



**Non-Executive
Board Member Appointments 2023/24**

**CHAIR OF TRUSTEES
CANDIDATE BRIEF**

November 2023

Community Foundation for Wakefield District
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INTRODUCTION TO THE COMMUNITY FOUNDATION FOR WAKEFIELD DISTRICT

What is a Community Foundation?

There are 43 Community Foundations across the UK with the shared aim of helping individuals, families, companies, charitable trusts and public-sector bodies connect with, support and invest in their local communities across the UK. They address a wide range of issues and provide funding for the hardest to reach communities through 'grassroots' charities and community groups.

In essence, a Community Foundation is a vehicle for corporate and other giving which can act locally and sensitively to help build social capital over the longer term. The concept originated in the United States and Canada over eighty years ago. Foundations now command assets worth hundreds of millions of pounds and make grants totalling many millions each year.

A community foundation encourages philanthropy within a specific geographical area and does so by raising new monies to build an endowment fund from individual and corporate donors, making grants from the investment income and other funds to tackle disadvantage.

We are the Community Foundation for Wakefield District!

The Community Foundation for Wakefield District was founded in 2007/8 and has been in operation for fifteen years.

Wakefield District is one of the largest in England, covering a large geographic area. It has a lot to be proud of and in recent years there has been significant investment which has bucked much of the national trend. However, despite this, there are still major pockets of deprivation and it is these areas that we are aiming to target.

Thousands of charities and voluntary groups work tirelessly across the district to address these inequalities and help their communities. The Community Foundation invests in these groups and, where appropriate, helps new ones to be formed. We do this by raising funds and distributing grants, convening debates, sharing advice and, as such, aim to be a force for good throughout the district.

The Community Foundation relies on the generosity of businesses and individuals who care about where they live and work and who want to "give something back". So far, we have awarded over £2 million pounds to 1,200 plus charities, community groups and individuals in need which has helped over 32,000 people. Ultimately, we improve lives and unite the people of Wakefield District through philanthropy.

We are a registered charity and a limited company governed by a Board of Trustees, chaired by David Dinmore (Deputy Lieutenant for West Yorkshire). Other Trustees are: Marie Szczepanski (Sanders Partnership, Accountants - Treasurer), Richard Hodgson, Barbara Paterson (Managing Director of the Paterson Consultancy), Louise Pearson (True Potential LLP), Simon Cowling (Dean of Wakefield), Natalie Glover (Chadwick Lawrence LLP), Charlotte Stone (Leeds 2023 Fundraising Manager), Jonathan Scott (Director, Northern Media) and Jenna Fan (Fanfare Music). Murray Edwards is the Executive Director and Company Secretary.

THE FOUNDATION'S VISION, MISSION & VALUES

OUR VISION

To build strong and sustainable communities within the Wakefield District that encourage inclusivity and provide a caring and safe environment for those in need.

OUR MISSION

To continue to develop the Foundation as a means of bringing donors and communities together, in order to generate new income that will build capacity, promote independence and create fresh opportunities.

OUR VALUES

The Foundation strives to work to the highest standards in service of the communities within the Wakefield Metropolitan District, and will promote the following core values in all aspects of its work:

Commitment – to addressing disadvantage and making a real difference now and in the future

Knowledge – in our understanding of local communities and local issues, and applying sound judgement

Collaboration – working together with individuals, families, companies, local and central government and third sector organisations

Accountability – to our donors, partners and the local community

Transparency – in the way we work, how we manage funds and the grant processes

Integrity – being honest, open and reliable

Leading – and promoting community engagement and enterprise

FUNDING

The Foundation is an independent charity with no regular guaranteed funding from the local authority or other statutory organisations. The organisation is funded from a range of sources including management fees related to the Endowment Fund and grant programmes, an element of the operating profits from *The Community Give Box*, the surplus on events such as the annual Unsung Heroes volunteer awards, and in addition the results of any successful funding bids towards the Foundation's operating costs.

RESPONSIBILITIES OF TRUSTEES/DIRECTORS OF THE COMMUNITY FOUNDATION FOR WAKEFIELD DISTRICT

(Trustees and Directors are the same people)

INTRODUCTION

The Community Foundation for Wakefield District is both a Registered Charity and a Company Limited by Guarantee, having no share capital, and is governed by its charitable objects and Memorandum and Articles of Association. A company limited by guarantee is non-profit distributing.

The Directors of the Company have certain legal, financial and fiduciary duties under company law and the Trustees must also comply with charity law. The requirements of some funding bodies also place responsibilities on the Company's Directors. The Executive Director is not a Trustee but holds the role of Company Secretary.

