



# **UNLTD TRUSTEE APPOINTMENTS CANDIDATE BRIEF**

February 2014

# INTRODUCTION

## FROM JUDITH MCNEILL, TRUSTEE AND CHAIR OF THE NOMINATIONS REMUNERATION AND GOVERNANCE COMMITTEE

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Thank you for your interest in joining the Board of UnLtd.

Founded in 2000, UnLtd has achieved many remarkable results on our journey to build an ecosystem where social entrepreneurs can find the right support to start up and thrive, believing that individuals have the potential to make positive change in the world.

We work with people with passion, ideas, and a can do attitude, from all backgrounds and in all sectors of social and environmental benefit. They are people who are resilient and resourceful in overcoming barriers and are truly exciting people to be working with.

2014 is likely to be another momentous year for UnLtd and we feel that, now more than ever, our work is making an important contribution to creating opportunities and enabling social entrepreneurs to fulfil their potential.

Ambitious to build on our achievements, we are now entering a period where over the next two years a number of our Trustees will be coming towards the end of their maximum term of office. These include some specific and important roles including our Treasurer / Finance Committee Chair and those Trustees who provide strategy, organisational development and endowment investment management skills.

Within the rest of this pack, you will find information about our work, our values, our structure and our strategic plans for the future. You will also find specific details on our current requirements and information on how to apply for these exceptional opportunities.

UnLtd will be looking for a small number of other new Trustees in late 2014 / early 2015 and expressions of interest for this later date are also welcome.



# ABOUT US

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UnLtd's mission is to reach out and unleash the energies of people who can transform the world in which they live: people who we call social entrepreneurs. We work for a world where people act to make it better.

We back over 1,000 people every year to get started on their own ventures for social or environmental benefit, with a mix of cash, development support and networking. We then support about 100 of them each year to get to major scale, with more intensive incubation, support and brokering to social investment opportunities.

UnLtd itself is a unique and dynamic organisation. Our core funding comes from a perpetual endowment of over £100m and we are growing fast through earning extra income by taking our model into theme areas and showing other funders how it can deliver their objectives. We act as the entrepreneurial change agent in this rapidly developing, high impact world of social entrepreneurs.

## History

UnLtd – the Foundation for Social Entrepreneurs, was formed in 2000 by seven leading organisations that promote social entrepreneurship. Their vision was to create UnLtd as the Foundation for Social Entrepreneurs to promote and develop the major contribution social entrepreneurs can make to society.

UnLtd's Millennium Awards are funded by the income generated from an investment of £100 million given by the Millennium Commission, one of the National Lottery distributors. This legacy is carefully invested as a permanent endowment so that it generates sufficient income to fund UnLtd Millennium Awards in perpetuity.

Since receiving the endowment, UnLtd has expanded, raising substantial further funds from government, lottery distributors, trusts and companies, to develop further support for social entrepreneurs. Our new initiatives range from work with young people to investment readiness, from universities to the most disadvantaged communities, and from tech incubators to viral peer to peer support. We work with over 100 partners including universities, colleges, community groups and housing associations, to inspire and coach them to support social entrepreneurs in their constituencies. Taken together, these programmes break new ground and create the world's largest scheme of support for social entrepreneurs.

Our research and policy development work is enriched by the experience of supporting 1000 people each year, and is a key source of learning in the sector. Our networks of pro bono support and peer-to-peer skill sharing extend to the top companies and across the globe. This is one of the most inspiring, innovative and exciting places to work and contribute, particularly as it backs the people who are the solutions to our society's problems.

# OUR WORK

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UnLtd offers staged levels of support which are tailored to each individual's needs:

**Try It Awards** are aimed at people who have an idea but need some experience to build their confidence and skills. Try It awards of up to £500 allow individuals to test their ideas.

**Do It Awards** are for individuals who have an idea which will change society for the better, and want help getting it off the ground. The funding of up to £5,000 is employed to help get the project up and running, and is backed by development support.

**Build It Awards** are for individuals whose ideas are already off the ground and now want help taking the project to the next level. The funds of up to £15,000 are to enable the social entrepreneur to work full time on their venture, and are backed by more intensive development support and networking.

**Our Ventures team** also provides larger Awards to a small number of outstanding social entrepreneurs, helping them to grow fast and scale up or replicate their projects. UnLtd Ventures helps these social entrepreneurs to build their capacity and skills as leaders and managers, to incubate the best talent, and get them investment ready with the Big Venture Challenge scheme.



**UnLtd Volunteering and Pro Bono** brokers in pro bono help from top professionals and leaders, to give world class additional support to our Award Winners and alumni. The scheme is expanding rapidly and last year brought in well over £1m worth of professional time.

**UnLtd Research and Policy** has been set up to measure the impact of our work and the impact our Award Winners have on their communities. We are translating this knowledge into tools and performance metrics, facilitating value-added networks of social entrepreneurs, and raising public awareness. We also disseminate the results of our work for the benefit of national policy makers to bring about changes in society at large and internally for business development purposes.

