

What is good governance for theatres?

Resilient Theatres: Resilient Communities



The Pilgrim Trust

SWIRE
CHARITABLE
TRUST

Host and chair

Claire Appleby

Architecture Advisor, Theatres Trust

Striving for good governance

Siân Eagar

Theatres at Risk Adviser and Resilient Theatres:
Resilient Communities Programme Manager, Theatres
Trust

What is governance?

Definition:

“The systems and processes concerned with ensuring the overall direction, effectiveness, supervision and accountability of an organisation.”

(The Governance of Voluntary Organisations, Cornforth 2003)

Governance vs Management

- Ensuring that an organisation is effectively and properly run.
- Governance is about setting strategy and direction, accountability and scrutiny.
- Management is about allocating resources and overseeing the day-to-day operations of the organisation.

Compliance - what you 'must' do

Governing document

Depending on your legal structure – company law and charity law

Legislation relevant to your activities. Examples include:

- Health & Safety
- GDPR
- Equalities
- Employment

Good practice – what you ‘should’ do



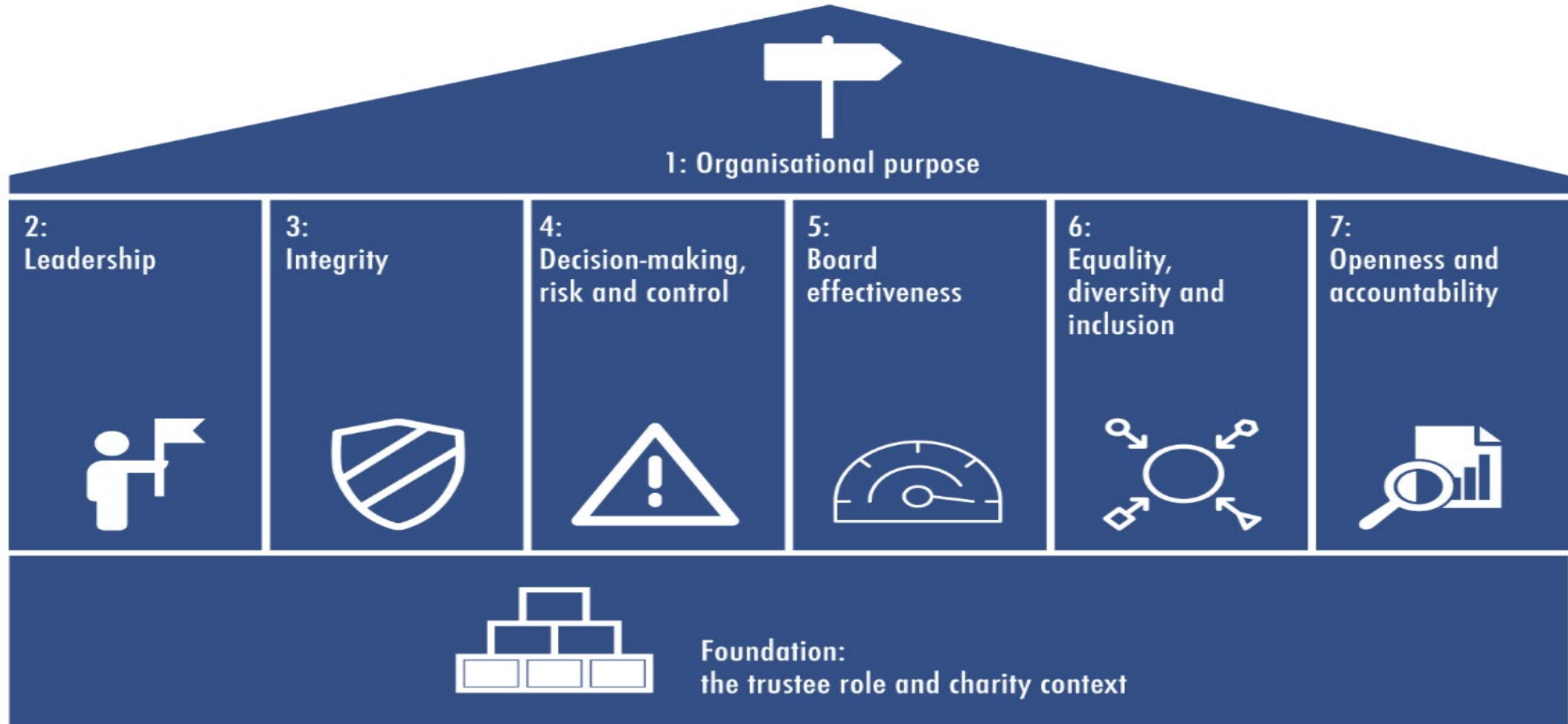
Guidance from relevant regulator

- Charity Commission for England and Wales, Northern Ireland or Office of the Scottish Charity Regulator
- Companies House (relevant jurisdiction)
- Office of the Regulator of CICs

Sector specific guidance – ICO, HSE

Develop commitment to principles not just process

Charity governance code



Organisational purpose

Principle

The board is clear about the charity's aims and ensures that these are being delivered effectively and sustainably.

Key outcomes

- The board has a shared understanding of and commitment to the charity's purposes and can articulate these clearly.
- The board can demonstrate that the charity is effective in achieving its charitable purposes and agreed outcomes.

Decision-making, risk and control

Principle

The board makes sure that its decision-making processes are informed, rigorous and timely, and that effective delegation, control and risk-assessment, and management systems are set up and monitored.

Key outcomes

- The board is clear that its main focus is on strategy, performance and assurance, rather than operational matters, and reflects this in what it delegates.

Key outcomes (continued)

- Where aspects of the board's role are delegated to committees, staff, volunteers or contractors, the board keeps responsibility and oversight.
- The board has a sound decision-making and monitoring framework which helps the organisation deliver its charitable purposes. It is aware of the range of financial and non-financial risks it needs to monitor and manage.