The Foundation has four paid members of staff; the Development and Partnerships Director, the Senior Retail Manager and two assistant retail managers (The Community Give Box, Trinity Walk Shopping), all four are part time. In addition, the Executive Director is retained on a freelance basis, as are the Grants & Marketing Manager and Social Media Assistant making a total of seven employees currently.

There are also 24 volunteers who work alongside the retail managers in the Community Give Box during the opening hours Monday to Saturday, 10am to 4pm receiving and displaying goods for sale and working with a wide range of support organisations across the Wakefield Metropolitan District.

This therefore places a certain obligation on the Trustees to play a more active role that might be the case if there were more resources available to engage professional support. The ultimate responsibility for every aspect of the Company's operation lies with the Trustees (Board of Directors) and it is therefore essential that all Trustees ensure that they understand the history of the *Community Foundation for Wakefield District* and its current position, and keep abreast of other issues that might affect the Foundation.

BOARD MEMBERSHIP POLICY

This policy is based on the principal that the Board of the Community Foundation should comprise people who are able to fulfil the skills' requirements of the organisation and have the time available to contribute to relevant aspects of its day to day management, thereby fully supporting the work of the company.

Personal Attributes of Board Members

- 1 An enthusiasm for the work of the Foundation
- 2 A commitment to carry out the duties of a Trustee
- 3 To be respected within their sphere of activity, have wide-ranging experience/contacts, and have a commitment to community development.

- 4 The ability to work as a member of a team and a willingness to state personal convictions and, equally, to accept a majority decision and be tolerant of the views of other people.
- 5 A willingness to deal openly with staff and fellow Trustees when agreeing or disagreeing with an issue.
- 6 A preparedness to offer personal and business skills and experience to support the work of the staff when required.
- 7 A willingness to act as a champion for the Foundation and positively influence opinions of potential sponsors and audiences.
- 8 The ability to treat sensitive information confidentially.

Remuneration

No fee/salary payments are made to Non-Executive Directors/Trustees who are expected to give their time voluntarily. Claims may be made for any relevant out-of-pocket expenses such as travel to and from meetings.

Other Guidelines

- 1 *Skills requirements*
Currently the Foundation acknowledges the need for the following areas of expertise: philanthropy and donor development, fundraising support, marketing, press, public relations and social media, sales/trading and community development. Good business networks are also valued.
- 2 *Sources*
Trustees will generally be drawn from within the Wakefield Metropolitan District, but other geographical areas including West and South Yorkshire are considered when particular skills are required. The Board carries out regular audits of its skills and seeks to recruit missing skills. When vacancies occur, appropriate recruitment techniques are adopted, including public advertisement where appropriate. Diversity is currently a key issue and will form a significant element in organisational development.
- 3 *Commitment*
The role specification for Trustees outlines expected attendance on behalf of the Foundation (see later sections). Any Member who attends on less than 50% of the available opportunities in a year may be asked by the Chair to consider their position.
- 4 *Review*
The Board will review its own performance annually.
- 5 *Term of Office*
Generally, a maximum of two terms of three years, but exceptionally the Board may vote to extend this if the Foundation would particularly benefit as a result.

DUTIES & RESPONSIBILITIES

Legal and Financial Duties

- 1 To ensure that the company operates in accordance with Company and Charity Law. This includes the filing of statutory returns at Companies House, returns to the Charity Commission and the keeping of Company Registers.
- 2 To ensure that the company complies with all relevant legislation to include, but not limited to, Health & Safety, Equality & Diversity and Data Protection (GDPR).
- 3 To ensure the prudent financial management of the company. To exercise financial control, to scrutinise monthly statements of the financial position, to discuss and decide on annual budgets and to review and, if required, revise those budgets. To decide on and, if necessary, assist with applications to funding bodies.
- 4 To ensure that the company keeps proper accounts and that audited accounts are produced annually and submitted to Companies House, the Charity Commission and relevant funding bodies.
- 5 To ensure the payment of all taxes due to the Inland Revenue.
- 6 To appoint bankers and payment signatories and approve the extent and degree of any delegation/s.
- 7 To ensure that the company's assets are safeguarded and are well managed and maintained.
- 8 To ensure that the company is properly insured.

NB. Directors/Trustees are legally liable for the conduct of a company and if it is not run within the limits of its financial resources, then they may become personally liable for the company's debts and be disqualified from being a company director if they are not seen to have acted prudently. The Trust maintains a Members & Officers insurance policy which provides significant cover in this eventuality.

