



# Trustee Candidate Pack



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# LETTER FROM THE CHAIR

Thank you for your interest in joining our Board.

While this organisation has existed in one form or another since the late 1880's, in its most current guise it has been around since 1989. I took over the Chair in January 2023.

We believe that excellent Commercial Ability is what will enable our young people to survive and thrive in the workplace, and we support some of the country's most innovative charities and organisations in developing and refining their initiatives to help supplement the amazing work being done in our schools.

This year has seen the Board and Staff invest in developing a new Impact Framework and 2023-2026 Corporate Plan which, together, will help to guide our development, concentrate our focus and build continuity and momentum in our stakeholder relationships and partnerships moving forward. You can see all of this on our website, also new for 2023.

While our grant-giving activity slowed during the COVID-19 pandemic and as we completed our strategic review and the development of our three-year corporate plan, we re-opened our applications during the summer of 2023.

Our new grants policy aligns our grant-giving focus with our new Impact Framework and Corporate Plan, so that our joined-up strategy and ongoing quest for greater impact are pervasive throughout our thinking and operations as a charity.

We have awarded our first grant under this new strategic framework and grants policy, which has as its primary focus the development of better Commercial Ability in a group of incredibly talented games design, music and film and television students in London.

As three of our Trustees approach their retirement dates, we are looking for new Trustees to help us build upon our strategy and deliver it for the coming years. Trustees are encouraged to sit on one of the two committees that make recommendations to the Board either in Grants and Development or Finance and Administration, and we are particularly keen to hear from Trustees with educational links, fundraising experience and/or experience working in large corporate organisations.

We are an equal opportunities organisation and believe that our Board appointments should, wherever possible, be fully representative of the young people whose lives we exist to improve. To this end, we welcome applications from all ages and walks of life to join our Board and help us to make great decisions in furtherance of our mission.

If this sounds like it would be of interest to you and you have the time to commit to 4 half-day Board Meetings and 4 half-day Committee Meetings a year, we would really like to hear from you.

Darragh O'Sullivan  
Chair

# INTRODUCTION

## **The London Chamber of Commerce and Industry Commercial Education Trust (CET)**

The London Chamber of Commerce and Industry Commercial Education Trust (CET) is an independent charitable trust which was established by the London Chamber of Commerce and Industry in 1887 and is empowered by its Articles of Association to obtain “due recognition and special attention for education adapted to the requirements of commerce.”

CET’s vision is for a future where people in the UK actively understand and learn the skills, attitudes, knowledge, and behaviours they need to gain in order to thrive in a fulfilling career.

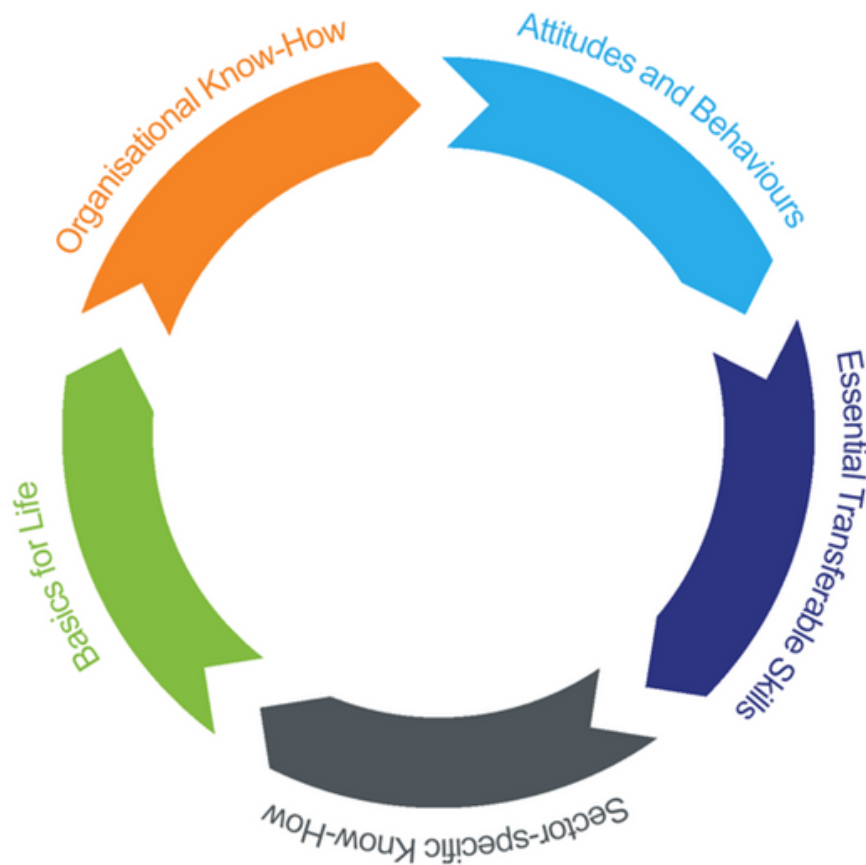
We espouse the all-encompassing concept of commercial ability which, it is intended, will inform the plans and thinking of educators, trainers, employers, policymakers, and the third sector, who will work collaboratively to nurture and develop the commercial ability of all people throughout their careers, in order to create a more prosperous and productive society.