# OUR WORK

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**Live UnLtd** is the ground-breaking youth led programme for young social entrepreneurs. Developed by UnLtd in the Big Boost programme, this scheme has created the platform from which we can now make social entrepreneurship a mainstream part of youth work practice.

We are extending our reach all the time, through new programmes and partnerships. Increasingly, UnLtd assists other agencies to develop their own social entrepreneur support schemes, to amplify the opportunities and build an ecosystem of support.

Examples of current programmes include the Higher Education programme (helping 40% of English universities to develop social

entrepreneur support, funded by HEFCE); Big Venture Challenge (backed by the Big Lottery Fund and corporate supporters), Wayra UnLtd (a social tech incubator in partnership with Telefonica Wayra and the Cabinet Office), and the Local Trust (working in the most deprived localities, backed by the Big Lottery Fund).

**To find out more about our current strategy please visit:**

[unltd.org.uk/wp-content/uploads/2013/06/UnLtd\\_Strategy\\_2010\\_to\\_2015.pdf](http://unltd.org.uk/wp-content/uploads/2013/06/UnLtd_Strategy_2010_to_2015.pdf)

**To view a copy of our Annual Review (2012) please visit:**

[unltd.org.uk/news/annual-review/](http://unltd.org.uk/news/annual-review/)



# OUR WORK

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## Our Award Winners

UnLtd Award Winners come from diverse backgrounds, cultures and locations; what they have in common is a desire to change the world. That doesn't mean they necessarily develop complex, global solutions to large-scale issues; often, social entrepreneurs simply take a problem in their own community and make a commitment to tackle it. This may lead to something bigger, or it may not; what makes a true social entrepreneur is that they have the will to make a difference, the vision to know how to go about it and the determination to make that vision happen.

## Our Governance

UnLtd is governed by a Board of Trustees and led by a Chief Executive.

The Board is currently 12 strong and meets 5 times a year including a strategy day. Committees and Advisory Groups cover Finance, Investment, Awards, Nominations Remuneration and Governance, Audit, and Ventures. Trustees are selected by open recruitment on 3 year terms, renewable once or in exceptional circumstances twice.

UnLtd's legal status is a company limited by guarantee and a charity. UnLtd is the sole trustee of the Millennium Awards Trust fund. A Protector appointed by the Secretary of State for Culture Media and Sport oversees our work as Trustee of the Millennium Awards Trust. UnLtd also leads a global network of sister organisations through the Global Social Entrepreneurship Network.

**To view the profiles of our existing Board members please visit:** [unltd.org.uk/about\\_unltd/our-trustees/](http://unltd.org.uk/about_unltd/our-trustees/)

## Our Future Strategy

Our future strategy reflects the aspirations and impacts of social entrepreneurs, the social and economic situation of the UK, as well as our learning from over 11 years of experience with over 11,000 social entrepreneurs. We will focus on expanding support for large numbers of community level social entrepreneurs including through third parties, scaling up the work of social entrepreneurs with high potential to grow their ventures, and helping to build a better ecosystem of support for social entrepreneurs to make it easier for people to start up and scale up. We act as the entrepreneurial change agent in this rapidly developing sector.

We offer exceptional scope and a truly life affirming opportunity. We work with the most inspirational future social leaders in the country – whether the thousands at community level or the smaller number who can go national or even international in their impact. We are constantly innovating and are at the leading edge of social change in the UK.

*UnLtd is the trading name for The Foundation for Social Entrepreneurs, a company limited by guarantee. Registered in England. Registered no. 4180639.*

*Registered office 123 Whitecross Street, London EC1Y 8JJ.  
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# ROLE AND REQUIREMENTS OF A TRUSTEE OF UNLTD

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This is a pro bono appointment which brings rewards other than money. If you would like to make a difference in our world, this is a great opportunity to bring your skills, knowledge and experience to help us deliver on our mission. Travel expenses directly incurred in our roles as Trustees on official business are reimbursed.

Board and Committee meetings are held in our office at Whitecross Street in Clerkenwell but there is often a need for Trustees to take part in awards judging panels that take place around the UK.

Trustees are appointed for an initial three year term with the opportunity to extend for a further three year period subject to board performance reviews.

The time commitment is approximately ten days a year, comprising four Board meetings, a strategy away day, and committee meetings. There are always opportunities to become more involved with specific projects if desired.

## **The responsibilities of a Trustee**

The Trustees, acting together, must govern the charity, safeguarding its assets and applying them as efficiently and effectively as possible to further the charity's objects as set out in its governing document.

### **Specific responsibilities:**

- Ensure that the organisation complies with its governing document.
- Ensure that all the charity's activities are within its objects and within the law and relevant regulations.
- From time to time to review the charity's mission and purpose so it remains up to date and relevant to the needs of our beneficiaries
- Safeguard the charity's ethos, its good name and the values of the organisation
- Work with the Senior Management Team to develop strategic goals and objectives, to agree those goals and objectives, and to assess whether the management's strategy to achieve the goals and objectives is reasonable in relation to the risks involved, the resources required and the benefits to be achieved.
- Monitor the charity's progress towards the achievement of its strategic goals and objectives and monitor the impact of its activities on its beneficiaries.
- Define the parameters on which the budget will be based, agree the budget and monitor financial performance.
- Ensure that management has implemented an effective risk identification and management process.

