



Chair of Trustees Application pack

January 2020



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Introduction

Dear Candidate,

Thank you for your interest in applying for the Chair of Trustees role for our ambitious charity – an extremely important leadership role as we work to expand our reach and impact to more young people across Edinburgh and the Lothians.

Light Up Learning (LUL) addresses issues of unequal access to education and disengagement in the classroom by creating low-stress, supportive, and playful learning environments for young people who have experienced disadvantage. We place each student in charge of their own learning and give them the resources, skills, and contacts they need to achieve their potential, supporting them to grow as individuals while developing a love of learning that will serve them throughout their lives.

The current Board has just approved a three-year strategic plan (2019 - 22), which outlines our ambitions to reach 260 young people across six schools over the next three years. To deliver this, we will need to raise a total of £1 million in new revenue by 2022: no mean feat in the current climate of uncertainty. Working together with our Chief Executive Officer and operational team, the Board – and in particular, our future Chair – will be critical to the successful delivery of these ambitions.

Our two co-founders - Richard McLauchlan and Will Ferguson - have admirably led the charity through the last five years and built a strong platform from which to grow. But as we enter this next phase we are eager to find an individual who can champion LUL's future.

We are seeking an individual who is as passionate about learning and addressing inequity in education as we are. We need a proven leader who can help guide the charity through an important transformational period, while helping to build our profile and network across a diverse stakeholder community. No prior experience as a Chair is required, but a large part of the role will consist of establishing a strong charity governance infrastructure – whilst championing our commitment to diversity and inclusion at all levels.

In this pack you will find some more information about LUL and our current Board members, the role description, key responsibilities, personal specifications, recruitment process and details on how to apply. We also encourage you to read both our newly released [Strategic Plan](#) and [Impact Report](#), also available in the 'Latest News' section of our [website](#).

This is a great opportunity to join and lead a passionate and determined team. If you would like to be part of LUL's forward journey, we look forward to receiving your application.

Sincerely,

Jane Cormack
[Interim] Chair, Light Up Learning



Our Vision:

For every young person in Scotland to have equal access to the best education, resources and opportunities.

Our Mission:

LUL supports young people to realise their full potential in school and beyond. We help them explore and connect with what inspires them: igniting a love of learning that expands their confidence, experiences, and choices for the future.

Our Values:

All of our interactions at LUL are driven by our core values: whether between mentee and mentor, among colleagues, or in our reporting to funders. We are:

- **Youth led**
We place our mentees in charge of their own learning and involve them in our decision making at every level.
- **Collaborative**
We are stronger because of our connections: we learn and share with our mentees, community and partners.
- **Inclusive**
We build our organisation, and carry out our work, on a foundation of equal access, rights and respect for all.
- **Fun**
We actively aim to have fun in all that we do.
- **Responsive**
We are open to change, to learning from our mistakes, and to new challenges.

Our Board:

We are lucky to have attracted committed Board members from a wide range of backgrounds

- **Jane Cormack, MBA, Interim Chair (Product Strategist)**
- **Lynsey Struthers, Secretary (Deputy Head Teacher)**
- **Andy Timlin, Treasurer (Chartered Accountant)**
- **Dr Will Ferguson, Trustee**

In line with our commitment to diversity and inclusion at all levels, our plan is to recruit two additional Board members in 2020/21 (in addition to this Chair role), including one youth representative.



Role description:

Title:	Chair of Trustees	Oversight responsibilities:	<ul style="list-style-type: none"> ● Charity Director ● Board
Location:	Scottish based preferred (ideally Edinburgh or the Lothians to align with our current focus)	Time commitment:	<p>Director support:</p> <ul style="list-style-type: none"> ● Fortnightly call or meeting <p>Board meetings:</p> <ul style="list-style-type: none"> ● 4 meetings (full day, in-person, one per quarter) ● 4 remote calls (approx. 1.5 hours) in between meetings) <p>The Chair is expected to be available for some charity, network and funder events throughout the year on an ad hoc basis.</p> <p><i>Estimated overall time commitment approximately 150 hours p.a., or 3 hours p.w.</i></p>
Term:	Our intention is to appoint an individual for a three-year term, to oversee the delivery of our strategic plan.	Remuneration:	This role is unremunerated though travel & other expenses incurred directly as part of Board commitments will be reimbursed.

Purpose

To lead the Light Up Learning board and charity, overseeing the successful achievement of the organisation's strategic objectives; directing the establishment of a robust governance and compliance framework; and championing the continued development of our profile and network.

Who should apply?

We understand that taking on a Chair position is a big undertaking and it's important for you – and us – that the role can be personally rewarding and fulfilling for you as an individual.

You should apply if you are seeking the opportunity to:

- Give back and/or pay your own good fortunes forward;
- Get more involved in your community and make a difference in the lives of others;
- Develop your career by exercising your experience and skills in a new forum;
- Contribute to addressing inequity in education;
- Support young people who have experienced/are experiencing disadvantage;
- Lead a passionate and determined team of individuals.