The main activities of CET are grant-making, preparing for further research into the promotion of Commercial Ability and re-commencement of convening activities. Other charitable activity related to the dissemination of best practice and latest thinking on commercial education through CET’s website and other publications.

The CET board is committed to developing a culture of effective working, mutual respect, dynamic and agile operations and fostering the ‘can do attitude’ to achieve the ambitious goals aligned with the strategy.

## **Commercial Ability**

Great Commercial Ability, applicable to all workplaces (irrespective of whether they are for-profit, non-profit or public sector), is, in our view, made up of five key constituent elements:



**Organisational Know-How** – including basic business, finance and international trade concepts, systems, strategies, processes and tools;

**Attitudes and Behaviours** – focusing on the mindset required for success in the workplace (including being enterprising and/or entrepreneurial);

**Essential Transferable Skills** – including listening and presenting; problem solving and creativity; staying positive and aiming high; leadership and teamwork;

**Basics for Life** – including literacy, numeracy and basic digital skills; and

**Sector-Specific Know-How** - as applicable and relevant to the individual's workplace requirements.

### What we fund

As part of CET's own charitable activities, it makes financial awards from its funds to support other charitable activities (usually by other registered charities or charitable community groups, but sometimes to other bodies or individuals) in furtherance of the development and dissemination of the concept of Commercial Ability.

**CET's current funding priorities are as follows:**

### **Development of Commercial Ability**

CET is presently prioritising grant applications which aptly develop all five components together, or which focus on the less developed components of Commercial Ability:

- Attitudes and Behaviours
- Organisational Know-How

### **Research with the following aims**

- Assessing or improving Commercial Ability in young people.
- Developing new curriculum ideas that support the development of Commercial Ability.
- Seeking to further understanding of Commercial Ability and its impact on the individual and wider society.

### **Sources of Funds**

The main source of our funds come from an investment portfolio of ca. £7 million.

The Trust proactively seeks funding partnerships with other donors/granting organisations in order to fulfil its objectives.



# TRUSTEESHIP

## The statutory duties of a trustee:

Trustees are responsible for the work that the Trust does and how it does it. Trustees have a number of statutory duties, which are, inter alia, to:

- Ensure that the organisation complies with its governing document, charity law, company law and any other relevant legislation or regulations.
- Ensure that the organisation pursues its objects as defined in its governing document.
- Ensure the organisation uses its resources exclusively in pursuance of its objects for the benefit of the public.
- Contribute actively to the Trustee Board's role in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating 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 assets of the charity and to ensure the proper investment of the charity's funds.
- Follow proper and formal arrangements for the appointment, supervision, support, appraisal and remuneration of the Director.

