

Candidate Recruitment Pack





Thank you for your interest in applying to become a Trustee of Cheshire Community Foundation (CCF). This candidate pack aims to provide an introduction to our organisation and the role of a Trustee. Becoming a Trustee is just one of the ways you can support CCF and therefore our planned recruitment process aims to introduce you to the organisation and ensure that this is also the role that suits you.

Over the next couple of months we are looking to recruit two new Trustees to help shape our work now and in the future. As a charity focused on Cheshire and Warrington, we are looking for Trustees who are passionate about making a difference locally, have a strong connection to the area, ideally working or living in the area and can offer the requisite leadership and strategic thinking required by the role.

Following a recent review of our existing Board, we would be particularly interested in applicants with lived or professional experience of organisations in the Public or Third Sector (Voluntary, Faith, Community and Social Enterprise) as well as those with skills in PR/ Marketing, ideally while also avoiding any potential conflicts of interest.

Additionally, our aim is for our board to reflect the diversity of the communities we support. We would therefore welcome applications from people under 40 years of age, those from Black, Asian and ethnic minorities, disabled people and LGBTQ+ people.

Our Chair of the Trustee Board, Howard Platt, would be pleased to have an informal conversation with anyone who is interested in the role and provide any additional information that may be helpful before you apply.

Please email howard.platt@lockergroup.com to agree a suitable time to do this.

Further detail about CCF, the team, its activities and achievements are available on our website www.cheshirecommunityfoundation.org.uk

If you wish to apply, please send your CV alongside a covering letter to margaret@cheshirecommunityfoundation.org.uk by the 23rd March 2022.

An introduction from our Chair

Thank you for your interest in joining the Board of Trustees of Cheshire Community Foundation. Since its inception in 2011, the success and growth of the Foundation has enabled it to make a difference to people's lives across Cheshire and Warrington. I joined the Foundation as its Chair in May 2019 and new Trustees will be joining a team that is committed to developing the future prosperity and continued success of Cheshire Community Foundation.

A common perception of Cheshire is that it's a county full of expensive cars, champagne and luxury homes. There is, however, a less glamorous side to Cheshire, one of poverty, deprivation, isolation and loneliness, and we connect the people who want to give back with the most effective grass-roots charities and not-for-profit organisations, directly helping those most in need, whilst enabling our donors to feel proud that they've made a real difference.

Our aim is to make giving to charity an enjoyable, uplifting experience, where our donors can see how vulnerable lives are changed as a direct result of the donations they make. Investing wisely in charities is not as easy as it sounds. We are conscious that our donors do not have the time to manage incoming requests for support, pore over charity accounts and business plans, review budgets and project plans, check governance and make sure that the money awarded is spent as it was intended. We manage all the due diligence, payments, project monitoring etc. for our donors, whilst sharing the project impact, successes and stories of the people helped through the donations made.

Cheshire Community Foundation offers individuals, families, corporates and charitable trusts and foundations the opportunity to outsource their charitable giving, ensuring that their investment in the local community is well informed, focused and supported by comprehensive reporting, giving donors complete confidence that they really have changed the lives of people who really need our help. We can advise donors on where the acute needs are in Cheshire and Warrington, so their fund can be used to address priority areas of need in our local community. Or, if donors are clear on the cause(s) they would like to support, we can connect them to voluntary organisations that support the people they are passionate about helping.

It is a privilege to be involved with the small team of staff, volunteers and supporters who connect local giving with local community groups that most need support. Since we started grant-making in October 2012 we have built an endowment of over £6m and awarded over £10 million in grants to more than 1700 charitable organisations.

The Board of Trustees are responsible and accountable for the strategic direction of Cheshire Community Foundation and collectively setting and monitoring the Foundation's vision and strategies. Our existing Trustees work alongside our Chief Executive, Zoe Sheppard, and me, and bring experience in industry, commerce and the professions from a diverse range of backgrounds and perspectives. We rely on the energy and commitment of our Trustees as key ambassadors for the Foundation prepared to speak on our behalf to potential donors, passionate about the work of the Foundation and making connections to influence people with relationships to support our activities.

I look forward to hearing from you if you are interested in helping shape and deliver the Foundation's ambitious growth plans. It would be useful to share the challenges and opportunities CCF face, the other opportunities to get involved and answer any of your questions. Please get in touch by emailing me at howard.platt@lockergroup.com

Howard Platt, DL
Chair



Becoming a Trustee

What's involved in the role?

Our governing documents, the Memorandum and Articles of Association, set out the formal duties and responsibilities of the Trustees of CCF with general duties conferred on all Trustees by the Charity Commission and Companies House.