Employment & Personnel Duties

- 1 To define the company's employment policies, including equal opportunities, recruitment, pay, grievance and disciplinary procedures, appraisal, sickness, expenses, holidays and training.
- 2 To make decisions relating to the hiring of senior staff and to take part in the recruitment procedure, as appropriate; to make any decisions relating to the renewal of staff contracts. Participate as a member of an Appeals Panel in relation to any relevant employment matters, if/when required.
- 3 To agree the job descriptions, person specifications and terms of employment of all employees and review levels of pay annually.

- 4 The Chair of the Trustees, or an appointed deputy, acts as the Foundation Director's line manager in terms of remuneration, support and appraisal, grievance and disciplinary procedures (as appropriate).
- 5 To ensure the safe and efficient use of the premises for both staff and the public.

Policy & Planning

- 1 The Board defines company policies, sets policy priorities and determines strategies for the implementation of the policies. In particular, the Board discusses and approves the company's business plan. All Trustees must be familiar with, and have a good understanding of, all company policy documents.
- 2 The Board monitors all aspects of service delivery and policy implementation on a regular basis.
- 3 The Board reviews all areas of policy and policy implementation documents annually and makes appropriate revisions.

Advocacy

- 1 To promote the *Community Foundation for Wakefield District*, its activities and its needs to the private, public and voluntary sectors so as to enhance the company's profile and assist with fund-raising for the Foundation.
- 2 To act as a listening post in order to provide any information which may be of assistance to the Foundation.
- 3 To act as an enthusiastic ambassador for the Foundation at all times.

Management

- 1 To establish a cycle of meetings with appropriate papers to service the Board effectively.
- 2 To establish a system of communications and delegated decision-making so that urgent decisions can be made and acted upon between Board meetings.
- 3 To appoint additional Trustees with specialist knowledge and skills as required.
- 4 To establish working parties and/or sub-committees on specific issues if and when required.

Attendance & Availability

- 1 At regular meetings of the Board, or any "emergency" meetings, and also at all General Meetings. Generally, meetings are held on a quarterly basis.

- 2 At working party or sub-committee meetings if a member. There are currently two sub-committees – the Strategy Sub-committee and the Finance & Development Sub-committee.
- 3 At activities or events organised by or funded by the Foundation; a minimum of at least three per year is expected.
- 4 At other key events run by the company, notably promotional events.
- 5 Provide support and advice to the Foundation Director, either by telephone or in person, if required.

CHAIR OF TRUSTEES

The Chair should have a forward-looking outlook, celebrate inclusivity, and be passionate about helping those less fortunate than themselves. A knowledge and awareness of the issues facing communities and individuals during the current costing of living crisis would be a valuable asset.

Key responsibilities:

- 1 To work in partnership with the Executive Director to ensure that the charity has a clear vision, mission and strategic direction and that everyone is focused on achieving these.
- 2 To ensure that the Board of Trustees fulfils its duties and responsibilities for the proper governance of the charity.
- 3 To help the Executive Director achieve the charity's mission.

To achieve the above, other key areas include:

- 1 Maintaining a clear grasp of the charity's financial position
- 2 Maintaining oversight of any reputational risk to the charity
- 3 Ensuring that the Board has all the necessary skills and experience
- 4 Chairing and facilitating Board meetings
- 5 Line-managing the Executive Director and leading their annual appraisal process

The ideal candidate will have:

- 1 Experience of working as a Trustee and chairing meetings
- 2 The ability to constructively challenge, and engage with the views of others
- 3 Excellent communications skills
- 4 A network of contacts that can be used to support the organisation

COMMITMENT & TERM OF OFFICE

- The Board meets quarterly, and in addition there is the Annual General Meeting and a Trustee Awayday.
- You may be asked to represent the Foundation at outside meetings with potential supporters or influencers and attend event launches.
- The overall time commitment is likely to be in the order of 2 days per month, although this can vary across the year.
- The appointment, terms of office, and remuneration are in line with those applying to all trustees.

HOW TO APPLY

Please send the following to the Executive Director with 'Chair Application' in the subject line:

- A letter of application (no more than 2 sides of A4) indicating why you would like to become a trustee and how your background and experience fits with the person specification
- A current CV
- Names and contact details of two referees (one of whom should be a professional reference)
- A signed statement that you are legally entitled to become a Trustee, and have not at any time in the past been disqualified from holding a role as a Trustee or Company Director

Murray Edwards
Executive Director

November 2023

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