

Trustees Recruitment Information Pack

An introduction from our Chair

Thank you for your interest in becoming a trustee Board member at Power to Change.

Last year, the Power to Change reflected on what our role should be and how this has evolved since the organisation was established. During 2023, we took stock of our investment to date in community businesses and the financial leverage that has enabled. We are proud to report that, since 2015, £45m of Power to Change funding has contributed to bringing in an additional £209m to community business in England. This has been in the form of additional grants, community shares, crowdfunding, government funds, refinanced debt, social investment, and co-funding. This means that for every £1 invested by Power to Change, an additional £4.68 has been leveraged into the community business sector.

Supporting and backing community business in 2023

Looking back, it's clear that, while community businesses and the communities they serve were coming out of the challenges of the Covid period, the global energy crises and associated cost of living squeeze in the UK were still very much impacting day to day lives and business prospects. For Power to Change, this meant focusing on how we support community businesses to transition and rebuild, and working alongside them to showcase and demonstrate their impact.

In late 2022, we launched our Resilient Communities Fund, providing immediate support to alleviate the energy and cost of living crises for community businesses. During 2023, we followed this with a longer-term investment in the Energy Resilience Fund, funded in partnership with the Access Foundation, Big Society Capital and Barrow Cadbury Trust. This Fund provides finance to enable community businesses to future proof their buildings by retrofitting energy generating or energy saving technologies.

Our Powering Up programme offered flexible and targeted support to community business leaders and their teams, aiming to strengthen their capabilities over a 12-month period. The programme provided access to specific technical expertise as well as professional development and wellbeing support, with each support package tailored to address the unique circumstances and needs of each community business. Crucially, this support was brokered and supported by experienced community business peers, an approach that we have seen work well over the years.

We continued to provide innovative, tailored finance options for community business. Our partnership with the Dulverton Trust saw us jointly funding Trade Up, a successful programme that helps to build resilience through incentivising trading activity. We made our final investments in Crowdmatch, a programme that enabled community businesses to raise funding and garner support from local communities. Every £1 Power to Change invested in a Crowdmatch campaign resulted in community businesses leveraging over £5 in additional funding, and we have been sharing our learning about this approach with others. The Community Shares Booster Fund supported 80 community businesses during 2023, with every £1 invested by the Booster Fund leveraging £9.30 from community investors. We were also pleased to see that the pre-grant support we offered as part of the Booster Fund has helped to develop a more diverse pipeline, bringing in marginalised community businesses.

We began to shift our focus towards making the case for community businesses, working alongside them to shape the conditions for them to thrive. We continued to back the community business-led We're Right Here campaign, which has secured support from across the political spectrum for legislative changes that would enable greater community ownership of assets and community powers over decisions that affect people's lives. Two new reports during the year highlighted the role that communities want to play in the Government's levelling up agenda, and in driving high street revival. We piloted the first Community Improvement Districts in England, drawing lessons from the success of the Scottish model and directly working with community businesses, local authorities and Business Improvement Districts in England to trial this new approach to community involvement in town centre renewal, and share our experiences with policymakers at all levels of government.

Our partnerships with regional authorities in North of Tyne and the West Midlands were further strengthened through the creation of jointly-funded posts that have brought vital capacity to our work developing and implementing growth strategies and regional investment funds, in partnership with community businesses. For example, in the West Midlands Combined Authority area, we secured £2million from the Commonwealth Legacy Fund to fund social economy growth activities, including community business clusters, while in North of Tyne £4million of flexible repayable finance has been unlocked for community businesses in the region. In Liverpool City Region, where our joint venture Kindred continues to go from strength to strength, we worked with the combined authority and other partners to scope a social investment Pathfinder for the region.

At the close of the year, we were thrilled to complete the much-anticipated transfer into community ownership of 8 solar farms to 5 community businesses. These solar farms were first purchased by Power to Change as part of Community-Owned Renewable Energy (CORE), an innovative joint venture with Big Society Capital in 2017 in order to secure these assets for community ownership in the longer term. Now, 36MW of solar energy production is in

community ownership, adding 20% to the total of community-owned solar production in England and Wales. Like many other community businesses, these community-owned assets are generating economic and social benefit. These assets will generate around £20m of surplus funds over the lifetimes of the solar farms, which will be invested back into local community projects.

Evolution and a look ahead

Alongside all of this vital work, we consulted wide and deep with community businesses and the external world to see whether and how we should continue to back community business. This process led us to conclude that we are sticking around for the long-term, that we need to re-ground ourselves in community business and work alongside them to achieve change. It led us to refresh our purpose, with our focus now on shaping the conditions for community business to thrive.

2024 is the year we have been putting this into practice. We know community business works to build stronger communities and better places to live. We've seen people create resilient and prosperous local economies when power is in community hands. We also know the barriers that stand in the way of their success. So, we will focus using our experience to bring partners together to do, test and learn what works and use this to back community business from the ground up.



Tony Burton,
Chair of the Board of Trustee Directors

About us

Power to Change - We back community business from the ground up. We turn bold ideas into action so communities have the power to change what matters to them.

We know community business works to build stronger communities and better places to live. We've seen people create resilient and prosperous local economies when power is in community hands. We also know the barriers that stand in the way of their success.

We're using our experience to bring partners together to do, test and learn what works. We're shaping the conditions for community business to thrive.

Our vision for community businesses

We want communities have the power to change what matters to them. We have set out the ambitions that we are working towards, because we are ambitious – for what community business can achieve and for what we can do to support that. But what is the change that we want to see?

Our ideal future for community business is one where:

Communities can fully utilise their power. Through community business, communities have a greater say in the decisions that affect them.