- The board promotes a culture of sound management of resources but also understands that being over-cautious and risk averse can itself be a risk and hinder innovation.

Qualities of good governance



Adapted from the Cultural
Governance Alliance – A
Practical Guide to
Governance

Steps towards good governance

1. Support the individual
2. Engage with sources of support
3. Get your compliance sorted
4. Clearly defined roles and system of delegation
5. Understand your finances and ensure you have sound financial management systems

Steps towards good governance (continued)

6. Run effective meetings
7. Be a team
8. Develop your approach to risk
9. Develop your action plan based on good practice guidance
10. Let your vision, mission and purpose guide you

Useful links

For Charities

- [The Charity Commission for England and Wales](#)
- [The Charity Commission for Northern Ireland](#)
- [Office of the Scottish Charity Regulator](#)

For Charities that are also companies

- [Companies House](#)

For Community Interest Companies

- [Office of the Regulator of Community Interest Companies](#)

For Co-operative and Community Benefit Societies

- [Financial Conduct Authority](#)

From the Charity Commission (England and Wales)

- [Charity trustee welcome pack](#)
- [The essential trustee: what you need to know, what you need to do \(CC3\)](#)
- [Charity governance, finance and resilience: 15 questions trustees should ask](#)

From the Charity Commission (Northern Ireland)

- [Running your charity](#)

From the Scottish Charity Regulator (OSCR)

- [Legal duties and responsibilities of trustees](#)

Thank you for listening

What do you believe is the most important quality a chair of a board of trustees should possess to be effective in the role?



“Curiosity is the most important quality in my view. A chair of the board of trustees needs to be constantly curious about the work of the organisation so that they can provide the right amount of challenge and support to the executive and trustees to keep them focused on what is important.”

Dave Moutrey
CEO at HOME & Director of Culture for Manchester City Council and Chair of Theatres Trust’s board of trustees

Trustee recruitment

Laura Norris

Freelance Governance Consultant and Advisor

Governance – an overview

- Governance doesn't sit on the shelf, it's active
- It's for all periods of a company or charities life
- It's useful in the good times as well as the troubled times
- Review and consider your founding documents

Recruiting for governance

Why?

