



Marsden Community Trust Limited Trustee Handbook

Final Version – September 2019

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MARSDEN COMMUNITY TRUST IS A LIMITED COMPANY 09392970 AND A REGISTERED CHARITY. CHARITY NUMBER 1168910

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1. Introduction

Thank you for being a Trustee of Marsden Community Trust Ltd (MCT) and welcome to the team! I hope you will find being a trustee of MCT a rewarding experience and enjoy working with a diverse range of people who are as passionate as you are about supporting the development of Marsden and its community.

The aim of this trustee handbook is to bring together some useful information to help you in your role as a MCT Trustee. It provides MCT's key information such as our constitution and key policies etc. We will add and amend the appendices of this document as these policies or practices change.

I hope you will have all the support you need to help you fulfill your role as a trustee, but please don't hesitate to ask me if there is anything else that you would find helpful.

Tom Lonsdale
Chair

2. About Marsden Community Trust Ltd.

Marsden Community Trust Ltd is registered as a charity with the Charity Commission and as a company limited by guarantee at Companies House: it can more simply be referred to as a 'charitable company'. MCT was formally incorporated in September 2015, the catalyst being the opportunity to take the Marsden Mechanics building into community ownership and control. Managing the Mechanics for the benefit of the community in Marsden will therefore comprise the main business of the Trust until the building is financially self-sufficient and permits time and effort to be devoted to wider aims as set out in 3.1 below.

Marsden Mechanics was built in 1860 to serve as the headquarters and social hub of the village by the Mechanics Institution, which grew as an organisation within the newly mechanised textile industry. It subsequently also served as the offices for Marsden Town Council but local government re-organisation and the collapse of the textile industry were unkind to it, resulting in Kirklees Council seeking to demolish it in the 1970s.

Marsden Community Association was formed to save the building from demolition and, after a 12 year campaign, secured its major refurbishment and opening as the present community centre in 1990. At that time Kirklees Council insisted on retaining ownership but the community were given committee places on Marsden Mechanics Hall Management Association, which leased and managed the interior, whilst Kirklees Council retained full responsibility for the Library.

Kirklees changed their position in about 2012 and offered the community an 'Asset Transfer' arrangement available under the Localism Act, 2011. Extensive community consultation found support for this and resulted in the incorporation of MCT as a 'Private company limited by guarantee without share capital', company number 0939270 and its registration as a Charity, charity number 1168910.

The Memorandum and Articles of the Trust set out broad aims devoted to improvement of life in Marsden but the Mechanics building remains central to those aims, serving both as administrative headquarters and continued function as community centre and venue. It distinguishes itself from other venues in the area by offering the highest standard of facilities and central location, whilst being free from any political or religious alignment. The Library function remains run by Kirklees Council but the Trust provides the space rent-free and benefits from the busy footfall. Two small office spaces were also formed with Leader Grant assistance and these are occupied by Mikron Theatre Company and Marsden Jazz Festival.

Today MCT has 2 part-time staff, and is governed by an independent board of charitable trustees.

3 MCT Governance

MCT's objects are set out in its key governance document, the Memorandum and Articles of Association. This document also includes all arrangements for the appointment of Trustees and the conduct of Board meetings including the Annual General Meeting.

3.1 MCT Objectives

For the public benefit:

To advance heritage generally and/or preserve, for the benefit of the general public, the historical, architectural and constructional heritage existing in and around Marsden in buildings (including any structure or erection, and any part of a building as so defined) of particular beauty or historical, architectural or constructional interest;

To advance the arts, culture, education, health and well-being by (but not restricted to) the provision of facilities in which these activities can take place for the benefit of the public in Marsden and/or those who, by reason of their youth, age, infirmity or disability, financial hardship or social and economic circumstances, have need of such facilities.

To provide or assist in the provision of recreational facilities for the public at large.

To advance environmental protection and improvement in Marsden through the provision, maintenance and/or improvement of public open space and other public amenities and other environmental and regeneration projects (but subject to appropriate safeguards to ensure that the public benefits so arising clearly outweigh any private benefit thereby conferred on private landowners)

To advance community development through the promotion of trade and industry within Marsden for the benefit of the general public; and

To further such other exclusively charitable purposes according to the law of England and Wales as the Directors in their absolute discretion from time to time determine.

