

FORCED ENTERTAINMENT

TRUSTEE HANDBOOK



Supported using public funding by
**ARTS COUNCIL
ENGLAND**





VISION

THAT OUR WORK CREATES A SPACE WHICH ALLOWS PEOPLE OF ALL BACKGROUNDS TO RETHINK THE WORLD AND THEIR POTENTIAL IN IT.

MISSION

TO EXPLORE THE POSSIBILITIES OF PLAYFUL, COMPLEX AND PROVOCATIVE ART, ITS POWER TO ASK QUESTIONS AND TO CONNECT PEOPLE.

VALUES

OUR INTERACTIONS WITH COLLEAGUES, PARTNERS, AUDIENCES AND PARTICIPANTS ARE GUIDED BY GENEROSITY, RIGOUR AND A COMMITMENT TO COLLABORATION.

WELCOME STATEMENT BY TIM ETCHELLS



Thank you so much for becoming, or considering becoming a Trustee of Forced Entertainment.

We've put together this handbook to outline the role and responsibilities of a Forced Entertainment trustee. It contains links to other sources of information that go into more detail, and if you have any questions, please don't hesitate to ask.

The contribution of trustees is vital to achieving the aims and objectives of Forced Entertainment. As a trustee you will oversee the financial and organisational health of our charity, making sure that the public benefit is always at the top of our priorities, that we remain true to our mission and values, that we satisfy our legal obligations, and that we employ our policies to ensure fairness, inclusivity and excellence in everything we do.

You'll be supported in this work by a small team of capable staff who will put together quarterly financial, activity and organisational reports that will set out clearly how well the company is doing

against its plans and targets. Together, we'll review the impact of our projects and agree strategic plans for the future that deliver our ambitions and help inform our fundraising.

We know that not everyone has had a chance to be a trustee before. If appropriate, we'll allocate a more experienced trustee to talk to you before and after meetings. We have an induction checklist that will introduce you to all aspects of our operation and help identify training needs to meet gaps in your knowledge.

As a trustee, I look forward to meeting you at least quarterly at our board meetings and I hope you'll be able to attend events and see for yourself the difference our work makes to audiences and participants in Sheffield and beyond.

Tim EtcHELLS

*Artistic Director and co-founder
of Forced Entertainment*

CONTENT

TRUSTEE'S RESPONSIBILITIES	05
DELIVERING PURPOSE	06
MANAGING FINANCES AND CONFLICTS OF INTEREST	07
MAKING DECISIONS	08
REPORTING INFORMATION	09
SAFEGUARDING PEOPLE	10
TIME COMMITMENT AND COMMITTEES	11
STAFF TEAM AND RESPONSIBILITIES	12

TRUSTEE'S ROLES AND RESPONSIBILITIES

Trustee's roles and responsibilities

- Champion Forced Entertainment's vision, mission, values and activities.
- Approve, monitor, implement, and evaluate operational strategies and policies.
- Examine Forced Entertainment's financial plans and budgets, monitor and evaluate their progress.
- Ensure that key risks are identified, monitored and controlled effectively Review and approve Forced Entertainment's financial statements.
- Support the effective and efficient administration of the organisation.
- Provide support and challenge to Management and Artistic Teams with regard to individual well-being as well as operational efficiency.
- Contribute to regular reviews of Forced Entertainment's governance.
- Attend Board meetings, adequately prepared to contribute to discussions.
- Use independent judgment, acting legally and in good faith to promote and protect Forced Entertainment's interests, to the exclusion of their own personal and/or any third-party interests.
- Keep abreast of changes in the local and national arts and culture sector, attending Forced Entertainment events where possible.
- Attend training and provide information relevant to Forced Entertainment's policies and development.
- Ensure that Forced Entertainment fulfills its statutory obligations including, but not restricted to; Health and Safety, Safeguarding, Data Protection, Equal Opportunities.
- Contribute to Forced Entertainment's environmental goals, supporting the company to agree and meet its targets.

Charity Commission Trustee Welcome Pack

When you become a trustee of Forced Entertainment, the Charity Commission, which is the body that registered and regulates all charities in England and Wales, will send you a welcome pack which is a clear and useful guide to trustees' role and their duties.

Here's the **link** if you'd like to have a look before you become a trustee

In the Forced Entertainment Trustee Handbook, we've pulled out some key information from the Charity Commission website for easy reference. It contains links to more detailed information and guidance, in different formats.

DELIVERING PURPOSE

Forced Entertainment is governed by its Memorandum and Articles of Association (often called the Mem & Arts). This is a legal document that sets out our purpose (also called objects) and the rules by which we're governed. It says what we're set up to do, who we are here to benefit (our beneficiaries), what we can and can't do in pursuit of our goals, how trustees (also called directors) are selected, how long they serve and how their meetings should be conducted.