- Time limitation
- Change in focus of organisation
- Resignations/ numbers allowed
- Expansion

Who?

- Working group of board
- Whole board
- External input
- Recruitment agency

Plan and prepare - what do you need?

- Consider where you are as an organisation
- What do you want to achieve next?
- Consider the skills of current trustees or advisers to your board
- Prepare an outline of where you are and what you want to do
- Research where you will advertise / promote the opportunity
- Write an advert and role description
- Do you want to use application form, or cv and letter?
- Consider how you will conduct interview

Advertising

- Social media platforms
- Website
- Local voluntary councils
- Existing networks and contacts (e.g. partner organisations, mailing list contacts)
- Volunteer recruitment websites (e.g. Reach Volunteering)
- Local papers, radio etc.
- Industry websites and platforms (e.g. Arts Professional)

Shortlisting and Interviewing

Shortlisting

Consider the applicants as agreed above

Not considered appropriate

Shortlisted

Interviewing

Ensure individual needs are catered for

Follow agreed process

Decision, ratification and appointment

Feedback

Induction

Support the individual (e.g. helping them understand their responsibilities)

What does the appointee need to understand the organisation and its purpose?

Hold one or two follow-up meetings (e.g. after 3, 6 or 12 months)

Build in a probation period and a code of conduct to manage expectations

Thank you for listening

As one of the Trust's newer trustees, what is your perspective on how a newly recruited trustee's experience can be enhanced or effectively managed?



“As a new trustee I have appreciated the time longer-serving trustees have taken on both a formal and informal level to make sure I feel supported by the group and by extension confident enough to contribute. It is important to remember each trustee brings a specific skillset and there will inevitably be areas which lie outside of their knowledge. Ensuring everyone has a voice is critical to making sure the organisation can benefit as much as possible from the knowledge each of the trustees have.”

Lucy Osborne, Set and Costume Designer (Theatres Trust trustee since February 2022)

Applying governance training

Samantha Kelly

Trustee of Victoria Theatre, Salford

Introduction to Victoria Theatre, Salford



Great Clowes Street
early 1900s

Introduction to Victoria Theatre, Salford (continued)



Interior stage from the
'God' 2012

Introduction to Victoria Theatre, Salford (continued)



The Manchester Courier, And Lancashire General Advertiser,
Thursday October 5. 1899. – New Theatre in Salford.

The memorial stone was of handsome white marble, and lettered in gold bearing the following inscription:—

