



Trustee Recruitment Pack

Help Norfolk Shine Brighter

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Thank you for your interest in the role of Trustee of Norfolk Community Foundation, supporting us to help Norfolk shine brighter.

Norfolk is a place that inspires people to set down strong roots and care deeply about the issues facing their community. Our Trustees play an important part in helping us to achieve our ambitions of making local communities thrive and improve the lives of people who live there.

Some of our Trustees have reached the end of their service time with us and are retiring, creating opportunities for new Trustees to join our Board. This opportunity arises at an exciting time of change following a year when the Foundation has led the support for Norfolk's charities during the Covid-19 crisis.

We hope that you will be interested in working with us to help make Norfolk a better place to live today and tomorrow.

Henry Cator OBE, DL
Chair of Trustees

Who are the Norfolk Community Foundation?

We are a Norfolk based charity with a clear vision of strengthening communities from the bottom up, to make Norfolk a vibrant and fairer place to live. We do this in partnership with local charities and community groups, providing them with funding, leadership and guidance. We use stories of our work to inspire local people and those with an interest in Norfolk, to give funds, time and resources to support our work.

In addition to being able to invest typically circa £3 million into our local communities on an annual basis, since our inception nearly 16 years ago we have created endowed funds in excess of £21 million, ensuring that we are here to support community activity in perpetuity.

The Norfolk Community Foundation is part of a network of 47 Community Foundations working across the UK. This network offers us both opportunities for shared learning and collectively we provide national funders a mechanism to deliver hyper local support. The power of this network has been apparent during the recent pandemic, where we have worked together to deliver in excess of £70 million of funding raised by the National Emergencies Trust, to support local communities most impacted by the effect of the virus.



The role of a Trustee

“The role of Trustee has been enormously fulfilling and something I would really recommend to anyone wishing to help local communities to thrive and improve the lives of everyone in our county.

As I reach the end of my tenure as a Trustee, I feel extremely pleased and thankful to have been involved in the work of the Foundation, reminding me that there are many in our County that care.

*- Jo Pearson
Trustee and Vice-Chair*

There are many good guides which provide exacting detail on the legal roles and responsibilities of charity Trustees. The Charity Commission's guidance on ['The Essential Trustee: What You Need to Know, What You Need to Do'](#) (May 2018) is a good starting point for reference.

In overview, your main legal responsibilities are as follows:

- **To ensure that the Foundation is carrying out its purpose for the 'public benefit'** – in other words, ensuring that we are doing exactly what the organisation was set up to do, as enshrined within our governance documents. You need to be able to articulate what we have set out to achieve, the ways in which our activities support this and how the public benefits from our work.
- **To act in the Foundation's best interests** – you are required to work with integrity and transparency alongside your fellow Trustees and Foundation staff in enabling the organisation to carry out its purpose. This will require you to make balanced and informed decisions for the short and longer term. You must also ensure that you have no conflicts of interest in discharging your responsibilities as a Trustee and do not receive any benefit from the charity (unless properly authorised).

The role of a Trustee

- **To comply with the Foundation's governance documents and the law** – it is the Trustee's responsibility to ensure that the Foundation complies with its own governance documents and relevant laws.
- **To manage the Foundation's resources responsibly** – you have a 'duty of prudence' to use sound judgement in making sure that the Foundation's resources and assets are only used to support or carry out its purpose. It is your responsibility to put adequate and appropriate procedures and safeguards in place to avoid exposing our assets, people and reputation to undue risk.
- **To act with reasonable care and skill** – in your governance role you must use reasonable care, making use of your skills and experience and taking appropriate advice. This should include giving enough time, thought and energy to the role alongside your colleagues.
- **To ensure that the Foundation is accountable** – as a Board, you must comply with statutory accounting and reporting requirements and ensure that there is accountability within the organisation, particularly where you delegate responsibilities to the Foundation's staff, sub-committees or other working groups.

“Norfolk Community Foundation is invaluable supporting grassroots small charities like ourselves. This support is so vital to the communities we serve. We are forever grateful for their support, help, and professionalism. We often turn to the Foundation when new issues and needs arise, the Foundation meets new programmes with support on a quick basis before situations worsen.

*- Julie Alford BEM
Manager, Holt Youth Project*

The Impact of Covid-19



Why we are enhancing our Trustee Board skills to meet the challenges presented by the pandemic:

While Covid-19 has presented unique and exceptional challenges, we also recognise there are accompanying opportunities for growth as we aim to capitalise and build on this strong foundation of community action and local giving. Our vital role in Norfolk's pandemic response has enabled us to accelerate the role and purpose of the Foundation, catapulting us into a central strategic position with a range of cross sector stakeholders.