Trustees are central to ensuring that Forced Entertainment is run for public benefit and not for the benefit of the trustees (directors), staff, freelancers and partners. Some of the ways you help do this include

- Reviewing and agreeing annual budgets
- Reviewing and agreeing plans for activity and fundraising
- Monitoring the impact we have on audiences and participants (our beneficiaries)
- Making sure that income and expenditure are accurately and comprehensively recorded

Every year, we'll produce an annual report that ensures transparency around how we're delivering public benefit and adhering to our governing document.

We offer support for trustees who don't have prior experience of undertaking these duties, and there's a lot of clear guidance on the Charity Commission website.

See this five minute **guide** for more information.

MANAGING FINANCES AND CONFLICTS OF INTEREST

Oversight of finances

Although the team employed by Forced Entertainment are responsible for the day to day financial management of its finances, its trustees are responsible for overseeing how the money is spent, ensuring that it is only spent on the charitable purposes, and that there are proper financial controls, checks and balances in place to ensure that the risk of theft, fraud or cyber crime are kept to a minimum. It's the trustees job to make sure that Forced Entertainment' money is protected.

The team will keep you informed about any potential risks to Forced Entertainment' funds at the quarterly board meeting. Every year, you'll be asked to review an annual report, which will detail what funds have been raised and how they have been spent. That report will also contain information about the risks and what has been done to prevent them. You'll also be looking at the finances on a quarterly basis. The Chair will be in more frequent conversation with the Executive Director and will work with them to identify and raise any concerns with other trustees.

Forced Entertainment will have to raise funds to carry out its charitable purposes. To do this trustees will agree a business plan and budget with the Artistic and Management Teams. The plan will detail how much money needs to be raised and what the strategy is for raising it. The board will help review how feasible these plans are, based on their understanding of the costs of the programme of activity, how successful Forced Entertainment' has been in raising funds in the past, and any other external factors that might affect fundraising.

As part of signing off the annual report, trustees will agree a reserves policy. This policy is there to ensure that Forced Entertainment has enough money to cover its costs in the event of any financial problems; e.g. if income is not received in a timely fashion (cashflow), if it can't meet its commitments to staff or overhead costs, that it might stop

operating, or to cover costs that arise from an unforeseen emergency. The amount we need to have in reserve will be calculated and agreed by the Management and Artistic Teams and the trustees, who need to understand what the calculations are based on.

Forced Entertainment needs to keep accurate financial records to prepare the annual report, which needs to be approved by the trustees. These records need to be kept for 3 years.

Trustees can claim expenses if they are out-of-pocket payments in order to carry out your duties. Allowable expenses are detailed in the Trustee induction checklist along with the process for claiming them.

See this five minute **guide** for more information.

Conflicts of interest

Forced Entertainment has a written conflict of interest policy, which is one of the ways we can ensure we stay true to serving the public benefit rather than the private interests of people and organisations connected directly, or indirectly, to the charity, its staff and trustees.

The policy goes into more detail about how trustees can help us uphold this principle of integrity and you'll get a copy as part of your induction.

See this five minute **guide** for more information.

MAKING DECISIONS

Being a trustee of Forced Entertainment is about working together with other trustees and in close contact with senior staff members to make the best decisions for the beneficiaries of the organisation. Our beneficiaries include audiences for the performance and digital projects, participants in the participatory projects, artists who we support through mentoring and training, students of contemporary performance.

As a trustee, you should be

- Clear about how the proposed programme of activity will be of benefit to the beneficiaries and contribute to vision, mission and values.
- Aware of how events are planned, delivered and received.
- Able to attend events when possible and advocate for them.
- Informed about things that will make a difference to Forced Entertainment ability to carry out its work.

If you feel there is insufficient expertise within the organisation to make a good decision about something, you may agree to bring in expert advice.

It's important that notes, or minutes, are kept for all board meetings. The Charity Commission has guidance on what information should be recorded at each meeting. The minutes should be kept for reference if necessary.

There are rules in the Mem & Arts about how trustees should be informed about the date and time of meetings, including how much notice should be given.

See this five minute **guide** for more information.

REPORTING INFORMATION

Like all charities, Forced Entertainment has an entry on the register of charities, which is in the public domain. Your name and the date you became a trustee will be visible to anyone searching the register.

Similar information will be on the Companies House register, where your details are recorded as a director of the company. The Companies House register shows the month and year of your birth, your nationality and your occupation. Your private address can be available, but does not have to be. This will be discussed as part of your appointment.