# ROLE AND REQUIREMENTS OF A TRUSTEE OF UNLTD

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- Ensure that management has implemented effective internal control systems and management information systems.
- As and when necessary appoint a Chief Executive, support him or her, agree their performance goals, monitor their performance against the specified goals, and agree their remuneration package.
- Establish and, as necessary, review a clear framework of delegation to committees and the Chief Executive, monitor compliance with that framework and hold Committees and the Chief Executive accountable for the authority that has been delegated to them.
- Be accountable to donors, funders and other stakeholders for the way in which they have discharged their responsibilities as trustees.
- Represent the Board's position when speaking publicly
- Assist with the identification and search for new Trustees
- Review the Board's own performance periodically and build an effective team spirit across Trustees and management

## Requirements

In order to carry out your duties as a Trustee you will be required to:

- Act in the best interests of the present and future beneficiaries, setting aside the interests of any organisation that you may represent.

- Attend as many of the Trustee Board meetings a year as possible
- Devote the necessary time and effort to developing a good understanding of UnLtd and its activities, reading papers and undertaking other preparatory work for meetings attending Committee or Task Group meetings as required, advising staff if requested, attending events and undertaking training for their role.

## Trustees will be able to:

- Identify with, and be motivated by, the values and objectives of UnLtd;
- Enthuse the wider world with what UnLtd is about;
- Relate to UnLtd's wide range of awardees;
- Think innovatively, critically, independently and strategically, be prepared to take risks, and have entrepreneurial instincts;
- Contribute effectively within a talented Board;
- Command the respect of fellow Trustees and management;
- Have a willingness to speak their mind and be constructive;
- Demonstrate a consultative, strategic and supportive style.
- Demonstrate Nolan's seven principles of public life, namely: selflessness, integrity, objectivity, accountability, openness, honesty and leadership;

# SPECIFIC REQUIREMENTS

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We are now seeking to appoint two new members to our Board; a Treasurer / Finance Committee Chair and a Trustee with the ability to provide high level strategy and organisational development skills.

## Treasurer / Finance Committee Chair

Over and above the general requirements, our Treasurer / Finance Committee Chair will:

- Provide leadership to and Chair our Finance Committee
- Work collaboratively with the Director of Finance
- Be assured that the financial resources of the organisation meet its present and future needs
- Advise on the financial implications of the organisation's strategic plan
- Ensure the organisation has appropriate accounting policies in place, including investment and reserve policies
- Ensure that appropriate accounting procedures and controls are in place
- Liaise with the external auditors on issues of significance
- Ensure that the organisation complies with legislation and sector best practice
- Keep the Board informed of its financial duties and responsibilities

## Strategy and Organisational Design requirements

In addition to the general responsibilities above you will:

- Be a dynamic strategist who has led or advised organisations through a variety of different change situations and in particular during a period of expansion
- Have some understanding of social entrepreneurship and their value proposition in the market place
- Have excellent analytical skills and an ability to cut right to the heart of an issue
- Bring extensive commercial experience at Board level
- Be adept at identifying and advising on strategies to drive growth, efficiency and effectiveness



# HOW TO APPLY

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To apply in confidence to become a Trustee of UnLtd, please forward your CV or an extended biography together with a short supporting statement and a list of any directorships or trusteeships that you currently hold. Please ensure that your application fully addresses the requirements for the role.

You should give the names, positions, organisations and telephone contact numbers of two referees, relevant to this role. References will only be taken once your express permission has been granted.

You are also invited to complete and return the enclosed monitoring form. The information on the form will be treated as confidential, and used for statistical purposes. The form will not be treated as part of your application. We would also be grateful if you could let us know if you will require any special provision as a result of any disability should you be called for interview.

Finally please ensure that you have included mobile, work and home telephone numbers, as well as any dates when you will not be available or might have difficulty with the indicative timetable.

**Applications should be submitted  
via our website:**

[www.prospect-us.co.uk/executive/job/  
hq00145572](http://www.prospect-us.co.uk/executive/job/hq00145572)

**Applications can also be posted to:**  
Sarah Hill, Prospectus, 20-22 Stukeley  
Street, London WC2B 5LR

## Timetable

**Published advert closing date**

Monday 17 March

**Preliminary interviews at Prospectus**

Friday 21 to Thursday 27 March

**Final panel interviews**

Monday 14 April

These dates may be subject to change and candidates will be advised in advance should this happen.

The interview panel will comprise Martin Wyn Griffith, Chair of the Board; Judith McNeill, Chair of Nominations Remuneration and Governance Committee; and Cliff Prior, CEO.

## Recruitment Process

You will receive feedback within five working days of the closing date. Shortlisted candidates may be required to undertake additional assessment prior to the interview.

If you have any questions on any aspect of the appointment process, need additional information or wish to have an informal discussion, please contact Philip Nelson on **020 7691 1920** or via email at **philip.nelson@prospect-us.co.uk**



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