

Board Trustee Role Specification

About Community Impact Bucks

At Community Impact Bucks we are passionate about helping people to get involved and make a difference in their communities.

We do this by:

*Supporting **people** to find volunteering opportunities, and develop their skills and knowledge through volunteering and training.*

*Supporting **not-for-profit groups** with information, advice and training, and helping them to have a collective voice in matters that affect them and the people or environment they support.*

*Working with **communities** to identify their needs, the solutions they want to see, and help them to make change happen.*

Community Impact Bucks is the backbone of the charity, community and voluntary sector in Buckinghamshire. We support charities, voluntary groups and not-for-profit organisations; we are the nationally accredited Volunteer Centre for Bucks and we deliver community services.

Established in its current form in 2010 and with a 35-year history of supporting communities in Buckinghamshire, Community Impact Bucks has adapted and responded to the needs of the sector during changing circumstances and market conditions, over the last decade.

At the current time, we are operating in a much less certain future environment. We expect change at national level with Brexit and a new Government. At local level, we anticipate transformation of local government and health services will contribute further to what is already a rapidly-changing operating context. In particular, traditional sources of funding will inevitably reduce and the Trustees recognise the need for a new strategic direction and the development of alternative approaches.

To lead Community Impact Bucks through these challenges, the current Board of Trustees appointed a new CEO at the start of 2019. Together, the Trustee Board and the CEO have clarified the Vision, Mission and Strategic Goals for Community Impact Bucks. (See Appendix 1)

We foresee that a significant change programme will be required to deliver these.

This is a challenging and exciting time for Community Impact Bucks. As we embark on this crucial next phase we are delighted to have an excellent CEO with the strategic capability, determination and resilience to succeed. She is supported by a strong senior management team and a wider team of hard working, committed and experienced staff and volunteers.

We have a committed Board of Trustees who understands the need for change and who bring much of the expertise needed to actively support the transformation. However, at such a crucial time for the organisation, we have identified the need for 3 additional Trustees to fill critical skill gaps in the current Board and who will bring specific knowledge and capabilities to support the organisation in its transformation.

The Roles

The Board now seeks to recruit three new individual Trustees who will fulfil all the generic responsibilities of the position of Trustee; for two of these roles we are seeking specific expertise in order to complement the current skillset of the Board.

The Trustee Role

Generic Skills

- Ensure that the organisation complies with its governing document, charity law, company law and any other relevant legislation or regulations.
- Contribute actively to the role of the Board of Trustees in giving firm strategic direction to the organisation.
- Safeguard the reputation and promote the values of the organisation.
- Contribute to the effective and efficient operation of the organisation, working collaboratively with other trustees and the Chief Executive.
- Be prepared to actively contribute to debate and decisions pertaining to the current operation and future development Community Impact Bucks.

While not essential, we particularly welcome applications from those with passion and experience of being involved in or leading charities in Bucks.

In addition to these generic skills, we are keen to attract Trustees with the following experience or expertise:

Specific Skills

Brand, Marketing and Communications

This Trustee will have experience and expertise in Brand, Marketing and Communications. The requirement is for the successful candidate to assist and support the organisation in developing and sustaining an effective Communications Strategy, particularly in a period of transformation. They will provide specific guidance and support to the Trustee Board in the areas of marketing and communications and crucially, they will be able to bring Brand expertise to help the Board and the CEO build and strengthen the Community Impact Bucks brand for the challenges ahead.

Rural Communities

Part of the role of Community Impact Bucks is to provide support and development for rural communities through the Rural Community Council. This Trustee will have knowledge and experience of the issues that rural communities face, particularly in housing, transport, infrastructure changes such as road and rail and the impact of such changes on the environment and in particular, how these issues affect rural communities in Buckinghamshire. They will be able to assist Community Impact Bucks in developing and sustaining an effective Rural Communities strategy and provide guidance and support to the Trustee Board and the CEO on rural issues and services.

Personal qualities

All the candidates will demonstrate the following personal qualities:

- Commitment to the aims, objectives and values of Community Impact Bucks
- Willingness to devote the necessary time and effort to the organisation
- Strategic vision
- Independent judgement
- Ability to think creatively
- Willingness to express her/his opinion
- Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- Ability to bring specific needed skills, experience or perspective to the board
- Ability to work effectively as a member of a team.

Knowledge /Experience/ Qualities

In addition, the following Knowledge, Experience and Qualities are desirable:

- Experience of a major change programme
- Experience of working with trustees, a board or equivalent body.
- An appreciation of the wider voluntary sector, including current national policies
- A broad appreciation of charity and/or company law; safeguarding; health and safety; and HR legislation – although training will be provided if required
- High levels of personal and professional integrity, taking responsibility for own decisions and actions
- Personal values congruent with Community Impact Bucks and which comply with the Principles of Public Life.

<https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>

Additional Notes

Each trustee of Community Impact Bucks serves for a term of three years from date of appointment and is eligible to be re-elected to serve for one further term.

Roles are voluntary and non- remunerative. (Travel expenses will be reimbursed subject to legitimate claim)

Trustees will be given the opportunity to attend 2 Board meetings as observers, before being commended/ formally co-opted to the Board.

Trustees will be offered an induction to the organisation and during this period, they will have access to appropriate Trustee training.

A CV and cover letter is required.

The closing date is midnight on Sunday 1st March 2020.

Interviews will take place between 16th-23rd March.

