

Trustee Appointment Brief

Power to Change

June 2017





power to
change

business in
community
hands

Introduction from Stephen Howard, Chair



Thank you for your interest in becoming a Power to Change Trustee.

Power to Change is an independent charitable trust that supports and develops community businesses in England. We have a £150 million endowment from the Big Lottery Fund to invest in the community business sector by 2025. Power to Change provides access to funding and support for community businesses at a local level, as well as playing a broader national leadership and advocacy role to enhance the market for community business and increase awareness of its social, environmental and economic benefits to Government and the private sector. We can only do this by bringing into our organisation the right people, and by harnessing the combined talents, experience and commitment of our executive team and our Trustees working together as one - as they have done since the outset, and as we must continue to do. You can [read about our achievements so far in our 2016 Annual Report](#).

Now, we are seeking to appoint an additional Trustee to complement the existing skills on the board. Suitable candidates must have direct experience of leading a community business, either as a Board member or as a senior member of the executive team, to ensure that the strategies and planned activities of the Trust meet the needs of community business, address gaps in the market and can build a strong legacy for Power to Change. Given our current and planned activities, we are particularly interested in community business leaders with a background in community-led housing, community-led regeneration and place-based investment and health and social care. Your community business experience does not need to be current.

In this appointment brief you will find information about our work, our structure and our plans for the future. You will also find specific details on our current requirements and information on how to apply for this exceptional opportunity.



power to
change

business in
community
hands

Why work with Power to Change?

We firmly believe that no one understands a community better than the people who live there, and that community business is a model with huge potential, giving local people the ability to contribute to their own futures.

Many communities have taken local challenges into their own hands. Communities have bought up well-loved shops and pubs that were threatened with closure, and have brought new life and longer term viability to community centres and libraries that would otherwise have closed. They have found innovative business models to meet local needs, including a community ferry boats service and community oyster farm. They are bringing new jobs and greater economic prosperity to rural as well as urban communities by employing local people and reinvesting their profits in their local places. From seaside piers to rural broadband, communities across England are creating viable businesses with positive local impacts. [Read some of their stories.](#)

At a time when many parts of the UK face cuts, neglect and social problems, Power to Change is helping local people come together to take control, and make sure their local areas survive and stay vibrant through community business.



Our overall vision is to achieve 'better places through community business'. Our mission is to 'back people to build successful local businesses for the benefit of their communities' which we do by investing in research to make the case for community business; by growing the sector through open funding programmes, peer networks, capacity building, community business leadership, events; and by transforming places through local partnerships and place-based funding programmes for community business.

Our values are to be Bold, Informed, Collaborative and Open.

Who works at Power to Change?

We have close to thirty staff based across three offices in Bristol, London and Sheffield. An Executive team of five is responsible for the day to day running of the organisation supported by non-executive Trustee Directors. We also have a Community Business Panel of 15 current community business leaders who perform an advisory function. [Meet our team.](#)

Role Profile

Suitable candidates must have direct experience of leading a community business, either as a Board member or as a senior member of the executive team, although this experience does not need to be current.

Given our current and planned activities, we are particularly interested in community business leaders with a background in community-led housing, community-led regeneration and place-based investment and health and social care.

Expenses

This is a pro bono appointment which brings rewards other than money. If you would like to make a difference in our world, this is a great opportunity to bring your skills, knowledge and experience to help us deliver on our mission.

Travel expenses directly incurred in our roles as Trustees on official business can be reimbursed. Board and Committee meetings are generally held in London.

Time commitment

The estimated minimum time commitment for a Trustee is 12 days per annum, which includes four to five Board meetings a year plus where possible, trustees are encouraged to participate in Board Committees, and undertake visits to the local communities in which Power to Change works, and to prospective and successful grantees.

Trustees are appointed for an initial one year term, with the expectation that they will then renew for a further three years. Two subsequent terms of three years are permitted.

The responsibilities of a Trustee

The Trustees, acting together, govern the charity, safeguarding its assets and applying them as efficiently and effectively as possible to further the charity's objects as set out in its governing document and:

- Ensure that the organisation complies with its governing document.
- Ensure that all the charity's activities are within its objects and within the law and relevant regulations.
- Ensure the financial security / stability of the organisation and the proper investment of the charity's funds
- Safeguard the charity's ethos, its good name and the values of the organisation.
- Work with our chief executive and leadership team to develop strategic goals and objectives, to agree those goals and objectives, and to assess whether the management's strategy to achieve the goals and objectives is reasonable in relation to the risks involved, the resources required and the benefits to be achieved.
- Monitor the charity's progress towards the achievement of its strategic goals and objectives and monitor the impact of its activities on its beneficiaries.
- Define the parameters on which the budget will be based, agree the budget and monitor financial performance.



