



The Margate Creative Land Trust

Trustee Candidate Information Pack

Background

We are a new charity set up to establish a variety of accessible and inspiring creative spaces that provides benefit to the community, creative sector, and local economy in perpetuity. Our vision is to ensure a thriving, resilient and innovative creative sector that provides inclusive enterprise, employment, and learning opportunities for people living and working in Margate and the surrounding areas.

£6 million of capital funding has been secured from Central Government through the Town Deal programme, to set up the Trust; purchase physical space in Margate, provide affordable rents and deliver community programmes to support inclusive and sustainable practice in the creative communities.

We are now recruiting new trustees to join this exciting and vital work.

Why We're Needed

Margate is home to a burgeoning creative community and has been identified as a key production hub within the Thames Estuary Production Corridor (see link at the end of the document for details).

Whilst creative businesses have grown by 158% since 2009, Margate has lost 11% of its commercial spaces in the last 20 years. When coupled with rising rents for the remaining eligible spaces and a lack of appropriate venues for the variety of artistic pursuits, there is a vital and urgent need to provide subsidised space to creative practitioners to protect and grow the creative industries in Margate.

There is also a challenge of inclusivity, providing opportunities to underserved audiences and being relevant to much more of Margate's diverse community. An important part of our role is

to ensure that creative space and programming is inclusive and supports all Margate's communities to access opportunities within the creative industries of leadership, jobs, training and enterprise development.

Your Contribution

It is an exciting time to join us. A recently appointed Board of Trustees has been working hard to ensure the Trust honours the needs of the creative sector and communities of Margate and is built on solid foundations. We have recently appointed an Executive Director, who will start in July 23, joining our Community Engagement and Communications Manager. The rest of the team, made up of an Operations & Finance Manager, an Admin & Finance Officer and a Capital Project Manager, are in the process of being appointed.

We are now looking for experienced and inspirational trustees to join the Board of Trustees to help us realise a vision for the future that is aligned with the ambitions of the area.

To complement the skills of the current Trustees we are looking to appoint four new trustees. We are specifically looking for skills in financial management, commercial property, organisational management, and human resources. We are also interested to hear from candidates with experience in Environmental Social and Governance (ESG), sustainable design and construction, and social impact measurement, management and reporting.

We don't expect candidates to have experience in all areas as we are looking to fill these roles across the Board. We want committed team players who are creative thinkers and doers.

This is your opportunity to do something brilliant that keeps Margate creative.

Trustee Appointments

We are looking for candidates with a proven track record in one or more of the following areas:

- **Finance** – role of treasurer, financial modelling, tax, SORP and charity accounting. Note: we expect all Trustees to have basic financial literacy and understand how to read the balance sheet and accounts, where appropriate we will offer training.
- **Organisational Management** – experience of management, policies, procedures, regulations and governance relevant to our charitable status and a small organisation.
- **Property** - Experienced property professionals, ideally with membership of RICS or an equivalent professional body, with experience of asset acquisition and/or management.
- **HR/ personnel** – experience and qualifications in people management.
- **Environmental, Social and Governance**. Experience of implementing and managing ESG within a real estate environment

We are keen to find a blend of sector experience across public, private and third sector, so experience does not have to come from the charity sector.

In addition, we are looking for Trustees to provide us with:

- Connections to networks of people whose expertise the Trust may benefit, and a willingness to use those connections for the Trust's benefit.
- Experience of operating as a trustee or non-executive director (across any sector), or evidence of transferable skills including:
 - Strategic capability, sharp mind and good judgement
 - Ability to build strong relationships and act as an ambassador, commanding respect and influencing key stakeholders within own sphere of expertise or more widely.
 - Demonstrate understanding of respective roles and responsibilities of non-executives, executives, and of collective decision-making.
- A mind-set aligned to the Trust and its Board of Trustees, including:
 - Independent; able to challenge and support.
 - Creative and enthusiastic about the arts and making a difference.
 - Team player
 - Honest and transparent

This is still a new Board, so ideal for someone with Board experience who is willing and able to commit time and energy to developing the governance and strategy of the organisation, working alongside the Executive team.

The Trust values diversity and must represent Margate and the wider area for the entrepreneurial, creative and diverse place that it is. The Board will need a diverse group of bold and brilliant people who do a wide variety of things at work, have lived a variety of lives, and are ready for the challenge of being a Trustee.

We are committed to social justice and tackling under-representation on charity boards of people from certain backgrounds. We want to be as inclusive as possible from the outset. We particularly encourage applications from those who are under-represented on Boards, especially those from the global majority, including those of African diaspora heritage, South Asian, East Asian and South-East Asian heritage, mixed heritage, and those who have faced other socio-economic barriers, those who identify as LGBTQ+, and disabled people.