These general duties and responsibilities include the following:

- To help protect the property and interests of Cheshire Community Foundation
- To give time to the administration of Cheshire Community Foundation and take an active part in running it
- To understand the purpose of Cheshire Community Foundation and the way it works
- To be generally aware of Cheshire Community Foundation's financial position
- To meet fellow Trustees and to find out about Cheshire Community Foundation
- To help ensure that all necessary statutory documents are returned to Companies House and the Charities Commission on time
- To act reasonably and prudently in all matters
- To avoid letting their personal prejudices affect their conduct as a Trustee

Additional duties and responsibilities

In CCF we have worked as a team to ensure that Trustees can play a full and proper role in managing the organisation and expect that Trustees also commit to the following:

- To abide by Cheshire Community Foundation's policies, including those on equal opportunities, health and safety, conduct, data protection, declaring gifts and hospitality, confidentiality, etc
- To achieve at least 75% attendance at Full Board meetings
- To work to a personal action plan contributing to the aims and objectives as set out in the agreed Business Plan.
- To undertake relevant training and workshops at least once a year and to participate in an annual development appraisal
- To attend, as far as possible, Cheshire Community Foundation events or represent the Foundation at other events
- To actively help raise endowment or other funds by making use of personal and professional networks
- To actively promote Cheshire Community Foundation to potential grant beneficiaries
- To make a commitment to proactive grant making
- To actively encourage non-Trustees with the right skills or experience to join the grant panels
- To recognise the role of Cheshire Community Foundation staff and understand the extent of the Trustees' powers to delegate to them
 - As appropriate, to be available to offer advice and support to other Trustees and staff as well as for the purposes of carrying out day-to-day duties
 - To respond to all Cheshire Community Foundation correspondence within 14 days of receiving it, where practical



The skills and experience likely to be important

We are looking for new Trustees who will be able to contribute to the future success of CCF and therefore can demonstrate the following:

- A keen interest or experience of the work and impact of third sector activity in Cheshire and Warrington
- A strong connection to Cheshire and Warrington either through living or working in the area
- A commitment to the Foundation and a willingness to devote the necessary time and effort. This may require around 1 day each month
- Strategic vision and good, independent judgement
- The skills to objectively consider proposals and examine their consequences, particularly when scrutinising Board papers
- An ability to listen to different views and experiences of others and a willingness to reflect their perspectives alongside a preparedness to make unpopular recommendations to the Board, if required
- A willingness to use [JB1] any specific skills, knowledge or experience to provide guidance on new initiatives
- Ability to think creatively and focus on key issues
- Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- An ability to work effectively as a member of a team
- A commitment to Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership
- A good understanding and a strong commitment to promoting equality diversity and inclusiveness in all of the Foundation's activities

The following people cannot be a Trustee/Director of Cheshire Community Foundation:

- **Anyone under the age of 18**
- **Anyone who has been convicted of an offence involving deception or dishonesty, unless the conviction is spent**
- **Anyone who is an undischarged bankrupt**
- **Anyone who has previously been removed from Directorship of a charity by the courts or the Charity Commissioners**
- **Anyone who is under a disqualification order under the Company Directors Disqualification Act 1986**
- **Someone who is, or becomes, of unsound mind**

It would also be essential to be aware of potential conflicts of interest that may limit involvement with strategic decision making or ongoing Trustee activities.

How to apply

Please send your CV and a statement of no more than two sides of A4 explaining why you are interested in becoming a Trustee of Cheshire Community Foundation, and what skills and experience you will bring to the role, to Margaret Cheshire (Margaret@cheshirecommunityfoundation.org.uk) by Wednesday 23rd March 2022.

Interviews will take place 26th April to 3rd May, either in person at our office in Northwich or via Zoom.

Please let us know if you have any additional support needs that may require an adjustment if you are shortlisted for interview.

Please include contact details of two referees with your application (we will not contact referees unless you are offered the role).

The process is intended to allow both parties to have sufficient time and opportunity to assess cultural and team fit, the balance between individual and corporate aspirations, to share details of the high-level corporate strategy and key business objectives. Our objective is to ensure there is clarity around the role of Trustee, the key challenges and priorities.