## The role of a CET Trustee

In addition to the above, being a trustee of the CET will require you to:

### Generally

1. Know the Trust's values/principles, goals, policies, programmes, strengths and needs.
2. Ensure that the Trust's values/principles are upheld in the delivery of its objectives.
3. Align decision making with the Trust's strategic aims and objectives.
4. Act reasonably in decision making and leadership of the organisation.
5. Use any specific skills, knowledge or experience to help the Trustee Board reach quick and sound decisions by leading discussions, focusing on key issues, providing advice and guidance on new initiatives, or other issues in which the Trustee has special expertise.
6. Manage risks with a considered, proportionate and balanced approach.
7. Suggest nominees to the Trustee Board.
8. Promote the work of the Trust externally.



9. Assist in fund development (fundraising/income generation) through personal influence with others (companies, foundations, individuals).
10. Maintain the highest ethical standards.
11. Perform such other task/duties as may be required from time to time.

### Meetings

1. Prepare for and participate fully in Trustee Board meetings (4 in a year) and participate in Committees (4 in a year for each respective committee) or ad hoc working groups as required.
2. Ask timely and substantive questions while supporting the majority decision.
3. Maintain the confidentiality of the Trustee Board's executive decisions.

### Avoiding Conflict

1. Serve the Trust as a whole, rather than special interest groups.
2. Avoid even the appearance of a conflict of interest and declare any interests to the Chairman/Director in a timely fashion.

### **Trustee person specification**

The CET seeks Trustees who:

#### Essential

- Are committed to the organisation and have sufficient time and willingness to contribute effectively to board proceedings.
- Are able to work effectively as a member of a team.
- Are willing to speak up and can remain independent of any influence from another organisation or individual.
- Are able to make quick and sound decisions based on an analysis of information presented to them.
- Are aware of developments in the voluntary sector and areas of interest to the Trust, particularly business and education.
- Have a passion for making an impact.
- Can manage risks with a balanced and informed approach.
- Possess strong analytical skills.
- Possess leadership qualities and attributes directed towards continuous growth.





## Desirable

To have strong skills, experience or knowledge in at least one of the following areas:

- Professional qualifications such as ACCA (Association of Chartered Certified Accountants), CIMA (Chartered Institute of Management Accountants), ACA (Associate Chartered Accountant) or CPA (Certified Public Accountant).
- Experience of grant management and allocation.
- Exposure of the Education and Academic sector (particularly as regards the development of education in business know-how, enterprise/entrepreneurship employability and essential transferable skills).
- Professional background in Corporate Sector.
- Influencing and stakeholder management.

## **Board structure**

Currently, the Trust is governed by a board of 9 trustees and aiming to expand to 12 in future.

The board has a Chairman. There are two sub-committees of which the membership is drawn from the board. These are Finance & Administration and Grants and Development. The in-person meetings are held in Central London.

