

WORKING CHANCE

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talentbeyondprofit

Chair

Appointment brief
May 2020



Introduction

Dear Candidate,

Thank you for your interest in the role of Chair of Working Chance. This is a very exciting time to be joining our vital and unique charity as we develop our new strategy, focus on deepening our impact and extending our reach, and build our brand.

Working Chance helps women with criminal convictions — over half of whom have been in prison — to develop their employability and self-belief and find a job they can thrive in.

We work with employers of all sizes across all sectors, finding jobs with real career prospects for these women, many of whom would otherwise struggle in life and have a high chance of reoffending.

Employment is one of the strongest factors in reducing reoffending. Of course it provides income, but a job means more than money to the women we work with. It could provide the financial autonomy to help them sustain a life independent of an abusive partner, or the motivation to stay drug-free and sober. Crucially, a job gives the sense of purpose, hope, structure and self-esteem that so many women who have been involved with the criminal justice system need to help them turn their lives around. Working Chance believes in helping women to flourish and to develop the resources, mindset and skills that will enable them to fulfil their potential.

I'm pleased to say that we are financially secure and stable; we have a robust track record of achievement and influence over the past 11 years and many awards to testify to that; a strong talented new senior management team led by our exceptional chief executive Natasha Finlayson OBE who joined us a year ago, and a committed and involved trustee board. Some of our trustees are coming to the end of their terms of office, so one of the tasks for our new Chair will be to help us identify the skills we need on our board going forward and to oversee the recruitment process for new trustees.

But most importantly, the work our staff deliver makes a real difference to the lives of our beneficiaries. We hope that our new Chair will bring knowledge, experience and insights that will support the charity in increasing its impact, underpinned by a personal passion for changing the life prospects of women with convictions and a solid understanding of charity governance.

Do please read this pack and look at our website — workingchance.org — to understand more about Working Chance and this exciting opportunity to be at the forefront of change for women who have been involved with the criminal justice system.

Yours sincerely

Erica Handling
Acting Chair





Who we are & what we do

We have helped transform attitudes to employing people with convictions.

Women with criminal convictions often face social exclusion, prejudice and obstacles to employment and financial independence. Most have survived very difficult childhoods and face struggles with poverty, poor mental health, substance abuse and domestic violence.

Our mission is to empower women with convictions to fulfil their potential and reintegrate into mainstream society by helping them to develop their employability and self-belief and find a job they can thrive in. We provide bespoke rehabilitation and employability programmes for these women. We work with employers of all sizes across all sectors to match women with the right jobs.

As well as directly helping women to turn their lives around, we also work with policy makers and politicians to influence the development of policy and legislation that affects women with convictions or at risk of criminalisation. We also try to shift attitudes among employers, the media and the public so that there is greater understanding of why women commit crimes and the most effective ways to prevent and respond to this.

Our History

Working Chance was founded by Jocelyn Hillman in 2009, inspired by the talent and potential of the women she had met in women's prisons. She saw that many women were stigmatised and overlooked after their release from prison and consequently were at high risk of reoffending. Jocelyn wanted to change this and started cold-calling businesses to try to persuade them to consider hiring women with convictions.

Since then, Working Chance has grown into a unique, award-winning charity. After ten years at the helm, Jocelyn stepped down as chief executive in April 2019 and passed the leadership baton to Natasha Finlayson.



Our strategy & ambition

Working Chance is an acclaimed, visionary, award-winning charity whose mission is to give women with criminal convictions who've had few breaks in life independence and hope.

For people who have had difficult lives and experienced social alienation, employment brings important emotional and psychological benefits. These include a sense of purpose, social value and status, self-worth, more empathetic and more socially responsible attitudes to crime – all of which not only enrich women's lives but also contribute to reducing re-offending. Each year Working Chance supports over 100 women into jobs with employers across diverse sectors and helps many more to develop the skills, tools and mindsets they need to secure and sustain employment. The charity's approach is one that enables self-sufficiency and builds personal responsibility so that women can move towards finding their own solutions to challenges they encounter.