3.2 The Board of Trustees

The Board of Trustees is the governing body of Marsden Community Trust and is ultimately responsible for everything the charity does. The Board of Trustees act together as a group (rather than as individuals) in the furtherance of the charitable objects of the organisation.

Pen portraits of MCT trustees. (in alphabetical order)

Diane Barkley

Diane has been a Trustee since 2015. She is currently on the Board in her role as chair of the Friends of Marsden Library.

Diane recently took early retirement from her role as Head of Service with responsibility for Homelessness and Community Safety issues for a local authority in Greater Manchester. Diane has lived in Marsden for 17 years. She enjoys walking in the surrounding countryside and supports many local cultural activities.

Sheila Bates

Sheila was a Head teacher and Educational Consultant in Manchester, Salford and Calderdale schools. Since retiring Sheila has been a school governor, is a trustee of Marsden Community Trust and is part of the Friends of Marsden Library Steering Group. Sheila is involved in the group working to establish a cooperative greengrocer in Marsden. She is passionate about the Marsden Mechanics building continuing to be the central hub in the village, believing that trustees should work together to maintain and restore our historic building for the future and ensure that educational, cultural and social events and activities meet the needs of all our community.

Gordon Bruce

Gordon is a Chartered Architect and Building surveyor and has been in private practice for 30 years in London and Manchester. His architectural experience is principally in medical industrial and residential buildings. He has previously been Treasurer and Secretary of the Park Bridge Institute. Gordon is an elected member of the Marsden Parish church council at 'St Bartholomew's'. In addition he is part of the group 'Marsden Write Out Loud who promote poetry in the locality.

Gordon thinks that Marsden is a marvellous village with a strong sense of community. His other interests are walking and art history. He is also an advocate of the formation of a South Pennine regional park.

Martin Collett

Martin worked in academia and local government for over 30 years focussing on improving individual and organisational culture. Martin was a non-Executive Director for Action Together Tameside and Oldham for 6 years and is currently in a similar role for Active Tameside Sports Trust. Martin has lived in Marsden for over 20 years and loves the village, its' history and people. He is committed to helping Marsden Mechanics a vibrant centre for our community to learn, enjoy and celebrate. Martin chairs the Mechanics Building Management Group.

Mark Crowe

Mark Crowe became a Trustee in 2015 and as Co-Chair at the time was involved in the constitution of Marsden Community Trust and the transfer of the Mechanics Institute from Kirklees Council. Mark has almost 30 years' experience of working in the voluntary sector in a range of organisational development and research roles. He has worked for national, regional and local infrastructure organisations and is currently the Research and Evaluation on a six year National Lottery Community Fund project supporting the most excluded and complex individuals across West Yorkshire.

Mark has spent the last 13 years living within a stone's throw of the Mechanics with his family who frequently take part in the wide range of activities there, when he isn't walking his dog, climbing, running or working.

Mark Drury

Mark became a Trustee in September 2017 having recently relocated to Marsden with partner Veronica. Mark is originally from Derbyshire and Veronica from Slaithwaite. Mark feels that Marsden is a special place to live in and wanted to start giving back straight away by joining the Board of the Community Trust. In his day job he is Head of Public Affairs at NHS Oldham Clinical Commissioning Group – with responsibilities including communications, community engagement, equalities, complaints and stakeholder Management. Mark's interests are many and varied, including railways, travel, technology and the music of Status Quo!

Jane Hurn

Jane has a background in financial management and tax consultancy across both the public and private sectors. Jane is a qualified and experienced Business Coach and Mentor, supporting a wide variety of businesses addressing strategic, operational and developmental requirements. Jane has worked across many industry sectors as a freelance business coach, interim senior manager/finance director and along with director appointments in 2 local businesses Jane is currently also a board member of an Arts based charity in the North West. Jane moved to Marsden in 2015 and as well as being a trustee of MCT she also volunteers for Electric Theatre Cinema.

