



Trustee Recruitment Autumn 2022

We are looking for a new Board Chair at Flo's: A person with the right skills and strong experience, and a passion for what we do and how we help those that live in OX4. This document provides background information as well as person specification information relevant to the chair role.

Background

People, Place, Participation (PP&P) Ltd was founded as a Charitable Community Benefit Society in 2018 after a successful campaign to keep a decommissioned children's centre building in community use. Flo's - the Place in the Park was born. Since that time it has grown to become a thriving hub managed by the community, for the community. Three years on (two of which have been pandemic years) the centre has grown to employ over 30 people with income just shy of £900,000. 80% of its funding comes from income-generating activity, including two successful incubated enterprises - the childcare nature nursery and the cafe and shop - as well as room hire and the other 20% of income via fundraising activity. The cafe and shop are now run by a wholly owned subsidiary - Flo's Trading.

The combination of the traded services and services we host provides multiple entry points for support, and sparks connection and possibilities with others. Alongside the incubation of enterprise we have grown our mission to tackle inequalities and support both families and the environment through a range of community and partnership themes, alongside successful fundraising.

Our organisational design principles are systemic - Small, Local, Open and Connected (SLOC). We take an iterative, whole system and emergent approach to community development - listening, responding, experimenting and reviewing what we do. This has enabled us to pivot our service quickly - for example when responding to the pandemic and to respond to a diversity of needs. Our management structure has been non-hierarchical and holacratic - with paid managers and voluntary Board members working collaboratively to develop the organizational growth over its first 3 successful years.

We are respected and seen as an innovative and successful organisation.

Our purpose centres around:

- Community ownership: a hub run by the community for the community
- Community assets: making socially and environmentally just use of space
- Finance working locally: supporting social enterprise and the circular economy
- Community wellbeing: delivering and hosting services that help people feel better

In terms of meeting needs and delivering our mission to reduce inequalities and support the environment, we have three key themes which are the current basis for our more focussed community and partnership projects and for the services we provide directly:

- Families and Early Years - we run our own nursery, host midwifery services and provide support in other ways for families.
- Access to Nature and Sustainability - sustainability underpins everything that we do, from our nature-based nursery to investment in environment sustainability.
- Food and Diversity Led Social Enterprise - we run our own cafe and have supported food-based enterprises to launch. We are also partnering ([OX4 Food Crew](#)) to support those suffering through food poverty.

Looking forward

As we emerge from the pandemic we are taking stock of our immediate and medium term priorities as well as our structure to ensure long term success. A recent governance and structure review has been undertaken and we have well thought through options for our new chair, alongside our board, to consider and implement. It is an exciting time to join Flo's family and it remains critical that we stay open and responsive to changes in needs, and developments in the local and wider community.

What we are looking for

Flo's is run by the Community Benefit Society (CBS) **People Place and Participation Ltd.** The first Trustees came from the initial campaign to save the centre for the community. In all our trustees, including our chair, we're looking for new trustees who will:

- Be interested in PP&P Ltd.'s work and committed to our social mission and values
- Be willing and able to give their time, experience, skills and enthusiasm to help run Flo's. This includes regular time commitments (outlined below)
- **Appendix 1** presents chair specific requirements
- You can read more about the role of trustees and the person specification in **Appendix 2**

The role of our chair

To be a trustee of an organisation is an exciting and fulfilling role. Collectively the trustees are responsible for the overall control and governance of the organisation and use their skills and experience to support PP&P Ltd to achieve our aims. The Trustee Board makes key decisions, overseeing the management of the organisation and setting strategic direction. The Board works to ensure PP&P Ltd has the money it needs, spends its money sensibly, follows the law and doesn't break the rules in our governing documents. As a Board member you will be expected to contribute on the basis of your

expertise. Often this will be through Board discussion.

In general, the work of the Chair (see person specification below) normally works out to between 1 and 2 days per month with some peaks and some quieter periods. Any additional work (e.g. project and or additional pieces of work) would be agreed and depend on the needs of both PP&P and the trustee / chair. We do not reimburse Trustee expenses as a general rule. But in exceptional cases this may be considered.

For more details about the roles, responsibilities and person specification of the trustees, please see **Appendix 1 and 2** below.

To find out more and apply

If you'd like to talk to someone about the role before applying please contact chair@floxford.org.uk. We'd be happy to provide a Flo's tour and the chance to meet trustees and managers.