Having appointed a new CEO last summer and with a strong new senior management team in place, Working Chance is developing a new strategy to take it on a journey towards greater impact and reach over the next five years. This new strategy will be ready for the autumn, and the hope is to have the new Chair in post in time to influence it in its final stages. A new website is currently being developed to engage and inspire Working Chance's multiple audiences,

and to set out the difference that the charity makes to its beneficiaries' lives. There's also a brand refresh underway including a new tone that emphasises assets rather than deficits, stressing the resilience, resources and hopes of women with convictions, rather than their often traumatic pasts and their offending.

A theory of change is also in development, so that the charity can embed a user-centred and outcomes-focused approach into everything it does.

Current significant investment in a new website and in establishing a communications and marketing function within the charity will help it realise its aim to expand income from individuals through donations and fundraising. Our 2020 financials run until August and our income is growing, with current projections totalling over £900,000. The new strategy will also emphasise the charity's determination to continue addressing the need to raise awareness among employers about the importance of inclusive workforces and the benefits – rather than risks – that hiring people with criminal convictions brings.

This is a perfect time for an individual who shares Working Chance's passion for transforming lives and tackling stigma to join as Chair and help the charity move into the next stage of its evolution and create even greater impact.

2018 Financials

£833,323

Income

£667,968

Expenditure

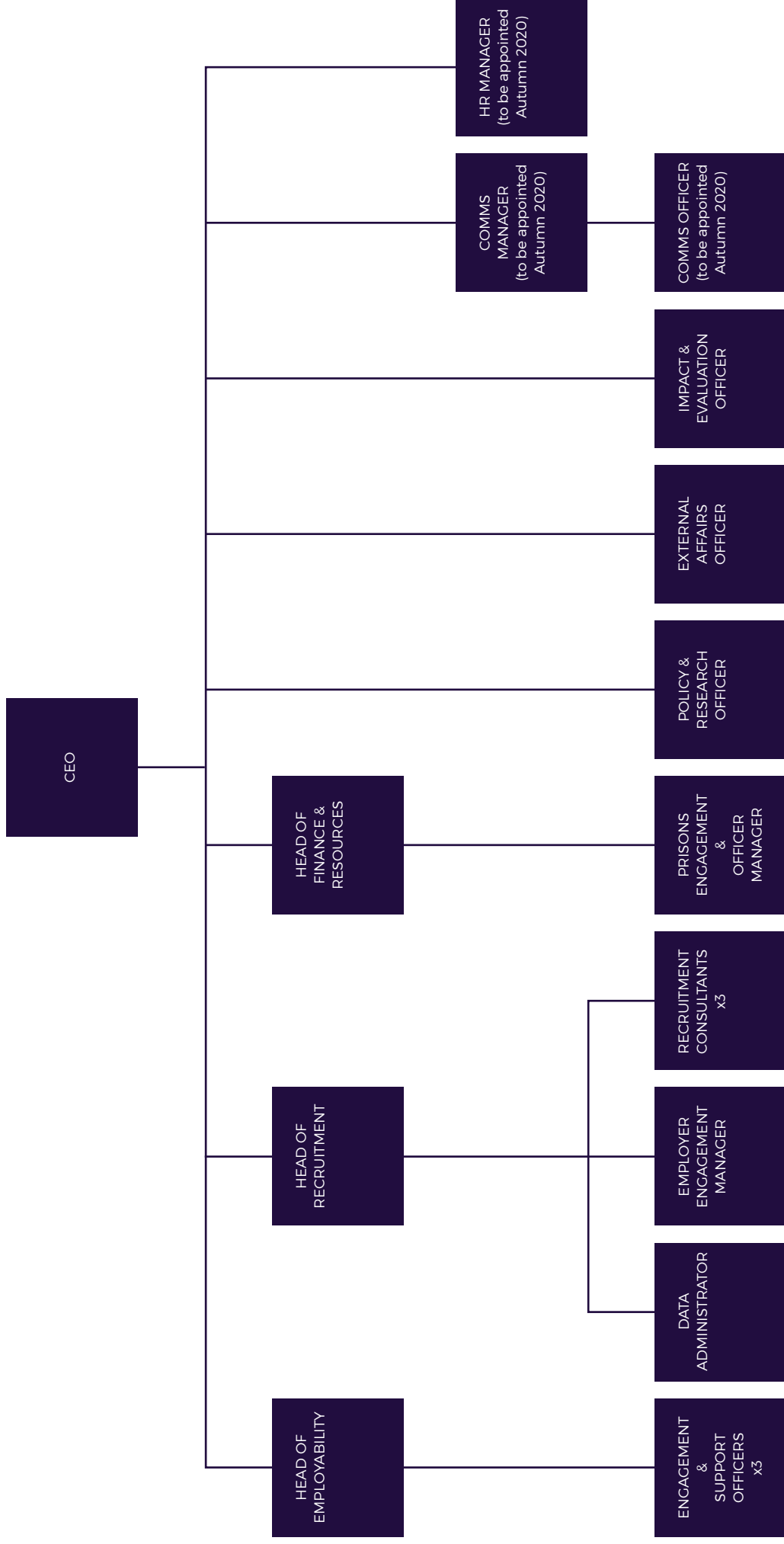
2019 Financials

£766,162

Income

£712,280

Expenditure



Our team

Natasha Finlayson OBE – Chief Executive

Natasha has extensive leadership, policy and communications experience in the charity sector and has specialised in working with vulnerable, disadvantaged groups throughout her career. She spent 11 years as Chief Executive of Become, the charity for children in care and care leavers. She has served as an advisor to the Children's Commissioner and on several government taskforces. Natasha was awarded an OBE in the Queen's Birthday Honours 2019 for services to children and families and is a fellow of the RSA.

Trustees

Erica Handling (Acting Chair)

An executive coach and a non-executive on the board of the Government Legal Department. Previously she was Managing Director and General Counsel for Europe, the Middle East and Africa for the investment management company BlackRock.

Ciara Plunkett – Treasurer

Has nearly 30 years' experience working and volunteering in finance roles in the UK, Europe, Africa and Australia. Previously worked at Lloyd's Banking Group, latterly leading the Group Tax Reporting function. Ciara most recently enjoyed a two-year secondment working as the Chief Financial and Operating Officer at The Lloyd's Bank Foundation for England & Wales.