Tom Lonsdale

Tom is a Chartered Landscape Architect in semi-retirement after a distinguished career in local government and with his own private practice. He moved to a Marsden smallholding with his new wife in 1976 and almost immediately joined the campaign that eventually secured the refurbishment of Marsden Mechanics in 1991. He was founding Chairman of Marsden Community Association, which led that campaign, and has since held numerous positions in village community life including thirteen years chairing Marsden Mechanics Hall Management Association prior to formation of the Trust ready to accept Asset Transfer. Tom is currently co-chair of the MCT.

On a slightly wider front he was a Trustee of Pennine Heritage, chaired Colne Valley Trust and was a leading member of the Town Team during the Marsden and Slaithwaite Renaissance Initiative. He was deeply disappointed when that Initiative lost its funding but now sees Marsden Community Trust as a possible vehicle for reviving some of its ambitions for regenerating the area, naturally using the Mechanics as flagship and headquarters.

Fiona Russell

Fiona is a writer and editor who has used her professional skills to help a number of community initiatives over the last 20 years. These include the Renaissance Towns steering committee, which aimed to regenerate the local economy and the creation of the Green Valley Grocer, a cooperative in the neighbouring village of Slaithwaite. She led the group which oversaw the asset transfer of Marsden Mechanics and was co-chair of Marsden Community Trust for several years. She currently shares the role of secretary with Sheila Bates and is working with Sheila and other people from the Trust and the wider community, on the creation of a cooperative grocery store for Marsden, a project which has the support of Marsden Community Trust.

3.3 Structure of the Board

The Board of Trustees meets on the third Tuesday of every month (with the potential exception of August). The business of the meeting is conducted in accordance with a written agenda that includes standard items, e.g. finance, and additional items relating to topical projects and emerging issues. All Board meetings are steered by the Chair and formally recorded via a set of written notes of the meeting.

The work of the Board is steered by the Chair and supported by a Treasurer and Secretary.

At the time of writing there is one Sub-Group, the Building Management Group that oversees the operation and management of the Marsden Mechanics Building. The Terms of reference of the BMG are available from the chair, Martin Collett on request.

3.4 Responsibilities of Trustees

The Charity Commission is responsible for the regulation of Charities in England and Wales. It sets out very clear expectations and standards for the responsibilities of trustees. The list below outlines these. The full details can be found at www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3)

You must ensure that

- You are eligible to be a charity trustee (www.gov.uk/guidance/automatic-disqualification-rule-changes-guidance-for-charities)
- the charity is carrying out its purposes for the public benefit and for the purposes for which it is set up as described in the governing document.
- You understand the charity's objects and powers
- You and your co-trustees comply with the charity's governing document and the law
- You and your co-trustees act in the charity's best interests
- The charity's resources are used responsibly, reasonably and honestly.
- You act with reasonable care and skill and that you give sufficient time, thought and energy to your role
- The charity is accountable and complies with statutory accounting and reporting requirements
- You comply with the charities Code of Conduct and all relevant policies and procedures (attached here in the Appendices)

If trustees have any concerns about areas of MCT's work they should raise these with the Chair, rather than discuss these directly with individual members of staff.

Trustees can claim reasonable expenses e.g. for travel to meetings by submitting evidence of expenditure to the Building Co-ordinator.

Trustees are expected to participate in an induction to the Marsden Mechanics building that will be provided by the Building Co-ordinator.

3.5 Staff

Felicity Fuller

Felicity is the building coordinator of Marsden Mechanics where she is responsible for the maintenance, bookings and finances of the building. She was treasurer of Marsden Mechanics Management Association and still performs this function for Slaithwaite Philharmonic (for whom she plays the cello) and also a local advanced motorbike group.

Louise Warwick

Louise works in a part-time capacity as caretaker and cleaner of the Mechanics Hall. She also works proactively with Trustees to promote the use of the hall for social and cultural events. Louise's hours are flexible and often include securing the building after daytime and evening events.

Management and supervision

The building co-ordinator provides line management of the caretaker role. A member of the Board line manages the building co-ordinator and undertakes an annual appraisal of both staff members.

