



**patchwork**  
foundation

## Recruitment of Chair and Trustees Information Pack



**April 2018**



## Introduction

The charitable Objects of the Patchwork Foundation are “to advance in life and help young people in particular (but not exclusively) through promoting and encouraging young people from under-represented, deprived and minority communities to make their own opinions on and to actively participate in the democratic processes and wider civil society of the United Kingdom, through:

- (a) advancing their education in the field of United Kingdom democracy and civil society; and
- (b) providing advice and assistance, programmes, activities and other support to develop their skills, capacities and capabilities.”

Following five years of successful organic growth led by its enthusiastic team of volunteers, the Patchwork Foundation has embarked upon a programme of growth and development in terms of both scale and impact. As a key plank of its strategic growth plan, the Foundation has recently secured its registration as a Charitable Incorporated Foundation (CIO) with the Charity Commission.

The Foundation is now seeking an inspirational Chair and up to three additional trustees to support the Foundation in the next exciting phase of its development

It is particularly important to the Foundation to recruit a diversely-drawn Board which includes strong representation of those from similar backgrounds as those we seek to serve through our programmes.



## About Patchwork

Founded in 2011, The Patchwork Foundation is a UK-based not for profit organisation and our mission is **To promote, encourage and support the active participation of young people from under-represented, deprived and minority communities in British democracy and civil society.** This mission will be achieved through three

inter-related and supporting outcomes, to deliver tangible long-lasting positive impacts for our democracy and for wider civil society:

- That young people from minority and disengaged groups have the skills, experience and knowledge to engage and succeed in public life and politics
- That young people from minority and disengaged groups see the benefits of engaging in democracy and civil society and are doing so
- That political parties and civil society institutions encourage the involvement of young people from minority and disengaged groups

The Foundation delivers its mission through four key outputs:

- Impactful skills development and education programmes: our core programme is our **Masterclass** programme, which offers a cadre of selected candidates a nine-month syllabus that develops their personal and professional skills, increases their political skills and a unique opportunity to learn from and interact with leading practitioners from British politics and public life.
- Rare and insightful opportunities to experience democracy and civil society: Patchwork's **#GetInvolved** programme gives young people the chance to take part in the campaigns that are shaping the future of the country, by providing both the opportunities and the skills training to do so from the grassroots to pinnacle of British politics.
- Inspirational engagement **events and campaigns**. Patchwork organises powerful events with leading speakers from the world of politics and civil society that have been attended by more than 30,000 young people since 2011.
- Powerful recognition programmes and events: the Foundation's **MP of the Year Awards**, celebrating those who successfully engage with under-represented communities, is fast becoming a highlight of the Parliamentary calendar and increasingly driving wider change.

The accompanying Strategic Plan sets out the Foundation's Theory of Change and current plans for the charity's long-term development.



## Current trustees

The initial trustees of the Foundation are as follows:

- Harris Bokhari OBE - founder of Patchwork Foundation
- Melanie Dawes CB – Permanent Secretary, Ministry of Housing and Local Government
- Sir Simon Fraser GCMG – Founder and Managing Partner of Flint Global Ltd, former Head of the Foreign Office and Diplomatic Service, and former Permanent Secretary of the Department for Business.
- Temi Shogelola – former Patchworker and civil servant in Department for Exiting the EU



## Chairman Role

The trustees are looking for an inspirational individual to provide leadership to the Foundation over the next period of its development. As set out in the role description, a general background in strategy, governance, finance, HR, and/or fundraising would be useful. Previous experience as a Chair or trustee would be particularly welcomed.

## Trustee Roles

The trustees are looking to recruit at least three additional trustees in addition to the Chair. A general background in strategy, governance, finance, HR, fundraising, legal would be useful. Previous experience as a trustee would be welcomed.

## Skills and experience

The Foundation is seeking to recruit individuals with a track record in one or more of the following areas:

- Experience in democratic life
- Championing diversity and social mobility, particularly of young people
- Communications and PR
- Expertise in financial matters

In particular, the Foundation is seeking to recruit individuals with expertise in one or more of the following areas:

- Fundraising and income generation within the charitable sector
- Audit and Risk Management
- Business development and commercial acumen
- Legal
- Monitoring and evaluation
- Organisational development

Other skills and experience highlighted in the trustees' recent skills audit which would be useful are:

- Human Resources
- IT/CRM Systems/Data Protection

It is particularly important to the Foundation to recruit a diversely-drawn Board which includes strong representation of those from similar backgrounds as those we seek to serve through our programmes.



