



## **ROLE PACK – Trustee (volunteer Board member)**

Margate is home to an established and burgeoning creative community and has been identified as a key production hub within the Thames Estuary Production Corridor.

While statistics show creative businesses have grown in the town, Margate has lost significant amounts of commercial spaces in the last 20 years. Coupled with rising rents for the remaining eligible spaces, this has created a lack of appropriate venues for the variety of artistic pursuits. Creative practitioners and businesses urgently need space to enable them to stabilise and see the sector grow in Margate.

Taking inspiration from other land trust models developed to provide affordable places to work and live, the Trust in Margate will ensure that its creative spaces and accompanying programming are inclusive. A central part of its mission is to support under-represented or disengaged communities to access opportunities within the creative industries, including mentoring, jobs, training and enterprise development.

The Trust was co-created with the community and local creative practitioners and was established as an independent entity on behalf of the Margate Town Deal Board.

Substantial funding has been secured from Central Government through the Margate Town Deal, and the Margate Creative Land Trust was registered as an independent charity in April 2022. Its goal is to purchase physical space in Margate, provide affordable rents and deliver community programmes to support inclusive, sustainable practice in the creative industries in Margate and across the area of Thanet.

### **Vision**

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.

### **Mission**

To establish a variety of accessible and inspiring creative spaces that provides benefit to the community, creative sector and local economy in perpetuity.

## Aims

- To protect, sustain and grow Margate's creative sector through improved security and sustainability, and by increasing the quantity of places for creative practice in the town
- To support the inclusive regeneration and economic growth of Margate and the district of Thanet
- To support the creation of new jobs and training opportunities within Margate's creative enterprises, and to address barriers to entry for Thanet's diverse communities
- To celebrate Margate's creatives and the achievements of the sector and, to support its growth and establishment as a regional creative hub
- To add value to existing market activity and to avoid displacement or crowding out of initiatives by others
- To support moves towards a zero carbon and environmentally sustainable economy through our investment decisions and operations
- To be a fair employer and promote equality, diversity and inclusion in all that we do
- To be evidence based in our investment decisions to meet the specific needs of Margate's creative community
- To be timely in our decision making and delivery
- To lead to enable the realisation of our vision
- To work in partnership and collaboration with others to achieve our mission

## Values

**Open & inclusive:** We are friendly, approachable, accessible and seek to work collaboratively and in partnership. We will design ways to ensure we meaningfully and regularly engage with the communities we serve

**Innovative:** We know we must play the long game to have lasting impact, but we are not afraid to test or pilot radical ideas in the short term. We are ambitious and we will disrupt the status quo to ensure more underrepresented groups benefit from creative sector opportunities

**Sustainable:** We are a commercially sound, environmentally and socially responsible organisation and we champion this within the sector

**Role title**     **Trustee (volunteer Board member)**

**Statutory Duties**

- Ensure that the organisation complies with its governing document, charity law, company law and any other relevant legislation or regulations
- 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
- Work with the Executive team to ensure the organisation delivers its commitments within the Town Deal funding
- 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**

- 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
- Other areas in which the trustee has special expertise

## Qualities of a Trustee

- Willing to dedicate time, enthusiasm and effort to the duties and responsibilities of being a trustee
- Committed to MCLT's vision and mission, and to delivering positive benefit to both the creatives of Margate and the wider community
- A willingness to challenge professionally, supportively and constructively
- Demonstrate independent judgement and willingness to challenge
- Able to relate to and work with a variety of stakeholders from community groups to partners and funders
- Articulate the importance of MCLT's work and its broader scope
- Remain aware of future changes and/or opportunities that could impact MCLT
- You have an eye on future changes and/or opportunities that could impact the Trust

## Trustee Appointments

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

- **Finance** – act as Treasurer, financial modelling, 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.
- **Regeneration/social impact programmes** – experience in publicly funded physical and economic regeneration programmes
- **Workspace and asset/estate management** – experience in multi-site workspace operation, or experience or qualifications in estate or facilities management.
- **HR/personnel** – experience and qualifications in human resource management.

*We are keen to find a blend of experience across public, private and third sector, so if you are interested but unsure if you might be right, please contact us for an informal conversation.*

### **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.
  - Enthusiastic about the creative sector and making a difference.
  - Team player
  - Honest and transparent

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

We are committed to social justice and tackling the under-representation on charity boards of people from the global majority, including those of African diaspora heritage, South and East Asian heritage, mixed heritage, those who have faced socio-economic barriers, those who identify as LGBTQ+, and disabled people.

### **Time commitment and location**

- Currently the Board meets at least six times a year
- Board meetings are every 2 months (2-3 hours approx. per meeting)
- Ideally meetings will take place in person in Margate town centre with hybrid options available
- Sub-committee meetings will be held online
- We prefer local candidates, but if not we expect Trustees to be in Margate regularly to get to know the sector, stakeholders, community and the key issues and opportunities.

### **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 contact us.

### **Remuneration**

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

Appointees will be entitled to be reimbursed for travel, accommodation, childcare and other costs reasonably incurred in performing their role in connection with the Board, (by prior agreement).

### **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.

To express an interest in this role or have an informal discussion please email:

**[info@margatecreativelandtrust.org](mailto:info@margatecreativelandtrust.org)**

To apply for the role, please email (subject header – your name/Trustee application) a copy of your CV and a statement (no more than 2 sides of A4) outlining why you are interested in the role, your relevant skills and experience, and what you feel you could bring to the board.

We also ask all candidates to complete an Equality and Diversity Monitoring form, which can be accessed via the link <https://wkf.ms/3XPpLXv>.