



**Plunkett Foundation**  
**Recruitment Pack for Trustees**  
March 2019

# 1 Letter of introduction

## Margaret Clark CBE, Chair of the Plunkett Foundation Board

Thank you for your interest in becoming a Trustee of the Plunkett Foundation and joining the Board.

This appointment pack is intended to give you key information about the background to our organisation, our plans for the future and some of the challenges we face, so that you can reach an informed decision as to whether you are the right person to join us at the current time.

The Plunkett Foundation has a great deal of experience over many years of supporting rural communities to address the various issues and challenges they face through setting up and running a community business. We are a relatively small organisation, but we have UK-wide reach, [supporting over 1000 community businesses](#) at various stages in their life cycle. We work in partnership with several of the major funders, government bodies and the rural voluntary and community sector. Evidence shows that we have a high impact, an impressive media profile and punch above our weight.

2019 is a landmark year for the Plunkett Foundation, as we celebrate our centenary and the first full year of delivery of our ambitious 2018-22 strategy, in which we aim to grow the size, reach and relevance of the rural community business sector throughout the UK. We have set ourselves some major goals, including growing our support service significantly; establishing an information hub as a source of research,

evidence and good practice; increasing our policy and advocacy work; and diversifying our income streams, through community fundraising, sponsorship and wider membership.

The last couple of years have seen a number of changes to the Board, with four longstanding Trustees stepping down and the appointment of two new Trustees. We are now seeking to appoint up to two new Trustees to strengthen the Board.

Following a review of our current skills mix and expertise, we are especially interested in applications from candidates with knowledge, experience and contacts in fundraising, research and communications and marketing. We are also looking to ensure the Board reflects the interests of our members and has a good mix of age and gender and covers all parts of the UK. In that respect, candidates from Wales and Scotland would be particularly welcome. But our main concern is to attract new trustees who share our ambition and enthusiasm for thriving rural communities and who are committed to helping Plunkett to deliver its ambitions and to develop new ways of meeting the needs.

If you feel you have what we are looking for, please do consider seriously putting in an application. We look forward to hearing from you.



*Margaret Clark CBE*

*Plunkett Foundation Chair*

## 2 About us

**Our Vision** - *Resilient, thriving and inclusive rural communities*

**Our Mission** - *To Inspire and empower rural communities to work together to find solutions to their needs through sustainable community enterprise.*

**Our Values** - *Inclusive, collaborative, innovative and accountable*

The Plunkett Foundation believes in equal opportunities in all it does, as an employer, an organisation and a partner. We care about people and communities and treat all those with whom we come into contact with respect, honesty and integrity. We value diversity and equality.

We help rural communities UK-wide to tackle the issues they face, through promoting and supporting community business. Community businesses are enterprises that are owned and run democratically by members of the community and others, on behalf of the community. They come in many forms, including shops, pubs, woodlands and anything which lends itself to community ownership. In addition to developing and safeguarding valuable assets and services, they address a range of issues including isolation, loneliness, wellbeing, work and training.

Our role is to **advocate** and **champion** the concept of **community business** to ensure communities throughout the UK are aware of the model and its potential; feel empowered to take action themselves; and operate in a supportive environment. We provide practical advice, support and training to help communities establish and run successful community businesses with long term survival rates and champions and gives voice to those already doing so.

Plunkett is proud of its roots; it was founded by the great Irish co-operative pioneer, Sir Horace Plunkett, in 1919. Whilst what we do and how we do it has evolved over the years to meet changing circumstances, we remain committed to our main purpose of supporting rural communities to co-operate and thrive through community business and to improve the quality of life for all.

Today, we **represent** the **interests** of **600 rural community businesses** that we have helped to establish and a further 400 in the process of setting up, as well as those who are just starting on the path.





## 3 Our strategy 2018-2022

### Our strategic objectives

The following five strategic objectives will guide our work over the next five years to enable us to achieve our mission.

1. **Growing the sector:** Helping more rural communities to succeed in opening community businesses and ensuring those already trading have the support they need to thrive.
2. **Extending our relevance and reach:** Ensuring the community business model and the support available are relevant and accessible to communities in all parts of the UK.
3. **Increasing social impact:** Helping prospective and existing community businesses to focus on the social impact they will have on all those living and working in their communities.
4. **Creating an enabling environment:** Advocating rural community business throughout the UK and championing their cause to create a supportive policy, funding, and advisory landscape for them to operate within.
5. **Improving Plunkett sustainability:** Ensuring the long-term survival of our service and that of the wider rural community business movement.

