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Information pack

New trustees for the Tudor Trust

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For an informal discussion contact

Allyson Davies at tudor@allysondavies-consultant.com

or call 020 7828 3855/07968 556164

For background information on the Tudor Trust please go to [www.tudortrust.org.uk](http://www.tudortrust.org.uk)

**About the Tudor Trust**

Tudor is an independent, values-driven grant-making charitable trust giving around £16 to £18 million per year to over 300 groups in the UK. The Trust supports organisations working to address the many different needs of people at the margins of society. We do not focus our funding on specific themes or programmes but instead aim to support a wide range of people and organisations working to achieve lasting change in their communities. You can find out more about our approach to grant making and the way we make grants here: <http://tudortrust.org.uk/assets/file/Grant_review_1617.pdf>

We are a relational grant maker. This means that at the heart of our approach is a commitment to listening and building supportive and enabling relationships with the organisations we fund.

These organisations are embedded in local communities throughout the UK. We are keen to work with organisations that have a real understanding of the challenges faced by people living in their communities, especially those who are marginalised. We believe that solutions proposed by local communities, who really understand the issues being faced locally, are more likely to be effective. This means that the groups we fund are constantly evolving in order to respond to the ever changing and shifting challenges faced by the marginalised people they want to support. Over the last few years new types of applicants, from new types of organisations, have emerged and we want to be able to fully hear and respond to their ideas.

**Tudor Trust values**

1. Investing in relationships as the foundation of all we do

2. Listening with intent: always trying to hear the real voice

3. Starting from a position of trust in our interactions with others and demonstrating that we can be trusted

4. Supporting communities to drive their own positive change

5. Using our knowledge, experience and creativity to support groups flexibly

6. Valuing people’s time: acting quickly where helpful and taking time where needed

7. Actively using the freedom we have as an independent funder

8. Using our resources effectively to contribute to the health and strength of the community sector

**Why we need new trustees**

Each new generation of applicants has its own unique understanding and outlook. The methods and tools our applicants use are changing rapidly, in order to respond to need on the ground. Tudor knows that we need trustees who genuinely appreciate the mindset and perspective of these applicants if we are to respond to them with integrity.

Tudor is taking steps towards a new response for the next generation. Two thirds of the current group of 13 trustees is drawn from the family of Tudor’s founder. In order to ensure the relevance of the trust and that the creative potential and voice of the next generation is integral to our work, two of the founder’s great grandchildren recently became trustees.

However, if we are to meet our aims of being receptive to a new generation of applicants and sustainable as an organisation we need to complement this with an increase in the number of non-family Board members. So, we are looking to recruit two new, non-family trustees. The Trust’s relational approach means that all of its trustees become closely involved in its grant making. The two new trustees will become full members of the Board of Trustees, building a close rapport with all trustees but perhaps particularly with this latest generation of the founder’s family.

**A little about our current trustees**

The existing trustees come from a wide range of working backgrounds, including music, writing, agriculture, arts management, architecture, osteopathy, investment and administration. So we are a diverse and interesting group with considerable experience of making grants and taking responsibility for the governance of the Trust. We are ready to share our experience, supporting new trustees to assimilate the Trust’s way of working and approach to grant making. We are keen to learn from them too.

We will offer a full induction programme, and mentoring, for people who have the qualities and skills we are looking for. You don’t need to have experience of being a trustee or a background in grant making: these are skills which can be developed, so please don’t let a lack of experience in these areas put you off from applying.

**Being a trustee**

One of the themes that emerged during recent research interviews with trustees was that they are motivated by the people and projects Tudor funds. There is a strong sense of respect for the community groups and organisations that Tudor engages with. The trustees are inspired by their vision, passion and energy to deliver positive change for their beneficiaries. Hearing the user’s voice is considered essential in this process. Working within a supportive and productive trustee group is also viewed as an enjoyable and stimulating experience.

