



# MAFWA THEATRE

TRUSTEE  
WELCOME PACK  
2024





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# WELCOME!

Thank you for your interest in becoming a Mafwa Theatre trustee. A position on the Board of Trustees is a great way to use your experience to support our work, develop new skills and work as part of a team to advocate for migrant rights and marginalised communities. This pack will help you to understand the role of the board and get started on your journey as a board member.

## ABOUT MAFWA

Mafwa Theatre is a community theatre company founded by Keziah Berelson and Tamsin Cook in February 2018 and incorporated as a CIC in October 2019.

Mafwa is made up of refugees, asylum seekers and settled communities. We use drama and other art forms to create work that brings people together and speaks truth to power. We use our platform to highlight artists and theatre makers from migrant backgrounds, advocate for migrant rights and celebrate diverse communities.





# COMMUNITY



# COLLABORATION

# SOLIDARITY

Mafwa Theatre creates resilient communities, we do this by:

**Amplifying migrant voices:** using our platform to highlight the work of artists from migrant heritage

**A universal approach:** everyone is invited to become a member; each of those members has a voice.

**Access:** we understand that there are lots of barriers that can stop people creating work.

**Partnership:** we will work together with community and creative partners to develop our work and the communities we work in

**Advocacy:** we advocate with and on behalf of migrant voices, working with pro-migrant, pro-refugee advocacy groups as well as advocating for issues that Mafwa members are impacted by such as benefits cuts and mental health stigma.

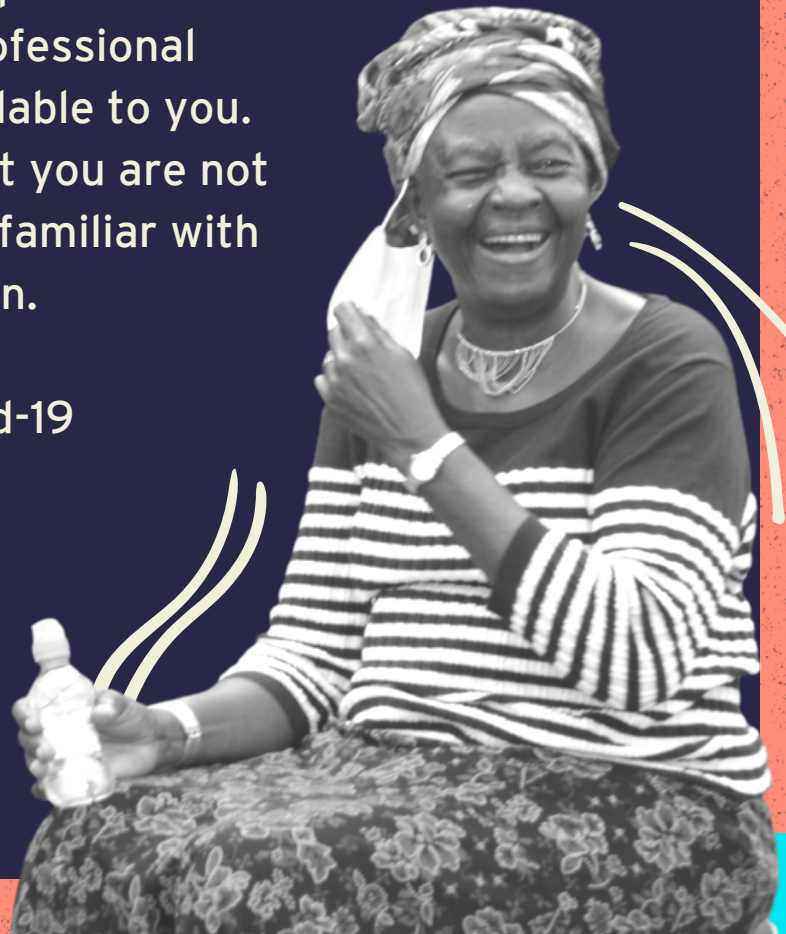
# BECOMING A BOARD MEMBER

We are looking for trustees who who can support Mafwa Theatre by applying their pre-exisiting skills and experience. We do not expect trustees to be legal experts or even be familiar with all of the following terms.

