

# Chair Appointment Brief

November 2019



# Welcome from Interim Chair

Dear candidate,

Thank you for your interest in supporting Voluntary Action Leicester (VAL) in the next phase of its development and growth. All of the current Trustees are excited at the prospect of new colleagues joining our Board to work together to further improve VAL's role and standing.

VAL aims to work with people to help them change their lives, whether through direct support services such as volunteering, personal support, or assistance into employment/training, or through support to the 3,500 local community organisations across the City and County.

We are immensely proud of our 50 year history and track record in delivering excellent services and championing local voluntary action. We have a fantastic and experienced staff team and a committed cohort of volunteers. As an independent charity we have succeeded in 'weathering the storm' of a decade of public sector austerity and are ready to develop and grow. Throughout our history we have developed new innovative services, supported a wide range of new community activities, and encouraged thousands of local people to volunteer in their community.

At present the majority of our £3 million annual budget is secured until March 2022 but we are already looking for our next key role and planning strategically. We are working with colleagues in the community to develop a future manifesto for local voluntary action and liaising with the local public sector about new public services. In addition, we are improving our links to local businesses and in November we organised the first local voluntary sector awards for Leicester and Leicestershire.

I am acting as interim chair whilst this recruitment process to further improve our Trustee Board is completed. I intend to continue as a Trustee of VAL into the future working alongside all the VAL Trustees.

**Evan Rees**

**Interim Chair**

# About VAL

## VAL Vision Statement

VAL's vision is for people in Leicester & Leicestershire to be able to change their lives for the better.

## VAL Mission Statement

To support, strengthen and provide services for people and communities to achieve social change.

# VAL Strategic Aims

- 1. VAL and local voluntary and community groups work for change for the most disadvantaged people**

Increased demands on public services mean that there is a need to focus on helping the most disadvantaged people in areas where local voluntary and community groups can make the most impact, including mitigating the impact of public spending reductions on the most vulnerable people.
- 2. VAL supports local voluntary and community groups to meet community needs in a changing environment**

VAL and other local voluntary and community groups need to develop their services and activities to meet increased demand and to find different business models, including social investment and social enterprise, to remain sustainable.
- 3. VAL's services are high quality, accessible, independent and sustainable**

We will generate income from trading and looking at how the private sector and individuals can provide resources for VAL and local voluntary and community groups. VAL will continue to listen to what our individual service users and local voluntary and community groups want via a range of feedback mechanisms. We will further develop our human resources and workforce development strategy to ensure that we are able to attract and retain the best staff and volunteers consistently delivering the best services and activities. We will also ensure that we promote equality and diversity amongst our people and through our services.

## History

VAL was formed in 1965 as the Leicester Council for Social Service when voluntary and community groups in Leicester recognised the need to come together to meet needs in the city. It was renamed Leicester Council for Voluntary Service (LCVS) in 1974 and embarked on an ambitious programme of developing Leicester's voluntary groups, including the establishment of Home-Start, now an international group of agencies providing support for families with young children.

It was renamed Voluntary Action Leicester (VAL) in 1991 and the Volunteer Centre became independent for the next 10 years, merging again with VAL in 2001. A National Lottery grant helped VAL to buy the building that we currently occupy to provide better resources for local voluntary and community groups, which opened as the Active Communities Centre in 2002. Having the building as a resource has also enabled VAL to earn income from office space, meetings and conferences, helping to ensure our sustainability. In 2009 we won the tender to provide support services to local voluntary and community groups and to volunteers in Leicestershire. We have recently supported local communities to take over the running of their local Libraries, and supported community development across Leicestershire.

In the last few years VAL has expanded its service delivery for young people and families and for people with learning disabilities. In 2016 we successfully bid for European Funding to support unemployed people into work through our YES and GREAT projects – working with local partners. VAL now has an annual income in excess of £3 million and over 74 staff.

### Our services

Voluntary Action LeicesterShire provides support to a wide range of individuals and groups across Leicester and Leicestershire.