### Our ambitions

- Provide a high-quality service to assist rural communities to set up and run community businesses.
- Raise the profile of and champion rural community businesses.
- Establish an information and innovation hub to develop and share intelligence and expertise on the rural community business sector.
- Be a high-quality organisation through our people, our governance, our operations and our financial management.

### Our cross-cutting themes

- Growing the size, impact and UK-wide reach of the rural community business sector.
- Working in partnership and collaboration.
- Using our resources effectively and efficiently.

A copy of our strategy is available [here](#).

## 4 Finance

Following some disappointing financial results, the past 2 years have focussed on consolidation and restructuring our financial systems and reporting.

For the future, a break-even budget has been set for 2019 and clear targets taking us to 2022 for diversified and longer-term income streams.

In particular, whilst grants for projects or toward specific activities, will always be an important source of income, in the longer term we aim to become less dependent on grants and to maximise other sources of income.

Plunkett has an investment portfolio of, about, £1m, managed on our behalf by an independent investment management company.

One trustee is appointed as Treasurer, in order to provide the staff with expert guidance and oversight and to give trustees assurance on financial matters.



## 5 Role Description

### Overview

The Board of Trustees is responsible for the overall governance and strategic direction of the Foundation, developing the organisation's aims, objectives and goals in accordance with the governing documents, legal and regulatory requirements. The Board has adopted the current Charity Commission Code of Governance and this guides its activities.

The Board has a number of legal and regulatory responsibilities. Briefly, these include:

- Ensuring the charity is carrying out its purposes for the public benefit
- Complying with the charity's governing document and the law
- Acting in the charity's best interests
- Managing the charity's resources responsibly
- Acting with reasonable care and skill
- Ensuring the charity is accountable to its stakeholders, including the Charity Commission, Plunkett members, funders and other beneficiaries.

In addition to these specific statutory duties, trustees are expected to bring a range of skills, expertise and experience to bear to enable the foundation to achieve its objectives. These are set out in more detail in the supporting documents on our [recruitment page](#).

### Person specification

In addition to the roles and responsibilities specified, we are currently seeking candidates with the following areas of expertise and skills:

- Fundraising – Knowledge of project development, opportunities for earned income (sponsorship, consultancy and trading), contacts within the funding and corporate sector.
- Research – Relevant experience of developing, undertaking and using social and socio-economic research in order to help take forward and guide the development of the Information and Innovation Hub.
- Communications and Marketing – Experience in this sector to help inform and develop our approach to raising our profile and that of the rural community business sector generally.

The Board aims to be diverse in its membership and to have a spread of skills and experiences which will support the organisational strategy. In addition, we are a UK wide organisation, but are currently biased towards England. We are, therefore, particularly interested in achieving a mix of ages and genders and greater representation from Scotland and Wales.

## 6 Application Process

### How to apply

If you are interested in becoming a Trustee at Plunkett Foundation, please send a copy of your CV, together with a brief supporting statement setting out why you would like to join the Board and what particular skills you feel you would bring, as well as a list of any Directorships or Trusteeships that you currently hold. Please ensure that your application addresses the requirements for the role.

Please let us know if you would require any special provision as a result of any disability should you be called for interview.

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

Applications should be made to [lucia.jesus@plunkett.co.uk](mailto:lucia.jesus@plunkett.co.uk)

### Recruitment timetable

**Deadline for applications:** May 10<sup>th</sup> 2019

**Interview date:** If necessary, interviews would take place in May with the Plunkett Foundation Chair and Executive Director and, possibly, one other existing Board member.

**Notification of successful applicant:** By end of May 2019. Subject to the agreement of the Board, successful applicants would be formally elected at the AGM on 10 July

### Queries

If you wish to have an informal discussion about this role, have any queries on any aspect of the appointment process, or would like additional information, please contact [lucia.jesus@plunkett.co.uk](mailto:lucia.jesus@plunkett.co.uk) or on 01993 810730.