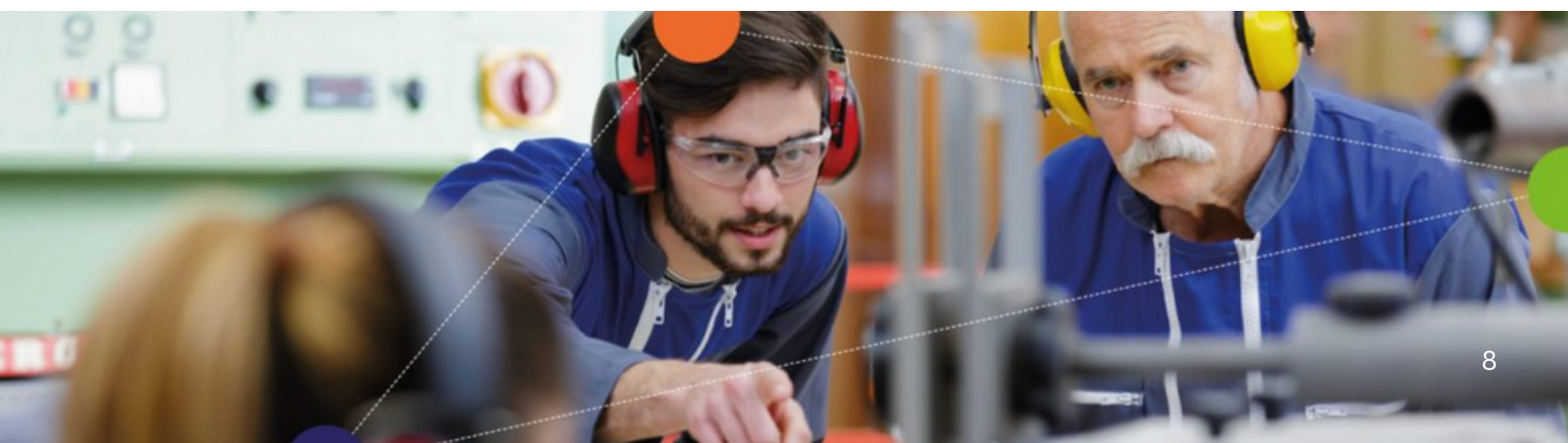
## **Commitment**

Trustee Board meetings are usually held four times a year and CET's committees also meet four times a year (in person or remotely).

Outside of Trustee Board and Committee meetings, staff may seek to consult with Trustees on particular subjects and there will be opportunities to attend project visits, meetings and events related to the delivery of business objectives and funding strategy.

Trustees are appointed for a three-year term and can serve a second term of three years following by 3, 12-month terms (maximum, nine years).

The role is unpaid, however reasonable expenses are paid in line with the Trust's expenses policy.



## DEI Commitment

At CET, we recognise the invaluable impact of diversity and inclusion in shaping the future of our youth. As we seek individuals to join our Board of Trustees, we are dedicated to building a diverse team that brings a breadth of perspectives, skills, and experiences to guide our organisation. We actively encourage applications from candidates of all backgrounds, understanding that a diverse trustee board enhances our ability to make informed decisions and achieve lasting impact. Our commitment to fairness ensures that every trustee candidate, regardless of personal characteristics, is afforded an equal and inclusive opportunity to contribute to our mission. By becoming a trustee at the CET, you'll be participating in the journey of building a team that values and celebrates individual differences, fostering a culture of collaboration and innovation.

## What your impact will be as a Trustee on our board

Your impact as a Trustee will be felt by all our stakeholders as you support and champion the adoption of Commercial Ability as a yardstick for the preparedness of our young people for the world of work, and all the benefits that this will bring to them, their families, industry and the wider economy as a whole.

If you sit on our Grants and Development Committee, your views, experience, perspectives and oversight will be critical in deciding if (and on what terms) grants will be made, managed, reported upon, and evaluated.

If you sit on our Finance and Administration Committee, your rigorous attention to detail and financial acumen will be brought to bear on ensuring that the Trust fulfils its ongoing role in a sustainable, legal and compliant fashion. You will also have oversight of the management of our investment portfolio.

Finally, as a member of the Board of Trustees, you will have overall responsibility for the strategy of the Trust. You will be encouraged to use your networks and relationship-building skills to galvanise funders, employers and educators to work collaboratively to solve the challenges and barriers that prevent our young people from achieving excellent Commercial Ability through their education.

# HOW TO APPLY

Reach TrusteeWorks are supporting Commercial Education Trust with their Board recruitment.

Please submit a CV and supporting statement to the TrusteeWorks team. In the supporting statement, please include how your skills and experience match the person specification, why you wish to join the Commercial Education Trust Board and any other relevant details in support of your application.

For an informal chat with the organisation, please contact the Reach TrusteeWorks Team who will be able to arrange this.

Please contact the Reach TrusteeWorks team for any queries:  
**[trusteeworks@reachvolunteering.org.uk](mailto:trusteeworks@reachvolunteering.org.uk)**

**Closing date: 14th February 2024**