## Time Commitment

The Board meets at least four times a year and all trustees are expected to be available for at least three of these meetings in a year.

It is important that the Chair is able to be available to the Chief Executive on a regular basis. In addition to Board Meetings, other contact - usually electronic or by telephone - will be necessary.

The Chair and trustees are strongly encouraged to attend Foundation events to better understand the charity's work and its supporters.

## Appointment terms

These are voluntary, unremunerated, posts.

The initial term of office for all trustees is three years. Trustees may serve no more than three consecutive terms of office according to its Constitution; the trustees have agreed that no trustee shall normally serve more than two consecutive terms.

Reasonable expenses, in line with the Foundation's Expenses Policy, will be paid for Foundation business.

## Application Process

Candidates should support their CV and a covering letter of no more than two pages of A4 (at least 11 point) **by Monday 7<sup>th</sup> May** to Jonathan Freeman, Chief Strategy Officer, via [info@patchworkfoundation.org.uk](mailto:info@patchworkfoundation.org.uk)

Please indicate clearly if you are applying for the Chair role or the Trustee roles (or if you wish to be considered for both roles).

The trustees will consider applications for the role of Chair first. The selected candidate for Chair will then be invited to participate in the selection process for the Trustee roles.

The expected recruitment timetable is as follows:

- Closing date for applications: **Monday 7<sup>th</sup> May**
- Interviews for the Chair will be held on week commencing 21<sup>st</sup> May
- Interview for the Trustees will be held on week commencing 28<sup>th</sup> May
- Final appointments by Friday 15<sup>th</sup> June

For more information, please contact Jonathan Freeman, Chief Strategy Officer, at [info@patchworkfoundation.org.uk](mailto:info@patchworkfoundation.org.uk)

# Chair of Trustees Role Description

**Job Title:** Chair of Trustees  
**Direct Report:** Chief Executive, Board of Trustees  
**Background:** A general background in strategy, governance, finance, HR, fundraising would be useful. Previous experience as a Chair or trustee would be welcomed.

## 1. Role Summary

- Provides leadership and direction to the board of Trustees and enables the Board to fulfil their responsibilities for the overall governance and strategic direction of the Foundation.
- Ensures that the Foundation pursues its Objects as defined in its governing document, charity law, company law and other relevant legislation/regulations.
- Works in partnership with the Chief Executive and supports the employees, helping them achieve the aims of the Foundation; and to optimise the relationship between the board of Trustees and the staff.
- Facilitates the Board of Trustees in stimulating excellent, well-rounded and carefully considered strategic decision-making.

## 2. About the Patchwork Foundation

Founded in 2011, The Patchwork Foundation is a UK-based not for profit organisation and our mission is **To promote, encourage and support the active participation of young people from under-represented, deprived and minority communities in British democracy and civil society.** This mission will be achieved through three inter-related and supporting outcomes, to deliver tangible long-lasting positive impacts for our democracy and for wider civil society:

- That young people from minority and disengaged groups have the skills, experience and knowledge to engage and succeed in public life and politics
- That young people from minority and disengaged groups see the benefits of engaging in democracy and civil society and are doing so
- That political parties and civil society institutions encourage the involvement of young people from minority and disengaged groups

The Foundation delivers its mission through four key outputs:

- Impactful skills development and education programmes: our core programme is our **Masterclass** programme, which offers a cadre of selected candidates a nine-month syllabus that develops their personal and professional skills, increases their political skills and a unique opportunity to learn from and interact with leading practitioners from British politics and public life.
- Rare and insightful opportunities to experience democracy and civil society: Patchwork's **#GetInvolved** programme gives young people the chance to take part in the campaigns that are shaping the future of the country, by providing both the opportunities and the skills training to do so from the grassroots to pinnacle of British politics.
- Inspirational engagement **events and campaigns.** Patchwork organises powerful events with leading speakers from the world of politics and civil society that have been attended by more than 30,000 young people since 2011.

- Powerful recognition programmes and events: the Foundation's **MP of the Year Awards**, celebrating those who successfully engage with under-represented communities, is fast becoming a highlight of the Parliamentary calendar and increasingly driving wider change.

### 3. **Statutory Duties**

The statutory duties of a trustee are:

- To ensure the Foundation complies with its governing document
- To ensure that the Foundation pursues its objectives as defined in its governing document.
- To ensure that the Foundation applies its resources exclusively in pursuance of its objectives; the Foundation must not spend money on activities which are not included in its own objectives, no matter how 'charitable' and 'worthwhile' those activities are.
- To contribute actively to the Board of Trustees' role in giving firm strategic direction to the Foundation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets.
- To safeguard the good name and values of the Foundation.
- To ensure the effective and efficient administration of the Foundation.
- To ensure the financial stability of the Foundation.
- To protect and manage the property of the Foundation and to ensure the proper investment of the organisation's funds.
- To appoint the Chief Executive Officer and monitor his or her performance.