As a trustee, you would provide on-going strategic direction, critical challenge and helping hands to ensure the Trust has the biggest impact possible. We want our Trustees to support and provide governance of the highest quality and rigour as the organisation enters its first phases.

Person Specification

You should be able to demonstrate the following:

- You're willing to devote time, enthusiasm and effort to the duties and responsibilities of being a trustee.
- A commitment to our vision and mission, and to delivering positive benefit through the work of the MCLT to both the creatives of Margate and the wider community.
- You have a willingness to challenge professionally, supportively and constructively – act as a critical friend.
- You have great strategic insight.
- You have independent judgement and willingness to challenge.
- You are committed to the ethos of the organisation.
- You are easily able to relate to and work with a variety of stakeholders from community groups to partners, celebrities and funders.
- You have experience at board level ideally as a charity trustee.
- You can powerfully articulate the importance of the work in your own words and connect it to the big picture (desirable).
- You have an eye on future changes and/or opportunities that could impact the Trust (desirable).

Job Description

Statutory Duties of a Trustee

- Ensure that the organisation complies with its governing document, charity law, company law and any other relevant legislation or regulations.
- Work with the Executive team to ensure the organisation delivers its commitments within the Town Deal funding.
- Ensure that the organisation pursues its objectives as defined in its governing document.
- Ensure the organisation uses its resources exclusively in pursuance of its objectives: the organisation must not spend money on activities which are not included in its own objectives, no matter how worthwhile or charitable those activities are.
- Contribute actively to the board of trustees' role in giving strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets.
- Safeguard the good name and values of the organisation.
- Ensure the effective and efficient administration of the organisation.
- Ensure the financial stability of the organisation.
- Protect and manage the property of the charity and to ensure the proper investment of the charity's funds.
- Appoint the senior management team and monitor their performance.

Other Duties

In addition to the above statutory duties:

- Scrutinising and providing constructive comment on the board papers.
- Ensure that strategic and operational risks are managed effectively.
- Support senior staff by providing expertise to support work on our strategy, development and operations.
- Providing strategic guidance on new initiatives.
- Representing the charity to external stakeholders and/ or donors and acting as an advocate for the charity in public fora
- Identify funding/building opportunities and assist with developing relationships with existing and potential funders.

Time Commitment

The Board currently meets bi-monthly for around 2 hours. We have established two sub-committees, Finance & Resources and Property which currently meet on alternate months to the main Board meeting, we would expect all Trustees to join one of the sub-committees. We expect trustees to take a keen interest in Margate and the wider area and commit time to being here and understanding local beneficiaries and the sector in the area.

Conflicts of interest

The role of the Board is to take decisions in the interests of the Trust and the community it serves. If you are interested in benefiting directly from the work of the Trust (as a tenant or someone receiving funding), then being part of the Board might mean you are conflicted. If you believe you might have a conflict of interest, please speak to the Start-Up Director before applying.

Remuneration

The role of Trustee is honorary, unremunerated and non-pensionable.

Appointees will be entitled to be reimbursed for travel and other expenses reasonably incurred in performing their role in connection with the Board.

Due Diligence

We will conduct due diligence on those candidates who reach the final stage. This will involve contacting your referees for a character reference, checking with Companies House for any disqualifications and carrying out other reasonable background checks.

Length of appointment

The initial term of appointment will be three years, with the possibility to extend for a further term.

Location

Board meetings will be held in Margate town centre and sub-committee meetings will be held in person or online. We expect Trustees to be in Margate regularly to get to know the sector, stakeholders, community and the key issues and opportunities.

How to Apply

Please send a CV, covering letter to jan.king@margatecreativelandtrust.org. We also ask you to complete an equal opportunity monitoring form. The information on the form will be treated as confidential and used for statistical purposes only.

Make sure you explain your suitability for the role and your affinity for our work within your CV and covering letter. The covering letter should explain why you want the role and what you would contribute to the Trust. Please give one or more concrete examples of their experience/background/skills and how these relate to the person specification.

We would also like two character references (not family members). We will only contact them at the due diligence stage.

For an informal, confidential discussion about these roles, please contact Jan King, the Start-Up Director, jan.king@margatecreativelandtrust.org. She will respect the privacy of any initial approach or expression of interest in this role, whether formal or informal.

Deadline for submission of the CV and letter is 05 June. We intend to hold interviews before the end of June.

For more information about our work, the area and its commitment and plans for the creative sector please see the links below.

Margate Creative Land Trust – www.margatecreativelandtrust.org

Margate Town Deal - www.margatetowndeal.co.uk

Creative Estuary - www.creativeestuary.com