Key responsibilities



As the Chair, your responsibilities will cover three primary areas:

1. Board management and leadership

- Champion a clear vision of the future for the Board and organisation, demonstrating a commitment to Light Up Learning values at all times;
- Lead the Board and organisation in making sound and steady progress towards the achievement of its strategic objectives, ensuring alignment with the intentions and principles agreed as part of key planning processes;
- Monitor changes and developments within the education sector, ensuring the organisational strategy remains informed and responsive.
- Coordinate and chair the meetings of the Board of Trustees, ensuring timely circulation of all required materials and that minutes, decisions and actions are recorded;
- Ensure that all Board members and the Charity Director are effectively delivering upon agreed actions in between meetings;
- Uphold the organisation's commitment to diversity and inclusion at all levels, in particular ensuring that the Board comprises a wide range of skills, experience and backgrounds;
- Conduct annual board performance appraisals (or more regularly as required) and ensure that training is undertaken or other measures are imposed to identify gaps or risks;
- Closely support the Charity Director by providing a valuable sounding board for operational decision making, and complete mid-year and annual performance appraisals to ensure all agreed deliverables are being effectively progressed;

2. Governance & oversight

- Promote a strong governance and compliance culture within the organisation, ensuring the charity can effectively balance the dual requirements for robust decision making and transparency with the ability to be responsive to opportunity and decisive;
- Oversee key risks and issues facing the organisation, whether internal or external, and work with the Board and Charity Director to effectively avoid, manage or mitigate these;
- Oversee the delivery of strong financial records and responsible practices, working closely with the Treasurer and Charity Director to ensure our commitments and obligations are effectively managed;
- Hold the Charity Director to account for delivering strong operational stability, including the monitoring of operational plans and appropriate sign off and implementation of key policies;
- Ensure the organisation is complying with its own constitution, OSCR guidelines and best practice for charities at all times;

3. Profile and network building



- Be both a champion and ambassador for our charity, internally and externally, representing the organisation at functions, meetings and in media opportunities as required;
- Meet with relevant stakeholder groups, including but not limited to funders, schools, government representatives and other community stakeholders, in order to progress and promote the mission of the charity;
- Work alongside the Charity Director and other Board members to build and maintain close relationships with prospective and current funders, in order to deliver the organisation's financial objectives.

All Light Up Learning trustees have responsibility for controlling the management and administration of the organisation: they have, and must accept, ultimate responsibility for directing the charity's affairs and ensuring that it is solvent and well run. Trustees are accountable for their decisions and actions to funders and service users.



Personal specifications:

- Experience of working at a senior director level for a small to medium company, charity or other organisation, ideally with exposure to navigating organisations through change and sustainable scale-up;
- Experience ensuring sound decision making on leading complex strategic issues;
- A strong understanding of governance and compliance structures (whilst experience of application of these within the third sector is desirable but not essential, some experience implementing and/or upholding these structures in an organisation is required);
- A demonstrable passion for and belief in the work that Light Up Learning does, ideally through current or previous involvement in the education sector, working with young people or other social impact pursuits;
- A proven ability to build and maintain strong and productive relationships with a wide variety of stakeholders;
- Outstanding leadership skills, with the ability to balance sensitivity, diplomacy and clarity while motivating paid and unpaid individuals to progress the aims of the charity;
- The personal acumen and credibility to effectively represent the charity as an Ambassador;
- Strong communication and interpersonal skills, with effective judgement and common sense;
- Ability to bring fresh perspective, as well as clear creative and analytical skills to the role;
- A willingness to devote the time and effort required to drive the Charity towards its goals;
- A demonstrable commitment to the values and enactment of equality, diversity and inclusivity;
- Alignment with Light Up Learning's values (see page 3) and public service values like selflessness, integrity, objectivity, accountability, openness, honesty.

Please note, Light Up Learning is committed to diversity and challenging all forms of inequality. We would be particularly keen to encourage applicants from Women, Black Minority and Ethnic, LGBTQI, disabled, migrant, and other backgrounds currently underrepresented within leadership roles in the third sector.



Application process & timings:

Key items:	Date
Applications open	6 January
Applications close	31 January
Candidate shortlisting <i>In line with our commitment to best practice principles, all applications will be anonymised prior to review and shortlisting.</i>	3 – 7 February
Applicants notified of application outcome (via email)	10 – 11 February
Initial (remote) interview with Chair	12 – 21 February
Second interview with Chair and Trustees*	
Meet and greet with Director & team: <i>(subject to interview)</i> <i>A great opportunity for final candidates and our team to get a feel for each other. We believe cultural fit is essential for all our recruitment.</i>	24 – 26 February <i>(likely Tues 25 between 4pm – 7pm)</i>
Final offer made	28 February
Induction and handover with current Chair	March <i>(to be agreed with individual)</i>
Official appointment at Board meeting (Edinburgh)	22 March

We aim to be as flexible as possible in accommodating applicants' personal circumstances and are open to conducting interviews remotely, or in person. We will ask you to indicate your ideal availability (date/time of interview) within the indicated date period as part of the application process and will do our best to accommodate. Please ensure you make us aware of any other personal requirements you have during the application process: all documents are available in different formats. You can contact recruitment@lightuplearning.org with any questions or to discuss the post.



To apply:

Please complete the following forms:

- [Application Form Part A](#)
- [Application Form Part B](#)
- [Anonymous equal opportunities form](#)

Return all completed documents to recruitment@lightuplearning.org by 23:59 on 31 January 2019.

N.b. If you have any specific access requirements or concerns, for example needing documents in different formats, please let us know and we will do our best to meet your needs.