Forced Entertainment's Executive Director has responsibility for recording all the relevant information on both registers when trustees are appointed and makes sure that any changes are recorded and for submitting the annual return.

We need to get our accounts checked by a qualified independent examiner and submit a copy of these accounts, with the examiner's report, to both Companies House and the Charity Commission, once they've been agreed at our Annual General Meeting (the AGM).

If anything serious arises in relation to Forced Entertainment, this must also be reported to the Charity Commission. There are guidelines on what constitutes a serious incident and how it should be reported on the Charity Commission website.

See [here](#) for more information about reporting a serious incident.

SAFEGUARDING PEOPLE

When working with children, young people and vulnerable adults, Forced Entertainment has a responsibility to make sure that it doesn't cause harm to anyone, that it protects people, that it has clear and workable systems to deal with any concerns that are raised, and that everyone in the company understands their roles.

We have a Safeguarding Policy which is reviewed and updated every year.

The staff of Forced Entertainment have delegated responsibility to identify safeguarding risks and any actions required to address or mitigate those risks in line with the policy. The Lead Safeguarding officer is the Participatin Producer and the Deputy Safeguarding officer is the Executive Director. A trustee is appointed to take on specific responsibility for safeguarding and works closely with the team to ensure that our standards and practice are of the highest quality. That trustee is currently Frances Babbage

Safeguarding people also means we protect our staff and volunteers by having policies on Whistleblowing, Anti-bribery, Disciplinary & Grievance and Code of Conduct. We have Employers and Public Liability Insurance to protect staff, volunteers and the public in the event of accidents or injury.

See [here](#) for more information about safeguarding.

TIME COMMITMENT AND COMMITTEES

As a trustee of Forced Entertainment, you'll be expected to serve for between three and six years.

Forced Entertainment holds four board meetings a year. We aim to get company business done in two hours and to send the agenda and relevant papers to trustees at least a week in advance. The papers will include management accounts for the previous three months (referred to as a quarter). Dates of the meetings will be decided for the whole year ahead and will generally take place in July, September, December and February.

Company policies will be reviewed regularly, usually annually. We ask the board to consider a draft annual budget in December and to sign off a budget for the financial year ahead in February. Forced Entertainment's financial year runs from April to March.

Outside of board meetings, trustees may be called on for advice or assistance according to their skills and experience, sometimes as part of a sub-committee of the board.

Forced Entertainment has a Pay & Remuneration committee which meets annually to discuss and recommend salary levels for the Artistic and Management Teams guided by the budget forecasts for the financial year ahead. A new committee, Monitoring Progress will meet in advance of board meetings to review progress against quarterly targets as agreed with Arts Council England and other stakeholders.

Each committee is governed by Terms of Reference, which is an agreement setting out the scope and powers it has to make decisions or recommendations.

STAFF TEAM AND RESPONSIBILITIES

Forced Entertainment is a small charity with a Management Team of two full-time and one part-time members of staff and six full-time members of the Artistic Team.

Executive Director

Eileen Evans, has responsibility for strategic planning, budget setting, fundraising, partnership development, tour booking, contracting, HR especially line management of Production Manager and Participation Producer along with freelance delivery and marketing staff.

Production Manager

Jim Harrison, has responsibility for production management and touring logistics, environmental responsibility, coordination and administration, risk assessment, set transport, HR especially Staff Handbook, employment contracts, freelance technical team recruitment, retention and support.

Participation Producer

To be recruited, has responsibility for participation projects, logistics, partnerships, participant and team safeguarding, freelance delivery team recruitment, retention and support (part-time, 3 days/week).

Freelance

Marketing and Digital Content

Project-based but with responsibility for supporting brand development on an ongoing basis. Delivers marketing for each project and liaises with Executive Director and Artistic Team to generate content for social media platforms.

Press & PR

Manages external press agency to achieve optimal press coverage for all artistic projects.

Fundraising

Creating and working to a three-year strategy in line with business plan aims and objectives to raise money for projects and core-costs.

Participatory Projects

Freelance workshop leaders and assistants engaged for front-line activity as required per project.

All staff contribute to environmental responsibility, equality, diversity and inclusion, privacy and secure data-management, recruitment and induction, reporting to board.

FORCED ENTERTAINMENT

CONTACT DETAILS

502 Workstation | 15 Paternoster Row
Sheffield | S1 2BX | UK
T: 0114 279 8977 | F: 0114 221 2170
fe@forcedentertainment.com
forcedentertainment.com

Forced Entertainment is a limited company
(company no. 2170819, VAT no. 8640 09),
and a registered charity (no. 1049574).