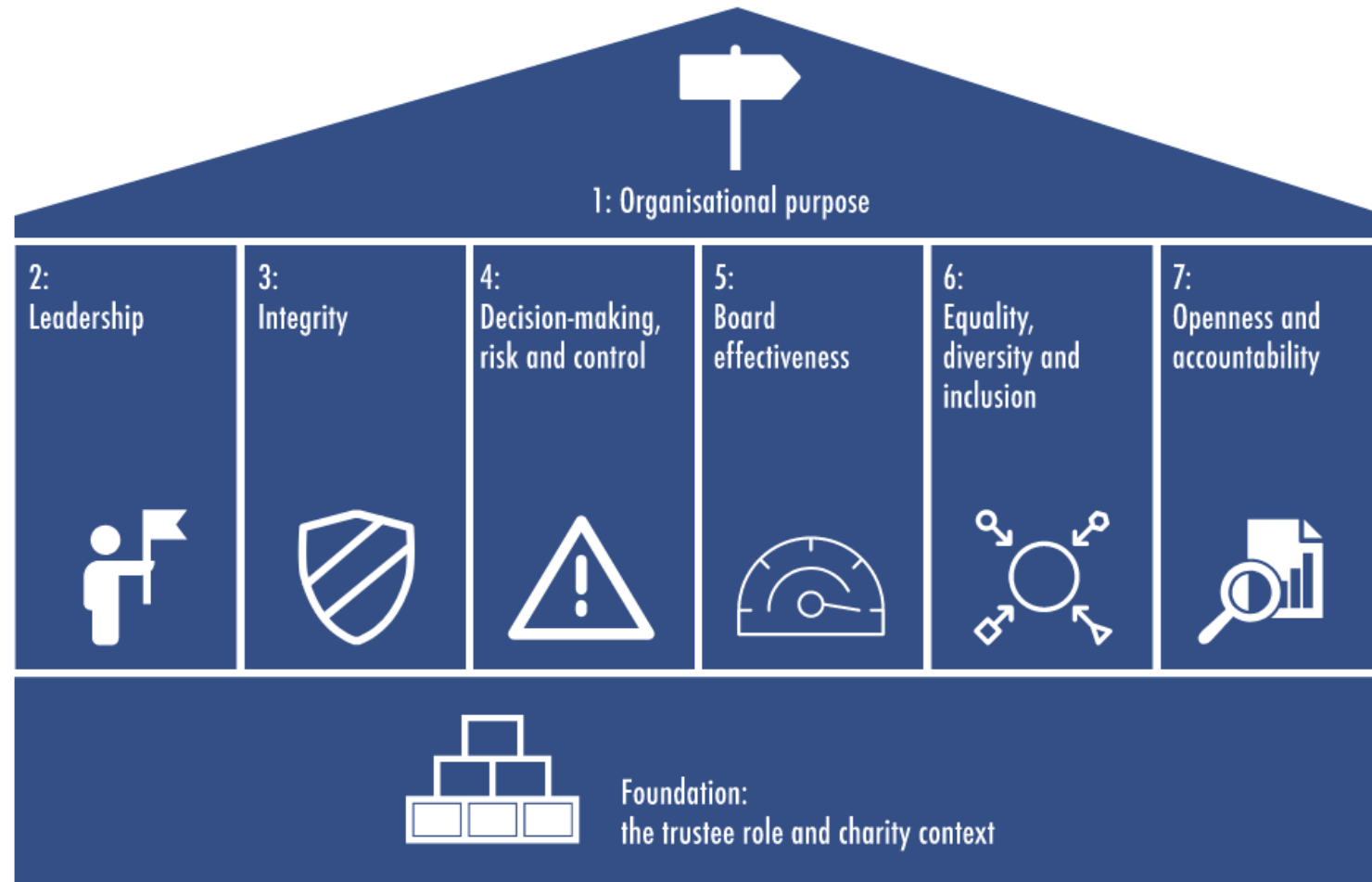
Victoria Theatre. Broughton. This stone laid Sir Henry Irving.
October 4th, 1899. Proprietor of the Broughton Theatres Syndicate
Limited. Directors: C. W. Howarth (chairman), James M. Hardie,
Frank A. Gordyn, Lambert Reddaway, W E. Roscoe. Architect:
Bertie Crewe, Savoy Mansions, The Savoy. London, W.C. Builders:
Wm. Brown and Son, Trafford-road, Salford.

Introduction to Victoria Theatre, Salford (continued)



Exterior Salford
Victoria, 2012

The seven principles of governance



Our documents

- Statement of Intent
- Articles of Association
- Business Plan
- Accounts – up-to-date with Companies House
- Volunteer Hours Sheet
- Volunteer Code of Conduct?
- Policies?
- Risk Assessments?

Organisational purpose

3 OBJECTS

The objects of the Charity are to preserve for the benefit of the people of the City of Salford and of the Nation, the historical, architectural and constructional heritage that may exist in and around Salford (including any buildings as defined in Section 336 of the Town and Country Planning Act) of particular beauty or historical, architectural or constructional interest, including the Victoria Theatre, Great Clewes Street, Salford as a facility in Salford, to enhance the area and promote and provide live theatre and the arts, both professional and amateur, cinema, educational workshops and other educational use, charity functions, conference facilities, facilities for youth, the elderly, ethnic and minority groups

Audience questions



Host and Chair

Claire Appleby Architecture Advisor, Theatres Trust

Speakers

Siân Eagar Theatres at Risk Adviser and Resilient Theatres:
Resilient Communities Programme Manager

Laura Norris Freelance Governance Consultant and Advisor

Samantha Kelly Trustee of Victoria Theatre, Salford