- Our Building Better Opportunities projects (the YES project for young people, and the GREAT project for families) are funded by the BIG Lottery and EU to support people into employment from across Leicester and Leicestershire. We are also delivery partners in another BBO project enabling people to use volunteering to access employment (the WILL project).
- Our VALUES service supports adults with learning disabilities to be a part of their community through: finding employment, volunteering opportunities, training to help them travel independently and enabling people to take part in social and leisure activities. We support over 100 people each year in the city and the county.
- VAL runs the Volunteer Centre for Leicester and Leicestershire so more people are able to be active in their communities through volunteering.
- VAL provides support for local voluntary and community groups so that they can operate effectively. The greatest areas of need are fundraising, volunteering, governance and legal issues. 60% of groups we support are small community organisations.
- VAL enables local voluntary and community groups to influence and shape policy. We inform local groups about policy decisions and the implications of the changes, mainly in the areas of children and young people, families, and health and social care. We are also increasingly supporting local voluntary and community groups around economic development issues.
- VAL offers flexible and accessible space for conferences, meetings and events, attracting a range of customers from public, private and voluntary and community sectors. It aims to provide excellent facilities and customer service in the city, as well as generate income that can be reinvested in the work that VAL does supporting groups.

# VAL'S ECONOMIC IMPACT

## WHO WE EMPLOY



**£2.19m**  
annual salary added to Leicester and Leicestershire's Gross Value Added (GVA)<sup>1</sup> by VAL and its partners



**41 staff**  
in partner projects



**74 paid**  
members of VAL staff

## SUPPORT FOR GROUPS

**3,157 hours**  
Support for groups

- 1,084 hours of direct support
- 1,075 hours of training
- 998 hours of events



**£1.62m**  
in funding for 36 voluntary groups through support from VAL

## LEARNING DISABILITIES SERVICES

**£2.27m** Up to £2.27 million potentially saved by VALUES clients compared to using other similar day services<sup>2</sup>

**£110k** potentially saved for the NHS for VALUES clients who no longer access NHS support

## VOLUNTEERING



**£78,329**

delivered annually from 38 volunteers supporting VAL services<sup>2</sup>



**1,758**

volunteer opportunities are added annually in Leicester & Leicestershire

## OUR VOLUNTARY SECTOR

VAL supports a voluntary and community sector worth an estimated **£195m** of Leicester and Leicestershire's GVA.

Volunteers across Leicester and Leicestershire contribute 6.1 million hours a year which can be valued at **£88.15m<sup>3</sup>**.

1. NCVO, UK Civil Society Almanac 2018, <https://data.ncvo.org.uk/a/almanac18/economic-value-2015-16/>. ONS, Regional gross value added (income approach), UK: 1997 to 2015, <https://www.ons.gov.uk/economy/grossvalueaddedgva/bulletins/regionalgrossvalueaddedincomeapproach/latest> - Leicester and Leicestershire GVA per head is £23,365

2. NHS Digital, Adult Social Care Activity and Finance Report, England 2016-17: Reference Data Tables, Table 13: Gross current expenditure, by age band and primary support reason, for Long and Short Term care combined, 2016/17 - £70,124,000 spent on Learning Disability Support in Leicester and Leicestershire. Based on a cost of £3680 per individual (£70m expenditure of learning disability in Leicester and Leicestershire divided by 19,056 people with learning disabilities in Leicester and Leicestershire)

3. Volunteering valued at £14.43 per hour - ONS, "Billion pound loss in volunteering effort", (2017) <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/articles/billionpoundlossinvolunteeringeffort/2017-03-16>. Formal volunteers give 11.6 hours per month - NCVO, UK Civil Society Almanac 2016, <https://data.ncvo.org.uk/a/almanac16/volunteer-overview/>.

# BUILDING BETTER OPPORTUNITIES

Building Better Opportunities (BBO) is funded by the National Lottery Community Fund and the European Social Fund. It aims to help those people who are furthest from the labour market back into work and training.

## BUILDING BETTER OPPORTUNITIES

2 BBO Projects

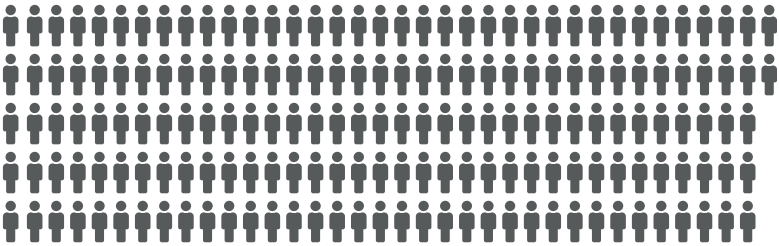


The YES Project



The GREAT Project

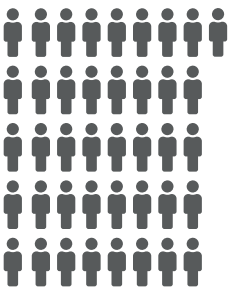
## 177 supported into employment through YES & GREAT