Mafwa Theatre welcome people with wide ranging personal experience, it is important that our board is made up of diverse voices with their own unique skillsets.

We have access to people and places who the board can ask for advice or professional support, resources will be available to you. We do not want you to feel that you are not qualified to apply if you aren't familiar with any of the following information.

Mafwa is able to adapt to Covid-19 restrictions and potential lockdowns by delivering work online and through the post.



# PRINCIPLES OF GOVERNANCE



MAFWA's governing principles are the overarching behaviours underpinning all our actions and interactions with the Board. Those are as follows:

## TRANSPARENCY

The Company shall provide timely, accurate disclosure of information about all material facts relating to its activities, including its financial situation, social and environmental indicators, performance, ownership structure and governance of the Company.

## FAIRNESS

All stakeholders including audiences, artists, employees and The Board shall be treated fairly and their treatment should not be affected by their age, gender, sexuality, religion, financial status or any other reason.

## ACCOUNTABILITY

The Company is accountable for its decisions and should always provide a thorough assessment of risk and its position and prospects. The Company is accountable to communicate with the Board as well as stakeholders.

## RESPONSIBILITY

The Company with support from the Board is responsible for overseeing the management of business affairs, monitoring its performance and is required to act in the best interests of its stakeholders.



# PERSON SPECIFICATION

Mafwa Theatre has a rolling recruitment policy for new Trustees as we believe in creating a board with diverse experiences and knowledge. If you are someone who is passionate about using the arts to bring communities together and highlighting artists and theatre makers from migrant backgrounds, then we want to hear from you.

As a Trustee you would be part of a small group of committed, caring and positive Trustees that help make sure that as a theatre company and a charity we achieve our mission to create shows and events that create a welcoming Britain for sanctuary seekers.

## DO I NEED BOARD EXPERIENCE TO BECOME A TRUSTEE?

No! We're happy to provide support or training, and you will be 'buddied' with someone who has been a Mafwa trustee for a while who will support you, answer questions and make sure you have everything you need.

## WHO WE ARE LOOKING FOR

We think it's important our trustees reflect the voices, backgrounds and experiences of Mafwa's communities. We are looking for trustees with skills, knowledge and experience of:

- Being a practicing artist in any live performance form
- Running or establishing a charitable organisation
- Law (human rights, human resources and immigration law)
- Marketing, communications or PR
- Finance and book keeping

# PERSON SPECIFICATION

## WHAT DOES A TRUSTEE DO AND WHAT WILL I GET OUT OF IT?

Being a trustee is a legal responsibility and the UK Government website has a section all about what all Trustees need to do and be aware of [here](#).

Don't worry if this seems overwhelming, you will be supported by a group of Trustees who have years of expertise in this area to make sure you understand and can fully take part.

## BEING A MAFWA THEATRE TRUSTEE MEANS:

- Helping us make sure all the decisions we make are about promoting a welcome environment for sanctuary seekers and celebrating diverse communities
- Thinking big about the company and the planning for our future to make sure we are secure and sustainable
- Being part of recruiting the staff team so we have the right people with the right skills in place
- Being a champion of the company and helping get the word out about what we do
- Coming along to shows and events to support the team and sharing in our successes





## APPLICATION PROCESS

To apply to become a Mafwa Theatre Trustee, please forward your CV together with a short supporting statement and a list of any directorships that you currently hold or have held (although not having been a director or trustee does not prevent you from applying!) to [mafwatheatre@gmail.com](mailto:mafwatheatre@gmail.com).

Please ensure your application includes information about how you address the person specification. You should give the names, positions, organisations and telephone contact numbers of two referees, relevant to this role.

References will only be taken once you have given us permission to do so.

If we feel you may be suitable for the role then we will be in touch to invite you for an informal interview.

If you have any questions, need additional information or wish to have an informal discussion, please contact [mafwatheatre@gmail.com](mailto:mafwatheatre@gmail.com) or Mary Brandon, [mary@asylummatters.org](mailto:mary@asylummatters.org).



# GLOSSARY

AGM - Annual General Meeting

Advocacy - Public support for a cause or idea. The purpose of advocacy is to bring about change through action.