4 Marsden Community Trust - What do we do

4.1 Key Projects and Partners

4.1.1 Marsden Mechanics Building <http://www.marsdenmechanics.co.uk/>

The operation of the building is overseen by the Building Management Group with the day to day tasks undertaken by the staff. The key issues include those relating to maintenance, improvement and repair of the building, promoting the building as a venue and relationships with tenants.

The ongoing promotion and marketing of the Mechanics is an essential task and all public events are advertised and promoted on the Mechanics website. The building has several rooms available for hire, including 2 meeting rooms on the ground floor, the Library space and the main hall. These spaces are suitable for a range of uses including formal and informal meetings, musical and theatrical performances, training and conferences, exhibitions, sports and recreational activities (eg Yoga and Pilates). Hire of the hall can include the use of a professional catering standard kitchen, a fully licensed bar, a stage, chairs and tables. Annual events that use the Mechanics include the Marsden Jazz Festival, Huddersfield Literature Festival, Marsden Cuckoo Day, and Marsden Christmas Lights.

The Board is also involved in fund-raising activities to enable the maintenance, repair and improvement of the building. This includes submitting funding applications to major charitable trusts, such as the Big Lottery Fund, as well as developing fund raising events and other activities. Trustees should note that there are specific challenges in managing a Grade II listed building.

The Board recently established a new venture, the Friends of Marsden Mechanics <http://www.marsdenmechanics.co.uk/friends-of-marsden-mechanics> as part of its aim to promote the building and to increase income to secure its future. The FOMM also provides an opportunity for individuals and companies to express their support.

4.1.2 Tenants and occupants of the Mechanics

Marsden Jazz Festival www.marsdenjazzfestival.com has its office base on the ground floor of the Mechanics. The Marsden Jazz Festival is one of the largest and most respected Jazz Festival's in the UK. The Mechanics Building is a key venue during the annual Jazz Festival which has been running since 1992. Indeed the first festival was organised to celebrate the newly refurbished Marsden Mechanics building.

Mikron Theatre Company <https://mikron.org.uk/> Mikron is a national arts charity and touring professional theatre company that has been based in the Mechanics ever since the refurbishment in 1991, their founders Mike and Sarah Lucas having guided much of the design and equipping of the main hall for theatre and performance. They audition, rehearse and produce shows in the building as well as manage their tours from here. Mikron is a national arts charity and touring professional theatre company. As well as hosting its administrative base, the Mechanics is also a venue for Mikron shows.

Kirklees MBC:

Kirklees Library Service: Marsden Library www.kirklees.gov.uk/libraries occupies a space on the ground floor of the Mechanics. In 2018 the Trust raised funds to refurbish and redesign this space, restoring the original ceiling height, upgrading the lighting and creating new office space. The Library is open Tuesday to Saturday. Trustees should note that part of the Asset Transfer agreement of the building to the Trust was that the local authority does not pay any rent or service charges for the space for the library service. The library service occupies the space on the basis of a Licence to Occupy. The space is available for hire when not in use as a library and regular users include Marsden Write Out Loud, Friends of Marsden Library and Acoustic Nights.

Community Plus www.kirklees.org.uk/communitiesandvolunteering aims to support people and families who might be struggling to lead a better life by connecting them with local resources, groups and individuals. Community Plus provides Community Co-ordinators to connect with people in need. The MCT has worked with Kirklees Council to provide a base for the Colne Valley Co-ordinator at the Mechanics.

4.1.3 Supporters and associated groups

Marsden Community Association <https://marsdencommunityassociation.wordpress.com/>
The MCA is an established charity supporting community led events, community spaces and not-for profit projects within Marsden. It is fully run by volunteers and membership is open to all Marsden residents. It was constituted in 1980 with the aim of stopping the demolition of the Marsden Mechanics hall and for it to be brought into community use. Each year the MCA design, in conjunction with local schools, make and put up Marsden's celebrated Christmas lights. The MCA can act as an umbrella organisation to obtain funding for new Marsden groups whose aims are sympathetic with those of MCA.

Friends of Marsden Library www.friendsofmarsdenlibrary.org.uk is an established charity run by a group of volunteers whose aim is to ensure that the public library in Marsden remains open. It supports the Library service in the recruitment of volunteers, promotes the use and value of the library service, organises events in the library and undertakes fundraising activities. The Chair of the group is a co-opted member of the Marsden Community Trust Board.