> **£1.7m** added to the economy through average wages

> **£300k** saved by the DWP through reduction in benefit claims

> **£4.1m** million added to Leicester & Leicestershire GVA through increased economic activity



**41** staff working across partner organisations



> **£233,650**

added to GVA in annual salary for 10 GREAT Project partner staff



> **£257,015**

added to GVA in annual salary for 11 FTE staff for YES Project Partners

The YES project will have distributed

**£1.3m**

to VCS partners by the end of the 3-year programme



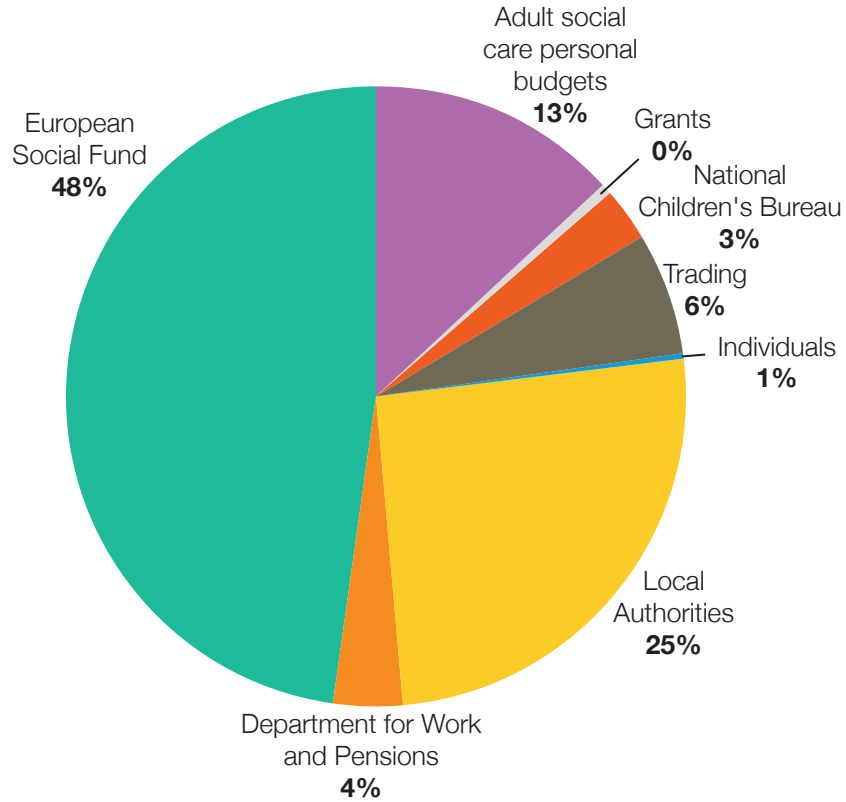
The GREAT project will have distributed

**£502,806**

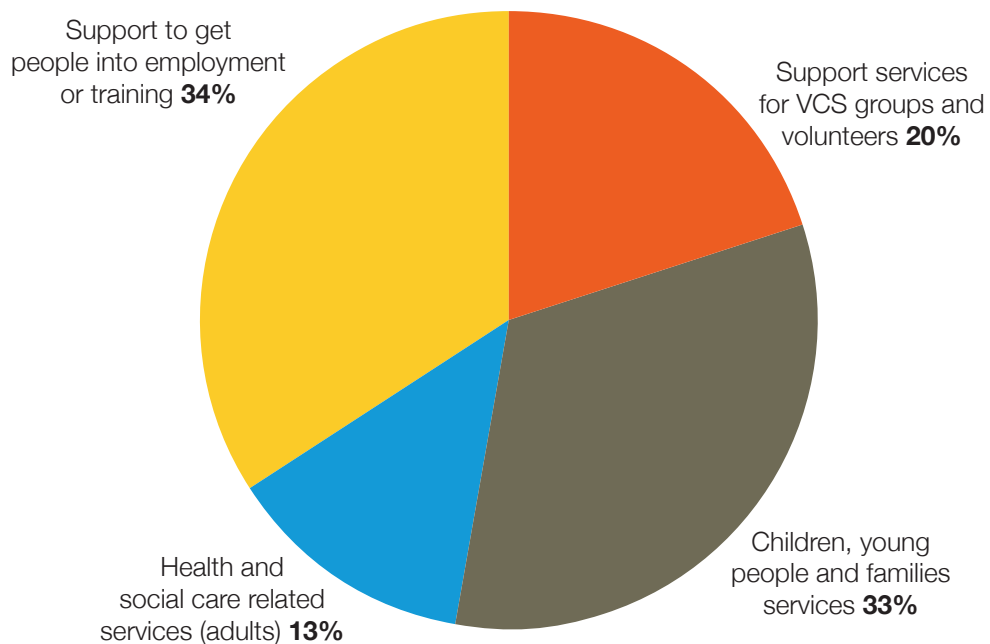
to VCS partners by the end of the 3-year programme

