

Governance and Management Arrangements:

Berwick-upon-Tweed Literary Festival

(January 2023)

1 The Festival Director

The Festival Director is the Chair of the Berwick-upon-Tweed Literary Festival Executive Committee (the Executive) which is the decision-making body in all matters except those properly invested in the Board of Trustees.

The Director is also an *ex officio* member of the Board, and participates in all Board meetings. The Director keeps Trustees apprised of all activities relating to the annual Festival, and consults them on all issues relating to its future development.

The Festival Director serves a term of three years, including one year as 'shadow' to the current Director, with the option of a maximum of a further two years, subject to the approval of the Board of Trustees. The Director is appointed by the Board of Trustees, which appoints a Search Committee to identify potential candidates in time to appoint someone to serve the shadow year.

The Director is not remunerated but an honorarium is available to cover expenses, as agreed with the Trustees.

2 The Executive

The Executive has a maximum of nine members, plus the Festival Director, who chairs and facilitates this committee. Facilitation includes recruitment of committee members, creation of sub-groups, calling meetings and reporting to the Trustees. Its primary task is the planning and delivery of the annual Festival, and its membership is such as to ensure representation of the key skills needed for envisioning and management of the Festival.

Each member of the Executive is expected to take responsibility for actioning decisions of the committee within their fields of expertise. Membership of the group is reviewed annually and the Director has the authority to 'retire' people when appropriate

The skills and experience represented on the Executive includes people with a broad interest in literature in all forms; financial acumen; marketing and PR experience; school liaison and understanding of young people; good networkers both in the locality and more widely.

The Executive may set up [sub/task/working] groups to attend to specific and detailed issues, such as venue co-ordination, stewarding, and hospitality ensuring that a member of the committee is involved in all such task groups. Whilst some groups are 'standing groups' others are 'ad hoc', specific to the needs of a particular festival. Membership of all sub-groups cease at the end of each Festival.

3 The Board of Trustees

Trustees are recruited in a variety of different ways. The Executive and the Patrons are obvious sources for Trustees, but there are good reasons for looking more widely on occasion.

Individual Trustees may be involved in the running of the Festival. However, the Board remains mindful of its legal responsibilities and its role in identifying and managing risk. This includes the avoidance of conflict of interest

A key activity for Trustees is setting the strategic direction for the future development of the Festival which includes ensuring further development of the Patronage scheme.

Trustees many also choose to attend Executive meetings (or those of subgroups) from time to time which contributes to the shared focus on the overall work of the festival.-

4 The Administrator

The Festival retains paid assistance with its administration on an annual basis and may wish to increase the level of such assistance in future. The terms on which this assistance is remunerated, and any changes to those terms, shall be advised by the Director to, and agreed by, the Trustees. The individual(s) retained report to the Director.

5 Annual Review

All arrangements are reviewed at the first Trustees' meeting after each Literary Festival.