Lady Emma Hood

After an early career in corporate finance, Emma founded and took public an online financial information service covering all the quoted companies in Europe. It was acquired by Bloomberg in 1991 and more than doubled Bloomberg's turnover at that time. She followed this with 15 years' running a London restaurant and working with young offenders.

Daksha Stancilas

Has worked at Pret for six years and is currently Learning and Development Manager (Apprenticeships).

Tijs Broeke

A communications and government affairs expert who has worked for public, private and not-for-profit organisations. In 2017 he was elected as Councillor representing the City of London Corporation, where he serves on the Policy and Resources Committee, the Police Committee and as Deputy Chair of the Homelessness and Rough Sleeping Sub Committee. He is also deputy chair of the board of governors of The City Academy, Hackney and a governor at the Museum of London.

Sub-committees

- Remuneration and Nominations Committee
- Finance & Assurance Committee

Board dates

30th July 2020

Board meeting (incl. AGM)	Working Chance office or Zoom	3.30pm to 6pm
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24th September 2020

Board meeting	Working Chance office	4pm to 6pm
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3rd December 2020

Board meeting	Working Chance office	4pm to 6pm
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Role description & key responsibilities

Terms

The charity's Chair (and board members) will serve a three-year term to be eligible for re-appointment for one additional term.

In addition to chairing the main Board meetings, the Chair may wish to also chair the Remuneration and Nominations Committee and attend the Finance & Assurance Committee, chaired by the Treasurer.

Remuneration

This is a voluntary role without remuneration. Travel expenses as well as other reasonable and necessary costs incurred, as part of official Trustee business, will be reimbursed.

Location

Angel, London

Time commitment

As well as the six Board meetings per year, the Chair is also expected to have monthly meetings with the Chief Executive and also represent the Charity at events and meetings with key stakeholders.

Purpose

To provide strategic leadership to Working Chance in collaboration with the Chief Executive and the Board of Trustees. To inspire the Board, Chief Executive and those within and outside of Working Chance through the promotion of the organisation's vision, mission and values.

To support, and where appropriate, challenge the Chief Executive and ensure that the Board functions as a unit. To oversee development and delivery of the charitable aims through the strategic plan, as agreed by the Board. Ensure that the charity is compliant with all legal, financial, reporting and other requirements.