- Ensure that management has implemented an effective risk identification and management process.
- Ensure that management has implemented effective internal control systems and management information systems.
- Ensure that the charity is a responsible employer for both employees and contractors, and that performance is monitored.
- Ensure that the organisation's performance is monitored and evaluated regularly, with feedback sought from staff and clients / beneficiaries.
- As and when necessary appoint a chief executive, support him or her, agree their performance goals, monitor their performance against the specified goals, and agree their remuneration package.
- Establish and, as necessary, review a clear framework of delegation to committees and the chief executive, monitor compliance with that framework and hold Committees and the chief executive accountable for the authority that has been delegated to them.
- Be accountable to stakeholders for the way in which they have discharged their responsibilities as trustees.
- Represent the Board's position when speaking publicly.
- Assist with the identification and search for new Trustees.
- Review the Board's own performance periodically and build an effective team spirit across Trustees and management.

Requirements

In order to carry out your duties as a Trustee you will be required to:

- Act in the best interests of the present and future beneficiaries setting aside any other interests you may have.
- Attend as many of the Trustee Board meetings a year as possible.
- Devote the necessary time and effort to developing a good understanding of Power to Change and its activities, reading papers and undertaking other preparatory work.

Trustees will be able to

- Identify with, and be motivated by, the values and objectives of Power to Change
- Enthuse the wider world with what Power to Change is about.
- Think innovatively, critically, independently and strategically, with the ability and a proven track record of translating strategy into operational plans.
- Demonstrate a healthy understanding of risk, its benefits and be prepared to take risks, and have entrepreneurial instincts.
- Demonstrate the ability to analyse financial information.
- Contribute effectively within a talented Board.
- Command the respect of fellow Trustees and management.
- Have a willingness to speak their mind and be constructive.
- Demonstrate a consultative, strategic and supportive style.
- Demonstrate Nolan's seven principles of public life, namely: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

Specific requirement

- The Trust wants to put community business at the heart of what it does. In addition to general Trustee duties, this person will use their own experience of leading a



power to
change

business in
community
hands

community business to ensure that the strategies and planned activities of the Trust meet the needs of community business, address current market gaps and will leave a lasting legacy for Power to Change.

- They will offer guidance on the stages of development of community business and the different support needs at each stage, regional and sectoral differences, the feasibility of impact measurement and wider opportunities to support community businesses through broader development of the sector and market.



We are an equal opportunities employer and welcome applications from all candidates irrespective of race, age, disability, gender, gender identity, sexual orientation, religion or belief, or marital or civil partnership status.

We are Disability Confident Committed, We welcome and respond positively to applications from disabled people. We will meet individual needs throughout the recruitment process, including making any appropriate reasonable adjustments to our workplace if selected into post in order to support colleagues with any form of disability.

We particularly encourage applications from candidates outside of London and the South East, although the majority of Board and committee meetings are held at the Power to Change's London office.

We will assess all applications against the requirements for this post as detailed in the above role profile.



power to
change

business in
community
hands

How to Apply

To apply in confidence to become a Trustee of Power to Change please forward your CV or an extended biography together with a short supporting statement and a list of any directorships or trusteeships that you currently hold. Please ensure that your application fully addresses the requirements for the role.

You should give the names, positions, organisations and telephone contact numbers of two referees, relevant to this role. References will only be taken once your express permission has been granted.

You are also invited to complete and return the enclosed monitoring form. The information on the form will be treated as confidential, and used for statistical purposes only. The form will not be treated as part of your application. We would also be grateful if you could let us know if you will require any special provision as a result of any disability should you be called for interview.

Finally please ensure that you have included your preferred contact details, as well as any dates when you will not be available or might have difficulty with the indicative timetable.

Applications should be submitted to:

Sheena Pentin at sheena.pentin@careers4change.com

Timetable

Deadline for applications: 28 July, 2017

Interviews with Sheena Pentin, week commencing 4 September, 2017

Recruitment Process

You will receive feedback within five working days of the closing date.

If you have any questions on any aspect of the appointment process, need additional information or wish to have an informal discussion, please contact : Sheena Pentin at sheena.pentin@careers4change.com



Equality and Diversity (E&D) Monitoring Form

Power to Change is committed to valuing diversity and promoting equality. We encourage and welcome applications from suitably qualified applicants regardless of their age, disability, ethnicity, gender or gender identity, race – this includes ethnic or national origins, nationality, religion or belief – this includes non-belief and / or sexual orientation or if you do not wish to complete this form. In order to achieve these aims, and to monitor the effectiveness of our advertising and recruitment strategies, we kindly ask you to complete this E&D Monitoring Form. The information you enter on this Equality monitoring form will not be used in assessing and or scoring your application or at interview stage, nor will it be seen by any person involved in selection for the post you are applying for. We will not publish or use the information in any way which allows any individual to be identified. This information is kept fully confidential and accessibility is strictly limited in accordance with the Data Protection Act.

Thank you for your co-operation.