Timing	Activity
18th February to 22nd March	Opportunity to contact the CCF Chair for more information and an informal discussion email: howard.platt@lockergroup.com
23rd March	Closing date for applications
8th April	Applicants notified whether they have been shortlisted for formal interview
26th April to 3rd May	Interviews with shortlisted applicants and outcome communicated. A panel will comprise the CEO, the Chair and selected members of the Board
May to August	Opportunity to observe a Board Meeting and chance to attend events, meet fellow Trustees, visit a charity, etc, if appropriate
End of August	References obtained
8th September	Attend Board meeting/formal confirmation of appointment.
September to December	Formal induction programme, including meeting staff, Trustees and stakeholders, and attending external training



Appendix 1: Board of Trustees: Terms of Reference

The Board is responsible and accountable for the strategic direction of Cheshire Community Foundation and collectively setting and monitoring the Foundation's vision, mission, values and strategies.

As guardians of Cheshire Community Foundation, all Trustees are equally responsible in law for the Board's actions and decisions. As Directors under the Company's Act, they must ensure that the Foundation is performing well and is delivering the objectives for which it is set up, in accordance with its Memorandum and Articles of Association.

Trustees are bound by an overriding duty, individually and as a Board, to act reasonably at all times in the interests of the Foundation and of its current and future beneficiaries and fund holders. Every Trustee must act personally, and not as a representative of any group or organisation.

Cheshire Community Foundation is both a registered charity (charity number 1143711) and company limited by guarantee (registered company number 7731278). As Directors of the company, Trustees must ensure it is run in accordance with the Articles of Association and the law in general.

Trustees serve for a maximum of two 3-year terms. However, at the discretion of the Board, they can be, in exceptional circumstances, appointed for a third term.

Key functions

- To ensure compliance with the objectives, purpose and values of Cheshire Community Foundation and with its governing documents
- To set the vision, mission, values and strategies of Cheshire Community Foundation
- To set or approve policies and budgets in order to achieve those objectives and monitor performance against them
- To ensure the financial strength and good performance of Cheshire Community Foundation
- To ensure Cheshire Community Foundation complies with all relevant laws, regulations and requirements of its regulators
- To deal with the appointment of Cheshire Community Foundation's Chief Executive
- To set and maintain a framework of delegation and internal control
- To agree and ratify all policies and decisions which might create significant risk to the Foundation, financial or otherwise
- To act as the Foundation's Remuneration Committee, having received recommendations from the Governance & Staffing Committee and from Finance & Audit on affordability



Trustees – Individual contributions

- To attend Board meetings and meetings of subcommittees to which the Board member may have been appointed, coming prepared and having read the papers in advance
- To act as Ambassadors for the Foundation, taking appropriate opportunities to share the work of the Foundation with potential supporters and partners
- To actively seek out and engage with philanthropists and potential donors, passing on intelligence regarding opportunities to the Chair or Chief Executive
- To be proactive in taking responsibility for actions, projects and relationships
- To bring individual and, where appropriate, corporate resources, skills and expertise to the benefit of the Board
- To support Cheshire Community Foundation's staff in both fund development and grant making
- To invite contacts to events, as appropriate
- To visit projects in a monitoring role on behalf of the Foundation

As Board members, Trustees agree:

- To commit to and uphold the values and objectives of Cheshire Community Foundation
- To adhere to Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership
- To listen to the views of stakeholders, especially fund holders and beneficiaries
- To act with integrity at all times and avoid or declare personal conflicts of interest
- To give adequate time and energy to the duties of being a Trustee, using their skills and experience to the benefit of Cheshire Community Foundation
- To work in partnership with the Chief Executive, responding promptly to communication
- To attend and contribute to Board meetings, the AGM, subcommittee meetings and task groups, and review papers in preparation
- To review their own, the Board's and Cheshire Community Foundation's effectiveness and to take the necessary steps to enhance performance
- To be informed about and promote the Foundation's key messages and values, acting as an Ambassador for Cheshire Community Foundation to take the necessary steps to enhance performance



The Trustee as donor

Cheshire Community Foundation is a philanthropic organisation and looks to Trustees to lead by example and donate according to personal means (financially or time given voluntarily).

Examples of Trustee donations are:

- A philanthropic donation to core costs
- A philanthropic donation to discretionary grant making funds
- A philanthropic donation towards an endowed fund for Cheshire
- The establishment of a donor advised revenue/flow-through fund
- The establishment of a donor advised endowed fund
- An offer of professional advice
- Linking Cheshire Community Foundation to professional colleagues
- Providing accommodation for meetings
- Hosting and holding fundraising events
- Arranging free publicity
- Promoting the work of Cheshire Community Foundation
- Meeting the costs of short-term consultancy
- Using networks and connections for the Foundation's philanthropic benefit

Further detail about CCF, the team, its activities and achievements are available on our website www.cheshirecommunityfoundation.org.uk

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