Appendices:

1. Vision, Mission, Strategic Goals
2. Trustee responsibilities

Appendix 1.

Vision, Mission and Strategic Goals

Vision - The world we wish to see.

Our vision is for strong, vibrant communities, working together to make a positive contribution to people's lives across Buckinghamshire.

Mission - What we do to bring about the vision.

Our mission is to inspire voluntary and community action in Buckinghamshire, by supporting and enabling people and groups to get involved and make a difference.

Strategic goals - How we're going to achieve the mission and vision

1. Empowering and enabling the voluntary, community and charity sectors in Buckinghamshire to be resilient and effective for their beneficiaries.
2. Inspiring, promoting and developing voluntary and community action.
3. Connecting the voluntary, community and charity sectors to lead and influence change.
4. Being a strong charity that learns, shares and leads by example.

Appendix 2

Trustee Responsibilities (Summary)

1. Determine the organisation's aims and objectives.
2. Engage in strategic planning
3. Formulate required policies'
4. Approve and monitor the organisation's programmes and services
5. Ensure adequate financial resources
6. Provide effective financial oversight and risk management
7. Select and support the Chief Executive and review his or her performance
8. Understand and respect the relationship between the Board and the staff and volunteers of Community Impact Bucks.
9. Act as a responsible employer.
10. Enhance the public reputation of Community Impact Bucks
11. Carefully select and induct new members
12. Carry out Board business efficiently

Trustee Responsibilities (Detailed)

1. Determine the organisation's aims and objectives.

The Board is responsible for establishing the overall vision and mission of Community Impact Bucks. These should be clear and concise and every board member should understand and support them. The Board should periodically review these aims and objectives and revise them if necessary.

2. Engage in strategic planning

The Board of Community Impact Bucks establishes the organisation's direction and major goals and should engage in a formal planning process at least once every three years. Changes in the environment or new challenges may require changes in the vision, mission or the way in which the organisation does its work.

3. Formulate needed policies`

The Board of Community Impact Bucks exercises leadership through establishing written policies to govern the way Community Impact Bucks is run. The Board is required to create a comprehensive set

of policies to protect the organisation, provide practical guidance for staff and volunteers and establish an ethical framework as a basis for organisational activity.

4. Approve and monitor the organisation's programmes and services

The Board is responsible for deciding which programmes and services best support the aims and objectives of Community Impact Bucks. It is also responsible for ensuring that the organisation complies with company and charity law and for monitoring and evaluating the programmes and services which the organisation provides.

5. Ensure adequate financial resources

The Board ensures that the organisation has the resources to carry out its objectives. Its work in this area involves creating and monitoring policies governing financial reserves and income generation and in ensuring that these policies are carried out.

6. Provide effective financial oversight and risk management

The Board is responsible for preserving the resources and assets of Community Impact Bucks and for the management of its liabilities. It is required to establish budget guidelines, approve an annual operating budget and then monitor performance against that budget throughout the year. It is responsible for all decisions relating to borrowing and loans to or from the organisation. The Board also complies with regulations governing the audit of accounts to verify that the organisation is accurately reporting the sources and uses of its funds. It also ensures that organisational funds are responsibly invested to ensure the organisation's future.

7. Select and support the Chief Executive and review his or her performance

The Board will support the Chief Executive by working in partnership with her or him, providing constructive feedback, conducting regular evaluation and offering development opportunities.

The Board is responsible for the selection of the Chief Executive and, when necessary, it will draft a clear job description that outlines the duties of the Chief Executive and undertake a carefully planned search and recruitment process.

8. Understand and respect the relationship between the Board and the staff and volunteers of Community Impact Bucks.

In order to serve the organisation well, the Board must have a clear understanding of the differences between its role and those of the staff and volunteers. The respective roles and responsibilities are clearly defined in recommendations agreed by the board.

The primary board/staff relationship is that between the Board and the Chief Executive and the quality of that relationship is of the utmost importance.

9. Act as a responsible employer.

The Board is ultimately responsible for the way that Community Impact Bucks treats staff, volunteers, partners and others who work on its behalf. The Board establishes carefully thought-out human resources policies that provide a sound framework for employing and working with people in all areas of the organisation's activity.

10. Enhance the public reputation of Community Impact Bucks

The Board should require and enable the development of a marketing and communications strategy for the organisation.

Board members are expected to contribute a great deal individually and collectively toward developing public awareness of Community Impact Bucks and strengthening its reputation among all stakeholder groups.

11. Carefully select and induct new members

The Board is required to develop and carry out a well-conceived plan to identify and recruit good new trustees and to ensure sound succession planning for its honorary officers and for the board as a whole. Community Impact Bucks strives to achieve a balance in the Board between continuity and fresh thinking and seeks to have a Board that is made up of individuals who can contribute critically needed skills, experience, perspective, wisdom, time and other resources to the organisation. It aspires to have a diverse membership drawn from across the communities and individuals that the organisation serves.

The Board should offer an appropriate induction programme to introduce new board members to the organisation and to their responsibilities as a director and trustee. It should also ensure that appropriate development activities are scheduled and resourced to meet needs of trustees identified through the Performance Self-Assessment Process.

12. Carry out Board business efficiently

The Board of Community Impact Bucks carries out much of its activity in meetings and will work with meeting agendas that focus on strategic issues, allow for discussion and lead to action. To make meetings effective, participants will review agendas, board papers and relevant information in sufficient time to ensure proper consideration of the issues.