# VAL Finances

## Income sources 2018-19

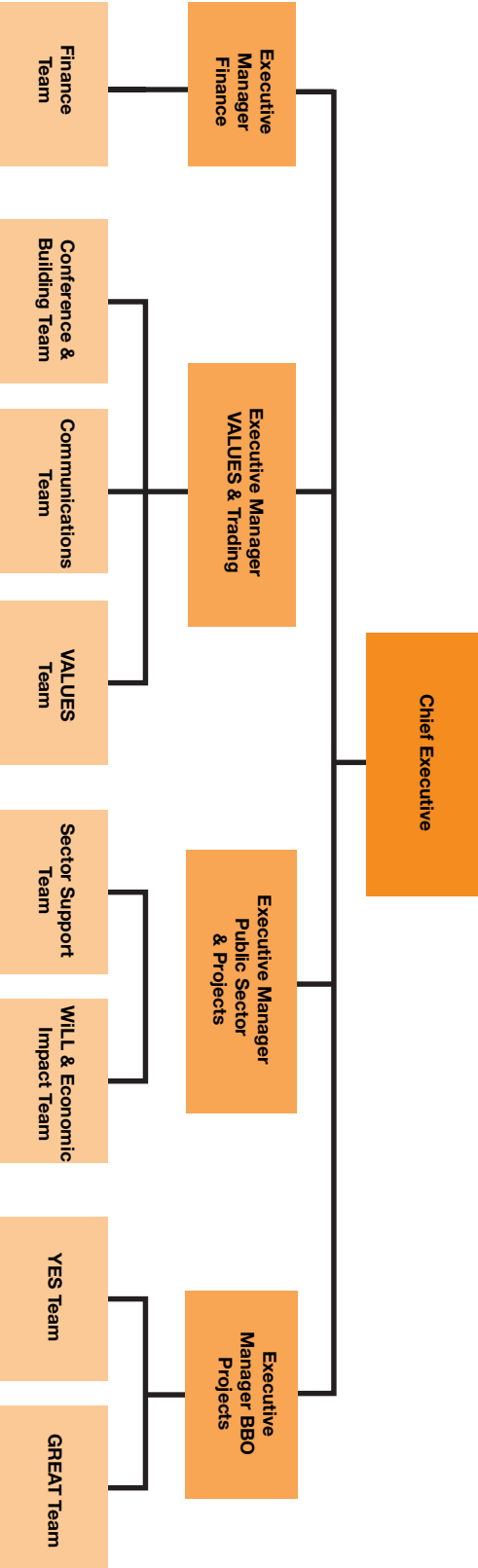


## Expenditure 2018-2019





# Staff Chart



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## Role Description

VAL is a registered Charity and a Company Limited by Guarantee and therefore Trustee Board members are both Trustees (Charities Act) and Directors of the Company (Companies Acts). There are a maximum of 15 Trustees and from this number each year the Board selects a Chair, Vice Chair and Treasurer.

The Board of Trustees play a critical role in setting the strategic direction of the organisation, approving policies and the budget, employing the staff and holding the Chief Executive Officer to account for their delivery.

### Overall responsibility:

Leading the Trustee Board to contribute to strategic development and governance of VAL, working closely with the Board and Chief Executive. Acting as a key ambassador for VAL utilising organisational and personal networks for the benefit of the charity.

### Chair Key responsibilities:

1. Providing leadership to the Board of Trustees in setting strategy, agreeing policy, monitoring performance and ensuring effective governance of VAL.
2. Acting as an ambassador for VAL by representing the charity at functions, community meetings & media events, etc.
3. Maintaining an overview of VAL's affairs and the external environment in which it operates.
4. Ensuring the annual cycle of AGM, Board and Committee meetings are planned and the agenda set for meetings - in consultation with the Chief Executive.
5. Chairing and efficiently conducting business at meetings and ensuring all Trustees effectively contribute to discussions and decision making.
6. Ensuring there is good communication with and between Trustees, both within meetings and beyond.
7. Establishing and maintaining an effective system for the Board to appraise its own performance.
8. Establishing and maintaining a strong and constructive working relationship with the Chief Executive, ensuring he or she is held to account and supported in achieving strategic objectives and operational and financial targets.