The Cuckoo's Nest www.facebook.com/pg/thecuckoosnestmarsden/ is a local charity shop that raises money for local groups which serve Marsden residents. The Mechanics is a beneficiary of the grants available from the Cuckoo's Nest and has used the funding for internal improvements such as creating accessible toilets.

Positively Marsden www.facebook.com/pg/positivelymarsden (formerly Marsden Business Association) is a group of like-minded people, including shopkeepers and other commercial businesses, working together to make Marsden a better place to live, work and visit. The MCT works in close collaboration with Positively Marsden to present a united voice in dealings with Kirklees Council and others when promoting the village and campaigning for enhancements.

Marsden Grocery Co-op www.marsdengrocerycoop.uk is a community organisation that will start up and run a greengrocer and food shop in Marsden. The MCT supports the aims of Marsden Grocery Co-op, was instrumental in early promotion of the idea and sees benefit in its potential to stimulate other grassroots commercial initiatives.

4.1.4 Other partners and relationships

MCT is liaising regularly with other groups pursuing strategic aims for a wider area but compatible with MCT's own aims. This includes working with Pennine Prospects on a concept for the creation of a South Pennine Regional Park: this would bring together a number of small towns and villages that cluster around the large area of moorland landscape south of the Peak District and north of the Yorkshire Dales.

Network Rail, National Trust, Canal and River Trust are all in discussion with MCT in the context of a vision for the old Goods Yard. They are all stakeholders with property and commercial interests in the site, which has the potential to become a major gateway for the village and prospective Regional Park based around the upgraded Transpennine rail corridor and an improved Marsden Station.

Kirklees Council will also continue to be a key partner and dialogue is already ongoing on issues such as tourism and the quality of the public realm.

4.2 Funding and income

MCT's income is currently solely derived from its ownership of Marsden Mechanics Hall. The Hall's main source of earned income is from the rental of space within the building including that from our 2 fixed tenants Marsden Jazz Festival and Mikron Theatre Company. This is supplemented by the donated profit from our associated trading company Marsden Community Trust Trading Ltd, fundraising and donations. In 2019 MCT set up the Friends of Marsden

Mechanics to encourage closer ownership of the building in the community. Donations from Friends support the running of the building.

MCT recently benefitted from a LEADER grant that enabled us to renovate the library and office spaces within the building and the charity continues to apply for grant funding to support further renovations that the building desperately needs.

We apply to and have been supported annually by local grants from the Avalanche Dodgers and the Cuckoos Nest. These grants have enabled and continue to enable us to maintain and improve our common areas of the building along with supporting the marketing of our events and space to hire. We are very grateful to these organisations for their ongoing support.

4.3 Performance Management

A key role of the board is to ensure that the organisation sets, and delivers against, its key objectives and areas of work; that it is being well managed and operating within agreed policies, the law and its budget.

Marsden Community Trust has a clear framework and uses a number of key tools to ensure that board members can discharge their responsibilities:

4.3.1 Financial information

Marsden Community Trust produces an annual budget in partnership with the Building Management Group for internal scrutiny and proper approval by the board. This follows the Trust's financial year ends 31st March and is presented to the Board in April each year.

Once the budget is approved, the Board receive monthly management accounts including a written narrative explaining significant variances and the projected year end position.

The Trust's accounts are maintained by Felicity Fuller using Quickbooks accounting software and audited annually by WYCAS.

The accounts are presented to the Board and our community at the AGM.

4.3.2 Presentations about different areas of Marsden Community Trust's work

From time to time the board receive presentations about different aspects of Marsden Community Trust's work.

4.3.3 Reports to funders

Funders have varying requirements about what reports they require, depending on the type of funder and type of funding provided. For example whether the funding was for a capital project or for revenue costs. This may include reports on expenditure against projected costs, performance data and outcomes against the core objectives of the project.

4.4 Our Policies and Procedures

Marsden Community Trust has a robust policy framework which we work to, a full register of our current policies is available on our website <http://marsdenmechanics.co.uk/policies>