two terms is generally the right amount for most people. We do this at our Annual General Meeting, which happens every year as part of our regular autumn board meeting. If you wish to step down, we ask that you give as much notice as possible to help us plan for recruiting new members. At least three months' notice would be ideal.

If for any reason it doesn't work out and you're unable to commit to fulfilling your duties, the board may ask you to step down or you can step down at any point.

V) THE LEGAL BIT:

If you're a board member, you are both a Trustee of the charity (listed on the Charity Commission website) and a Company Director (listed on Companies House). This means that, together with the other board members, you have to make sure we are complying with:

- company law
- employment law

- health and safety legislation
- equal opportunities
- laws around working with children and young people

In practice, this means that you will have the opportunity to read, comment on and sign off our policies. We will also let you know at board meetings (or in between if it's urgent) about any issues that arise.

You also have collective responsibility to make sure:

- the company remains solvent
- that we deliver against the aims and objectives of funding agreements that we have with funders like Arts Council England, National Lottery Heritage Fund, Paul Hamlyn Foundation and Esmée Fairbairn Foundation.
- that we don't do anything that might place our funds, assets (things we own, including ideas) or reputation at risk

VI) TERMS OF REFERENCE FOR TRUSTEES

Purpose

To advise, govern, oversee policy and direction and assist with the leadership and general promotion of the Marlborough Theatre Productions Ltd so as to support the organisation's mission and needs.

Principal Responsibilities and Accountabilities

- To ensure the organisation has a clear vision, mission and strategic direction and is focused on achieving these.
- To determine levels of delegation to the Joint CEOs.
- To work in partnership with other Board members and funders to support and develop MP and take responsibility for the corporate governance of the organisation.
- To ensure the effective operation and management of the organisation.
- To support the Joint CEOs in the formulation of business plans outlining the organisation's operational and artistic direction within the budgetary framework.
- To approve the annual budget and to have a good grasp of the finances and resources of the organisation.
- To comprehend and maintain a general overview of the organisation's policies and procedures.
- To ensure the organisation complies with all legal, regulatory and statutory requirements.
- To act as guardians of the organisation's assets ensuring that satisfactory control procedures are in place.
- To ensure that the organisation's governance is of the highest possible standard.
- To build a good understanding of the organisation's day-to-day operating processes, procedures and practices.
- To ensure there are effective mechanisms to listen to the views of current and future beneficiaries.

- To have a serious commitment to participate actively in committee work.
- Involvement in the appointment of the Joint CEOs and other Senior Management staff as and when required.
- To actively promote and communicate the organisation's work to the community performing an ambassadorial role on behalf of MP.