Strategic leadership

- Provide leadership to Working Chance and its Board, ensuring that Working Chance has maximum impact for the women supported
- Ensure that Trustees fulfil their duties and responsibilities for the effective governance of Working Chance
- Ensure that the Board operates within its charitable objectives, and provides a clear strategic direction for Working Chance
- Ensure that the Board is able to regularly review major risks and associated opportunities, and satisfy itself that systems are in place to take advantage of opportunities, and manage and mitigate the risks
- Ensure that the Board fulfils its duties to ensure sound financial health of Working Chance, with systems in place to ensure financial accountability

Governance

- Ensure that the governance arrangements are working in the most effective way for Working Chance
- Develop the knowledge and capability of the Board of Trustees
- Encourage positive change and where appropriate, address and resolve any conflicts within the Board
- Appraise the performance of the Trustees and the Board on an annual basis
- Ensure that the Board of Trustees is regularly refreshed and incorporates the right balance of skills, knowledge and experience, including lived experience, to govern and lead Working Chance effectively
- Work within any agreed policies adopted by Working Chance

External relations

- Act as a confident, fluent ambassador for the cause, the charity and its work
- Maintain relationships with key funders and stakeholders as appropriate and as agreed with the Chief Executive
- Act as a spokesperson for the organisation when appropriate
- Represent Working Chance at external functions, meetings and events as agreed with the Chief Executive

Efficiency and effectiveness

- Chair meetings of the Board of Trustees effectively and efficiently, bringing impartiality and objectivity to the decision making process
- Ensure that Trustees are fully engaged and that decisions are taken in the best, long-term interests of Working Chance and that the Board takes collective ownership
- Work closely with the Chief Executive to give direction to Board policy-making and to ensure that meetings are well planned, meaningful and reflect the responsibilities of Trustees
- Ensure decisions taken at meetings are implemented

Relationship with the Chief Executive and the wider management team

- Establish and build a respectful, collaborative and constructive working relationship with the Chief Executive, ensuring she is held to account for achieving agreed strategic objectives
- Ensure regular contact with the Chief Executive and develop and maintain an open and supportive relationship where each can speak openly about concerns, worries and challenges
- Conduct an annual appraisal and remuneration review for the Chief Executive in consultation with the Remuneration and Nominations Committee
- Ensure that the Chief Executive has the opportunity for professional development and has appropriate external professional support



Person specification

Personal qualities

- Demonstrate a strong and visible passion and commitment to Working Chance, our strategic objectives and cause
- Personal credibility to provide leadership and engage people around a shared mission
- Create strong relationships at all levels and be comfortable in an ambassadorial role
- Demonstrate empathy, humility and diplomacy, with the ability to listen and engage effectively
- Strong networking capabilities, particularly within criminal justice and/or government
- Ability to develop and promote a collaborative team environment

Experience

- Experience of operating at a senior strategic leadership level within an ambitious organisation
- Significant charity governance experience
- Experience of building relationships with senior stakeholders
- Knowledge and understanding of the criminal justice system or exposure to the issues relating to women who have faced disadvantage and adversity

Knowledge and skills

- Broad knowledge and understanding of the charitable sector and current external issues affecting it
- Strong leadership skills, ability to motivate staff and bring people together
- Financial management expertise and a broad understanding of charity finance issues
- Good knowledge of best practice and legislation relating to UK charity governance



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How to apply

To apply to become the Chair of Working Chance please include a copy of your CV together with a supporting statement (maximum two sides).

Please ensure that your application fully addresses the requirements for the role. Please 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 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 via the Prospectus website at:

prospect-us.co.uk/executive/job/HQ00177411

Recruitment Timetable

Deadline for applications

Monday 29 June

Interviews with Prospectus

8 July–17 July

Final Panel with Working Chance

w/c 27 July

Queries

If you wish to have an informal discussion about the opportunity, please contact our retained advisors Lottie Wihl or Camille Revuelta at Prospectus on 0203 479 5405, or email:

lottie.wihl@prospect-us.co.uk

camille.revuelta@prospect-us.co.uk

**Created by the Prospectus
Talent Attraction team.**

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