We had accounted for the differences this strategic change would make in our executive team and had begun to recruit and grow skills within the organisation. This is work in progress. It is important we reflect these evolving needs in our Trustee recruitment.



The Impact of Covid-19

The pandemic and the Foundation's response to it has fundamentally altered the way we work for three key reasons:

- Our operating environment is fundamentally changed. Covid-19 has exacerbated the issues our communities are facing. There is universal acceptance that our communities are struggling with increasing vulnerability, the effects of material poverty, mental health issues are growing and economic recession will mean that skills and employment are harder to achieve yet ever more critical. This is set to worsen in the coming months, with extreme poverty nationally feared imminently.
- We have a new wave of supporters and funders. The Foundation's response to Covid-19 has allowed us to drive participation in our funding model, doubling the numbers of active funders in months. This takes us further towards a community owned asset, for the people, funded by the people and away from a model available to a more modest philanthropic few.
- We have greater control of how we direct our funds, clear articulation of need and demonstration of the requisite mechanisms to fund evolving need have allowed us to develop significant discretionary funding. This new funding gives us real power to act and respond.



Person specifications

Specific professional experience we are looking to recruit:

- **Business Development:** Experience of disruption business marketing / strategy. Able to capitalise on social / digital media. Deep understanding of membership marketing, multi layered campaigns with bespoke and targeted messaging. Experience of academic research / evaluation methodology.
- **Finance:** Understanding of charity governance, financial planning, investment management, risk assessment. In addition to this an understanding of social investment models, complexity of trust transfers. Experienced in change management / innovating / business models.
- **HR / Management:** Experience of organisational design to support growth ambition / understanding of complex HR issues involved in new ways of working post Covid-19 / health and safety.
- **Legal:** On contracts to be able to advise on local contracts, trust transfers and national relationships. Established in private client practice or linked to private client teams.
- **Community representation:** Experience and understanding of working with disadvantaged groups within our communities. This may include but is not limited to BAME, LGBT, mental health, disability, homelessness, domestic violence, poverty.

Person specifications



Specific personal skills we are looking to recruit:

- A personal drive and ambition to want to make a difference.
- Desire for continuous improvement.
- Work constructively within a team.
- Enthusiasm and the ability to inspire others.
- Innovative, with an interest in piloting change.
- Interest to learn and understand the issues facing our communities.



We are especially keen to broaden the diversity of the Board and so welcome applications from black, Asian and other ethnic minority communities, lesbian, gay, bisexual and transgender people and people under-45.

What commitment is involved?

- You will be expected to attend and contribute to quarterly Trustee Board meetings, which are currently held virtually and last no more than 2 hours. The Board meetings are chaired by our Chair of Trustees, Henry Cator, and are attended by all Trustees as well as the Chief Executive and Senior Executive Management Team. Board papers are circulated a week in advance of the meeting and it is expected that you will have had the opportunity to read and digest these in advance.
- In addition to the main Trustee Board, there are a number of sub-committees and start and finish task groups that work with the executive team and include other professionals. It would be expected that where your experience and interests are relevant, you would be able to on occasion join these meetings.
- The Foundation hosts an annual programme of events and where possible we hope that you would be able to attend some of these events and invite others you think may want to engage with the work of the Foundation.
- On occasion we ask Trustees to act as Ambassadors and represent the Foundation locally and occasionally nationally.
- Maintain an up to date understanding of the Foundation's activities through discussions with the executive team and digesting the regular bulletins and updates.

What can the Foundation offer you?

- The opportunity to be part of a team that is making a tangible difference to lives across Norfolk.
- Confidence to know that you are working with a charity whose governance and operations have been independently quality assured and achieved the highest possible rating.
- Opportunities to attend local and national forums through our network of Community Foundations.
- Visits to see the impact of the difference the Foundation is helping to make happen.
- Full induction and continual learning and Trustee development opportunities.
- Although this role is voluntary, the Foundation will cover any reasonable expenses incurred whilst undertaking your role as Trustee.



Find out more and apply



We would be delighted to answer any questions you may have around this role. In the first instance if you would like to speak with our Chief Executive, Claire Cullens, please contact Karenhutchinson@norfolkfoundation.com to arrange a call or meeting.

If you would like to make a formal application please send us:

- Your CV (no more than 3 pages) including details of 2 referees.
- A covering statement explaining your interest in the role and highlighting your relevant experience.

Please send these by email to Karenhutchinson@norfolkfoundation.com by Friday 12th February. Shortlisted candidates will be invited to meet with the Chair of Trustees, other members of the Trustee Board and the CEO at the end of February for an informal interview, with a view to recommending appointments to the Board on Monday 22nd March.

Thank you again for your interest in this role.





Norfolk Community Foundation

Together, Norfolk shines brighter

Registered Charity Number 1110817 | Company Registration Number 05234236

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