You can find more about our team, values, how we're governed and our annual impact-based reports and accounts here : <https://www.floxford.org.uk/about-us/>

To apply please send a copy of your CV and a covering letter to chair@floxford.org.uk by 15th August 2022.

The interview process will involve a subset of trustees and our interim director before final interview with the board. We aim for the process to complete at our 8th September 2022 board. Please use your covering letter to demonstrate how your skills, qualities and experience meet each of our requirements listed, and how they have helped you achieve relevant, positive results, as this will give you the best possible chance of being shortlisted. Please also discuss any support you think you might need.

Appendix 1 - Specific person and role requirements for Chair

Chair role and responsibilities

- Provide effective leadership to the Board and to the organisation which reflects the ethos & values of Flo's and enables it to achieve its Purpose
- Effectively chair & facilitate Board meetings and the AGM (September) - four times a year including two half day 'away days'
- Attend finance group meetings prior to each board meeting
- Meet regularly with, support and ensure clear objectives for, senior management

- Ensure adequate support & supervision arrangements are in place for the senior management and staff team
- Take overall responsibility for ensuring that the Trustees are meeting the requirements of their roles and are supported in doing so
- Ensure that Governance support is provided to the Board
- Ensure that the Board understands and complies with all legal and regulatory requirements
- Lead the Board in fostering relations with relevant external bodies / individuals
- Act as the key spokesperson and figurehead for Flo's where appropriate
- Delegate appropriate responsibility to Trustees and monitor effectiveness
- Maintain oversight of any risk to Flo's reputation and / or financial standing
- As required communication and interaction with local partners including local authority and other OX4 social enterprises/charities chairs
- Support Flo's Council & members to play an informed part of decision-making processes.

Depending on the skills and time commitment of the Chair, there are potential 'parcels' of work which could be delegated to other Trustees, or Vice Chair role if that were developed. We are open to co-chairing options in the future and consideration of new and better ways to govern our organisation.

Person specification

- Enthusiasm for our work and purpose
- Leadership skills
- Experience of committee work
- Curiosity and flexibility - an openness to exploring new and better ways of working, structuring and governing (within the bounds of our rules)
- Attentiveness to how board decisions impact our staff and community
- Tact and diplomacy
- Excellent communication and interpersonal skills
- Impartiality, fairness and the ability to respect confidences
- In most circumstances, it would also be desirable for the Chair to have knowledge of the type of work undertaken by the organisation and a wider involvement with the voluntary sector and other networks
- It would be desirable for the candidate to live in or near OX4 - but certainly not mandatory

Appendix 2 - Role profile for all trustees

The role of all trustees is to:

- ensure that the organisation pursues its stated objects (purposes), as defined in its governing document "The Rules", by developing and agreeing a long-term strategy
- ensure that the organisation complies with The Rules and any other relevant legislation or regulations
- ensure that the organisation applies its resources exclusively in pursuance of its charitable objects for the benefit of the local community
- ensure that the organisation defines its goals and evaluates performance against agreed targets

- safeguard the good name and values of the organisation
- ensure the effective and efficient administration of the organisation, including having appropriate policies and procedures in place
- ensure the financial stability of the organisation
- protect and manage the property of the charity and ensure the proper investment of the charity's funds
- follow proper and formal arrangements for the appointment, supervision, support, appraisal and remuneration of the staff.
- In addition to the above statutory duties, each trustee should use any specific skills, knowledge or experience they have to help the Board of Trustees reach sound decisions. This may involve scrutinising board papers, leading discussions, focusing on key issues, providing advice and guidance on new initiatives, or other issues in which the trustee has special expertise.

Person specification

- a commitment to the organisation and our values.
- a willingness to devote the necessary time and effort
- strategic vision
- good, independent judgement
- an ability to think creatively
- a willingness to speak their mind
- an understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- an ability to work effectively as a member of a team

Appendix 3 - How Flo's is governed

Flo's is legally registered as a Community Benefit Society (CBS) - this is a membership organisation who is able to carry out a trade or business which benefits the broader interests of the community. The CBS is run by a dynamic trustee board with around 30 staff members and many volunteers. The wider community has opportunities to feed into decision making at Flo's through our membership forums and AGMs.

The diagram below brings to life the different components that make up Flos. From a governance point of view we run sub-groups for our Trading services, nursery and community and partnerships work. We have assigned trustees across these three groups. In addition we have trustees with cross-Flo's responsibilities such as sustainability and marketing and communications. An overarching financial and resources group comprises the chair, treasurer, sub group chairs and managers and meets before each board meeting to ensure financial reporting and forecasts are considered in the round.