Best Practice - A set of rules, processes or guidelines followed by the company which have proven to be most effective in producing good results or which comply with legal or ethical standards.

Board - A group of individuals known as trustees who work together to ensure the company is properly run and effectively meeting its overall aims.

CIC - Community Interest Company.  
A limited company which exists to benefit the community rather than private shareholders.





# GLOSSARY

Governance - The rules, practices and processes used to manage a company.

Motion - In the context of a board meeting, a 'motion' refers to a request or proposal that the board take a specific action. Members of the board will vote in order to decide whether or not the motion will be passed.

Rolling Chair - The role of chair is to outline and lead a board meeting. A 'rolling chair' means that each meeting will be chaired by a different board member.

Stakeholders - Groups, organisations and individuals who work with and support the company.

Strategy - Plans put in place by the company to assist them in meeting aims and long term goals.

Trustee - A member of a group of people who help decide company policy, strategy, management and financial affairs.

# TERMS OF REFERENCE

## 1. BOARD RESPONSIBILITIES

1.1 The overall responsibility of the trustee board is to:

- Support MAFWA's vision, mission and objectives
- Ensure that MAFWA strives to achieve best practice in all aspects of its work
- Act as ambassador for MAFWA in the wider community, taking every opportunity to promote MAFWA's values and activity when possible
- Have an interest in local issues, migrant rights and the arts
- Work collectively with other board members, attend and contribute to meetings and task groups
- Board members will act in an advisory capacity on areas ranging from finance, fundraising strategy, governance, member support, creative programming and policy.

## 2. BOARD MEMBERSHIP

2.1 The board will consist of a maximum of 10 members

2.2 Board members will be expected to serve 6 months in advisory capacity followed by a 1 year term minimum

## 3. MEMBERSHIP ROTATION

3.1 The board will follow a rolling chair model, reviewing every 6-12 months

## 4. BOARD MEETINGS AND AGMS

4.1 Board meetings will be held quarterly.

4.2 There will be two working groups who will meet for two fundraising meetings a year.

4.3 Board away days will be held annually in October, strategy will be involved in these away day meetings.

4.4 Activity and finance information will be distributed amongst stakeholders and board members between board meetings

4.5 Any additional documents that are long (e.g finance or policy documents) will be sent out two weeks in advance to give board members time to read them through.

4.6 Draft agendas will be drawn up by the company directors

4.7 Meeting agendas will be sent to board members the week before board meetings.

4.8 Board members are to send any additional items or resources they need others to see two weeks in advance of the meeting.

4.9 Any member of the Board unable to attend should inform the company directors prior to the meeting. If a Board member is unable to attend the possibility of attending remotely will be explored.

4.10 External people can attend board meetings as and when required but the board will require weeks advance notice of this.

4.11 The amount of people needed to make a decision or pass a motion ('Quorum') is at least one Mafwa Theatre member, three board members and one company director. If this is not possible then an extraordinary meeting will be called in which the rolling chair will have double weight.

4.12 The Chair or Company Directors will distribute board meeting minutes following the meeting

4.13 AGM's will be held in April. These will be open to all and will report on financial activities.

## 5.BOARD EXPERTISE

5.1 There will be a minimum of two board members who are directly involved in MAFWA activities.

5.2 Board members should have a Legal/HR/Accountancy/Senior experience in a charity background, have experience working with refugees and asylum seekers or who have experience with the asylum process.

5.3 An advisory group will be created in which people who take part in MAFWA activities can become members of. People will be given the option to become a MAFWA member and join the advisory group when signing up for MAFWA workshops.

## 6.BOARD ACCOUNTANCY

6.1 Current Board accountancy. (i.e who is accountable and how do they all relate to one and other)

Anna - Fundraising and Internal disputes

Mary - Member Support

Sumera & Anne - Creative programming

## 7.PERSONAL CAPACITY

7.1 Board members will be asked about their capacity at every board meeting. Board members have a responsibility to inform Mafwa and the rest of the board if too much is being asked of them.

7.2 Board members should communicate with the rest of the board if they are no longer able to take on previously agreed upon work at the earliest possible convenience.