## CHAIR APPOINTMENT BRIEF

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9. Leading the process of establishing the Chief Executive's annual objectives and targets and the process of appraising their performance.

The Chair will also be required to fulfil all the responsibilities and duties of a Trustee (see separate job description).

### Chair Person Specification

We are particularly looking for individuals who have strong local connections with Leicester and Leicestershire and have the following experience, knowledge, qualities, skills and abilities:

#### Experience

1. Highly credible with experience of senior leadership within multi-faceted organisations (whether public, private or third sector). The ability to provide robust and entrepreneurial leadership to the board of Trustees and to support, challenge and work with the CEO, leadership team and staff.
2. Experience as an effective ambassador/representative for an organisation with the relevant experience to represent VAL appropriately and effectively at a number of levels, including public speaking, making new contacts and developing relationships.
3. Experienced in developing and sustaining strategic partnerships.

Experience of being a charity trustee or chair, or similar experience within another social impact organisation is desirable but not essential.

#### Knowledge, qualities, skills and abilities

1. A passion for, interest in and commitment to the variety of VAL's work
2. Entrepreneurial, innovative, progressive and creative in approach.
3. Strong commercial and financial acumen.
4. Excellent communication and interpersonal skills – able to liaise widely with a wide range of stakeholders and audiences.
5. Knowledge of and commitment to continuous improvement.
6. Excellent analytical ability, able to analyse complex information, exercise good independent judgement and ability to guide rational decision making.
7. Capacity for clear, creative and strategic thinking and vision.

8. Hold the Board members, CEO & leadership team to account.
9. Skilled at bringing people together to generate a strong team spirit, able to work collaboratively, build consensus and encourage decision making.
10. Highly customer focused and committed to high quality standards.
11. A willingness and ability to devote the necessary time and effort to attend Board and other meetings, including preparing and reading for those meetings, and to participate in the effective governance and management of the Charity.

## Time commitment

The role of Chair will require a time commitment of approximately 3 days per month, consisting of partial days in the main. There will be periods of more intense contact, and other quieter months. The time commitment includes:

## Ambassador Role

- Representing VAL at functions and networks
- Attendance and public speaking at openings of new VAL services and VAL celebration events
- Supporting the Chief Executive through attendance at key meetings with key funders and stakeholders

## Meetings

- Preparation for meetings including reading time for all papers, and pre-board discussion with other trustees and the Chief Executive
- 12 Board meetings per annum (circa 2 hours per meeting)
- Future Focus Conference and AGM
- Annual Board Development/Strategy Review Day

## Management Roles

- Supervisory meetings (or calls) with Chief Executive (arrangements flexible, to work according to style of Chair, but as a minimum will include formal meetings in advance of board meetings)
- Regular meetings or contact with other trustees, including board development activities and annual appraisals

## CHAIR APPOINTMENT BRIEF

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### Term of office

The position of Chair is appointed for a period of 3 years. On having served for this period the appointment may be renewed for a further 2 periods of 3 years each.

### Financials

This position is unremunerated but reasonable expenses are payable.

### Location

VAL is based in the centre of Leicester (9 Newarke Street LE1 5SN) with easy access by public transport and an adjacent public car park. Though we operate throughout the City and County currently Trustee meetings take place at our office.

### How to apply

To apply to become a Chair please send a copy of your CV together with a supporting statement (maximum 2 sides A4).

Please ensure that your application fully addresses the requirements of the role. Please let us know if you require any special provision as a result of any disability should you be called for interview.

Finally, please ensure that you have included your contact numbers as well as any dates when you will not be available.

Voluntary Action LeicesterShire is committed to achieving greater diversity on its Board and welcomes applications regardless of sex, gender, race, age, sexuality, belief or disability.

Applications should be made via **[trusteerecruitment@valonline.org.uk](mailto:trusteerecruitment@valonline.org.uk)**

### Recruitment timescales

Deadline for applications: **Friday 6 December 2019 by midday.**

Applications will be considered by a panel of Trustee Board members and they have the option to appoint directly, seek further information, or call for interview.



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## Queries

If you wish to have an informal discussion about this opportunity, have any queries on any aspect of the appointment process, or need additional information please contact Reena Purewal on 0116 2575034 or e-mail [reena.p@valonline.org.uk](mailto:reena.p@valonline.org.uk).