Position state which position you are applying for:														
Age	16 – 20	<input type="checkbox"/>	21 – 30	<input type="checkbox"/>	31 – 40	<input type="checkbox"/>	41 – 50	<input type="checkbox"/>	51 – 60	<input type="checkbox"/>	61 – 65	<input type="checkbox"/>	66+	<input type="checkbox"/>
Do not wish to disclose:													<input type="checkbox"/>	

Disability (Do you consider yourself deaf or disabled or to have a physical or mental health problem? The Equality Act 2010 protects people who are disabled including those with long-term health conditions.	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Do not wish to disclose	<input type="checkbox"/>		
If Yes, please answer the following. People may experience more than one type of impairment; in this case you may indicate more than one. If none of the categories apply to you, please mark other and specify						<input type="checkbox"/>		
Blind/Partially Sighted						<input type="checkbox"/>		
Deaf						<input type="checkbox"/>		
Facial disfigurement						<input type="checkbox"/>		
Hard of Hearing						<input type="checkbox"/>		
Learning Difficulties						<input type="checkbox"/>		
Long term illness/medical condition						<input type="checkbox"/>		
Manual dexterity difficulties						<input type="checkbox"/>		
Mental health problems						<input type="checkbox"/>		
Mobility difficulties						<input type="checkbox"/>		
Progressive medical condition						<input type="checkbox"/>		
Speech difficulty						<input type="checkbox"/>		
Other						<input type="checkbox"/>		
Do not wish to disclose						<input type="checkbox"/>		
Gender	Male	<input type="checkbox"/>	Female	<input type="checkbox"/>	Other (please specify)	<input type="checkbox"/>	Do not wish to disclose	<input type="checkbox"/>



Your ethnic group - these are based on the Census 2001 categories. Which category best describes your ethnicity? Please tick the appropriate box.

<i>White</i>	White English	<input type="checkbox"/>
	White Welsh	<input type="checkbox"/>
	White British	<input type="checkbox"/>
	White Scottish	<input type="checkbox"/>
	White Irish	<input type="checkbox"/>
	White European	<input type="checkbox"/>
	White Non-European	<input type="checkbox"/>
	White: Gypsy or Irish Traveller	<input type="checkbox"/>
	Other white background	<input type="checkbox"/>
<i>Mixed</i>	White & Black Caribbean	<input type="checkbox"/>
	White & Black African	<input type="checkbox"/>
	White & Asian	<input type="checkbox"/>
	Other mixed background	<input type="checkbox"/>
<i>Chinese</i>		<input type="checkbox"/>
<i>Chinese British</i>		<input type="checkbox"/>
<i>Chinese English</i>		<input type="checkbox"/>
<i>Chinese Scottish</i>		<input type="checkbox"/>
<i>Chinese Welsh</i>		<input type="checkbox"/>
<i>Chinese Irish</i>		<input type="checkbox"/>
<i>Other (Please State)</i>		<input type="checkbox"/>

<i>Black or Black British Black English, Black Scottish, Black Welsh Black Irish</i>	Caribbean	<input type="checkbox"/>
	African	<input type="checkbox"/>
	Other black background	<input type="checkbox"/>
<i>Asian or Asian British, Asian English, Asian Scottish, Asian Welsh, or Asian Irish</i>	Indian	<input type="checkbox"/>
	Pakistani	<input type="checkbox"/>
	Bangladeshi	<input type="checkbox"/>
	Other Asian background	<input type="checkbox"/>
<i>Cornish – given ethnic minority status in 2014</i>		<input type="checkbox"/>
<i>Other Ethnic Group (please specify below):</i>		<input type="checkbox"/>
<i>Do not wish to disclose</i>		<input type="checkbox"/>

Sexual Orientation

Sexual orientation	Heterosexual /Straight	<input type="checkbox"/>	Bisexual	<input type="checkbox"/>	Gay man	<input type="checkbox"/>	Gay woman/ Lesbian	<input type="checkbox"/>
Undecided:			<input type="checkbox"/>	Other (specify if you wish):				<input type="checkbox"/>
				Do not wish to disclose				<input type="checkbox"/>



Religion or belief: Which category best describes your religion or belief? Please tick the appropriate box.

Christianity	<input type="checkbox"/>	Islam	<input type="checkbox"/>	Sikhism	<input type="checkbox"/>	Buddhism	<input type="checkbox"/>	Hinduism	<input type="checkbox"/>	Judaism	<input type="checkbox"/>
Other	<input type="checkbox"/>	No Religion	<input type="checkbox"/>	Other Please Specify:	<input type="checkbox"/>	Do not wish to disclose <input type="checkbox"/>					

We would find it helpful if you could say where you heard about this job?

Guardian	<input type="checkbox"/>	Power to Change Website	<input type="checkbox"/>	Other – Please specify below	<input type="checkbox"/>
----------	--------------------------	-------------------------	--------------------------	------------------------------	--------------------------