In addition, with other trustees to hold the Foundation in trust for current and future beneficiaries by:

- Ensuring that the Foundation has a clear vision, mission and strategic direction and is focused on achieving these.
- Being responsible for the performance of the Foundation and for its corporate behaviour; ensuring that the charity complies with all legal and regulatory requirements.
- Acting as guardians of the Foundation's assets, both tangible and intangible, taking all due care over their security, deployment and proper application.
- Ensuring that the Foundation's governance is of the highest possible standard.

### 4. **Main Responsibilities of the Chair**

a) In relation to the Board:

- Formulate strategic plans and regular review of long-term strategic aims of the Foundation.
- Develop organisational policies, define goals, targets and evaluate performance against agreed targets.
- Approve the annual cycle of Board meetings, agree meeting agendas, chair and facilitate meetings, monitor decisions taken at meetings and ensure they are implemented.
- Maintain a clear grasp of the Foundation's financial position and to ensure full and timely financial transparency and information disclosure to the Board.



- Lead and mentor other Board members to fulfil their responsibilities and enable access to training/coaching/information to enhance the overall contribution of the Board.
  - Annually review the Board structure, role, staff relationships and ensure implementation of agreed changes/developments are carried out.
  - Encourage team working among Board members and encourage them to identify and recruit new trustees as required.
  - Create a strong, profitable and fulfilling working relationship with trustees and the Chief Executive through review and self-reflective evaluation of contributions and effectiveness of the Board.
- b) In relation to the Chief Executive Officer (CEO):
- In participation with the Board, appoint the CEO and lead the process of appraising and constructively guiding the performance of the CEO.
  - Assume guardianship of the legal and financial integrity of the Foundation.
  - Consult with CEO on matters of strategy, governance, finance and HR.
  - Oversee the CEO's activities in the context of the implementation of the Board's strategy and policies.
  - Maintain careful oversight of any risk to reputation and/or financial standing of the Foundation.
  - Receive regular informal progress reports of the organisation's work and financial performance through the CEO.
- c) In relation to the community and Code of Conduct:
- Represent the Foundation as a spokesperson at appropriate events, meetings or functions.
  - Protect and manage the property of the organisation.
  - Lead the Board in fostering relations with potential clients and potential funders/donors.
  - Act as final stage adjudicator for disciplinary and grievance procedures if required.
  - Facilitate change and address conflict within the Board of Trustees, within the organisation and liaise with the Chief Executive to achieve this.
  - Undertake review of external complaints as defined by the Foundation's complaints procedure.
  - Ensuring adherence and compliance around key policies to e.g. Equality of Opportunity, Health & Safety and in all decisions and discussions of the Board and its sub-committees.
  - Attend and be a member of other committees or working groups when appropriate in role as Chair.
  - In order to perform the above role, the Chair should have reasonable access to all staff and information, in line with the board's fiduciary duties.

## 5. Qualities of a Chair

### Essential

- Understanding and acceptance of the legal duties, responsibilities and liabilities of Trusteeship and adhering to the seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

- Commitment to the Foundation 's Objects, aims and values and willingness to devote time to carry out responsibilities.
- Strategic and forward-looking vision in relation to the charity's objects and aims.
- Good, independent judgement, political impartiality and the ability to think creatively in the context of the organisation and external environment.
- Good communication and interpersonal skills and the ability to respect the confidences of colleagues.
- Balancing tact and diplomacy with willingness to challenge and constructively criticise.

#### Desirable

- Prior experience of committee/trustee work.
- Knowledge of the type of work undertaken by the Foundation.
- A wider involvement with the voluntary sector.
- Experience of chairing meetings, committee work, some experience of charity finance, charity fundraising.
- Leadership skills exercised through a period change.

### **6. Skills and Experience**

The Foundation is seeking to recruit individuals with a track record in one or more of the following areas:

- Experience in democratic life
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- Communications and PR
- Expertise in financial matters

In particular, the Foundation is seeking to recruit individuals with expertise in one or more of the following areas:

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# Trustee Role Description

- Job Title:** Trustee
- Direct Report:** Works closely with the Chair, Chief Executive and the Board of Trustees
- Background:** A general background in strategy, governance, finance, HR, fundraising, legal would be useful. Previous experience as a trustee would be welcomed.

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