Communities contribute to an economy that works for people and planet. Through community business, communities balance enterprise and purpose to build prosperous local economies.

Communities can achieve their aspirations and are resilient when faced with challenges. Through community business, communities make meaningful connections and build their social capital.

Shaping this future isn't something we can deliver in isolation. We're using our experience to bring partners together to do, test and learn what works. We're working alongside community business to engage partners and stakeholders with whom we can deliver a supportive environment: policymakers and politicians, funders and social investors, and intermediaries and support organisations.

To read more about how we are backing community businesses, click [here](#)

We apply five values to everything we do:

We are open: We will seek partners and allies beyond the community business sector to better help the community business model go mainstream, and will be open about our learnings as we test and discover new approaches to community-led resilient places.

We are bold: Our plans are ambitious, and we will continue to enter markets where we see community businesses could thrive, and boldly speak to decision makers alongside community businesses.

We are informed: We will continue to work closely with community businesses and be informed by their lived experience and needs. We will approach new challenges with fresh eyes and take an evidence-led approach before rolling out solutions.

We are collaborative: We will continue to work with existing partners and new ones, drawing on each other's skills to achieve what we couldn't do alone.

We are authentic: We will integrate the priorities that we have for community businesses into our own practice. We will aim to advance dignity, justice and belonging in our own organisation, become climate positive, actively embrace digital transformation, and continuously build our own capacities in many areas.



All Staff Residential, March 2024

The Trustee roles

The Trustees, acting together, maximise the impact of the organisation whilst ensuring it is well governed. You will be part of a team tested with making key strategic decisions about the future of the organisation, how and where it operates and the communities it seeks to serve whilst also, 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. You might want to refer to the [Charity Commissions guidance on being a trustee](#)

Key responsibilities:

Strategic Leadership

- Work with our Chair, Board, Chief Executive and senior team to support the future direction of Power to Change to ensure we make the change we want to make.
- Be responsive to the community businesses and stakeholders we work with to ensure we are meeting their needs and delivering lasting impact.

Champion our work

- Represent and champion on behalf of Power to Change to help increase our impact and influence.
- Safeguard the ethos and values of the Power to Change.
- Work collaboratively with other Trustees and exec team and create a positive and supportive environment.
- Support the effectiveness of the Board by engaging in performance reviews.

Governance

- Ensure the organisation complies with its governing document and that all 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
- Monitor the charity's progress towards the achievement of its strategic goals and objectives and monitor the impact of its activities on its beneficiaries.
- Ensure that management has implemented an effective risk identification and management process.
- Ensure that the charity is an inclusive and responsible employer with a diverse, engaged and high performing team.
- Where applicable as a member of a committee work with the Chief Executive, and other committee members to agree and deliver on the objectives.

What we're looking for

We are looking for two trustees to join the Board of Power to Change. Considering our vision and purpose, the current Board members and the recent skills audit we have identified that we are looking for:

1. A trustee with a background and experience of working at a senior level within the public sector such as local or regional government. The individual along with having senior level experience will also have connections to public service networks and a strong understanding of how public sector organisations engage with local communities.

Experience:

- Senior level in local or regional government either Director or Chief Executive of a mid to large local authority.
 - Active in national networks, e.g. LGA or central government reviews.
 - Demonstrable commitment to supporting the needs of communities.
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2. A trustee with community business experience. They should have current or recent experience of working at a senior level in a community business environment and able to demonstrate a strong understanding of the role community business can play in strengthening community and contributing to the local economy. Ideally they will also have experience of the needs, barriers and opportunities for business development within a community business.

Experience:

- Working in a community business in either a paid or voluntary position at a senior level.
- Experience of growing the community business and the business development needs required to do this.
- Understanding of how community business contributes to the wealth and well-being of the local community.

Requirements of the Trustee Directors:

- Identify with, and be motivated by, the values and objectives of Power to Change.
- Act in the best interests of the present and future beneficiaries setting aside any other interests you may have.
- Devote the necessary time and effort to developing a good understanding of Power to Change and its activities, attending meetings, reading papers and undertaking other preparatory work.
- Think innovatively, critically, independently and strategically, with the ability and of translating strategy into operational plans.
- We welcome applications from those with entrepreneurial instincts who will push us to be innovative.
- Contribute effectively within a talented Board.
- 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.



Trustees at December 2022 Board meeting

Terms of appointment

Time commitment

The minimum time commitment for each Trustee is four Board meetings per year in person. If appointed to a committee, additional time will be required to attend these virtual meetings a few hours per quarter.

The following meetings are scheduled for 2024:

Date	Meeting	Location	Duration
June 2024	Finance & Risk Committee	Virtual	2.5 hours
July 2024	Board meeting	In person – Bristol	2 days
September 2024	Finance & Risk Committee	Virtual	2.5 hours
September 2024	Board meeting	In person - London	1 day
November 2024	Finance & Risk Committee	Virtual	2.5 hours
December 2024	Board meeting	In person - London	1 day

Length of term

This appointment would be for a three-year term, renewable for a maximum of two terms.

These roles are unremunerated, but expenses are covered.

How to apply

Please submit a letter of interest to recruitment@powertochange.org.uk

In your letter of interest, please set out why you would like to join the board of Power to Change, your experience in relation to the role you are applying for and what you would contribute to the Board and Power to Change in our vision for more communities in England to run businesses that give them power to change what matters to them. They create more resilient places that are better to live and work in for everyone.

Dates

The closing date to submit your letter of interest is Monday 24th June 2024

Interviews will take place in mid-July (date to be confirmed)