Trustees work actively with the staff team to decide what grants to make and how to deliver them. This process requires an appreciation of each other’s unique skills and, above all, what is best for the applicant. Tudor’s values guide the discussion and decision making. All decisions are made by consensus and are fully ‘owned’ by all trustees. High levels of flexibility and empathy are needed, based on mutual trust.

All trustees are invited to adopt the agreed values of the Trust in shaping their contribution. All voices are heard equally and none of us consider ourselves ‘experts’. Uncertainty and the ability to dwell in complexity are celebrated. There is plenty of space for laughter. Trustee satisfaction derives from being able to support extraordinary people and projects. We like to listen carefully and help with openness and humility. Building strong relationships with applicants and trustees is crucial, and visiting projects is a key activity.

We believe that to enjoy Tudor’s way of working a new trustee will need high levels of emotional intelligence, empathy and integrity and an understanding of what smaller, locally-based organisations might offer their communities. We like to trust and be trusted and are looking for fellow trustees with complementary skills and a flexible approach who might thrive in such an environment.

**Some qualities, abilities and skills we are looking for**

We would like to hear from candidates from a wide range of backgrounds. We have two aims in recruiting new trustees. Our first aim is to bring people into Tudor’s Board of Trustees who have real experience and knowledge of the kind of organisations and groups we fund. This might mean that you have current or recent experience of working within or alongside a community group, or of wider community activism. But however it is manifested, we are looking for people who have a demonstrable commitment to supporting marginalised communities to drive their own positive change.

Our second aim is to secure a sustainable future for the Trust. We need new trustees who will play a key role in helping us to evolve to meet the aspirations of the next generation of applicants. They will be integral to the trustee group and will help Tudor shape its future.

Whilst this list is not exhaustive these are some of the qualities, abilities and skills we are looking for in our new trustees:

* Vision and creativity
* Exceptional listening skills with an ability to speak your mind
* Integrity and commitment
* A team player
* Emotional intelligence
* An understanding and acceptance of the legal duties, responsibilities and liabilities of being a trustee

**The annual pattern of meetings**

There are 13 meeting cycles in each year with meetings taking place every four weeks, in London, on Wednesday and Thursday. Meetings focus on issues such as shaping policy, grant making, meeting applicants and listening and learning. The usual pattern is:

**Grants Meetings (Wednesdays)**

The majority of trustees attend these meetings and discuss grant applications in small groups deciding whether to make a grant and at what level. Detailed papers are prepared by the grants managers and these are individually discussed by trustees and staff. All decisions are made by consensus and are fully ‘owned’ by all trustees. The decision process requires high levels of flexibility and empathy and is based on mutual trust and an ability to really listen. An appreciation of each other’s unique skills and, above all, what is best for the applicant is key. Tudor’s values underpin the discussion and decision making.

As trustees value hearing the ‘voice’ of applicants, either directly or through the written application, most of the communication with possible grantees is shared with trustees prior to these meetings.

Following these grants meetings there is an opportunity to hear from other applicants and grant holders at first hand, either to learn or to consider a funding response.

**Trustee Committee Meetings (Thursdays)**

As a rule only the six trustee members of the Trustee Committee attend these meetings, alongside Tudor’s management team. This committee of the Board has an executive function which guides the running of the Trust and interprets strategy and policy on the Board’s behalf. The Trustee Committee reviews and develops grant-making policy, confirms grants, investigates and makes decisions on more complex applications and also leads on developing Tudor’s social investment portfolio. Again these meetings are governed by our values and a strong mutual trust, respect and an ability to really listen to each other. Further meetings with applicants often follow the Trustee Committee meeting.

**Board Meetings (Wednesdays)**

The full Board of Trustees meets three times a year, with these meetings being incorporated into the regular meeting cycle. These are important meetings for the Trust and responsibilities of the Board include:

* Ensuring the governance of the Trust is fit for purpose
* Setting the overall strategy and grant making guidelines for the Trust
* Taking responsibility for the assets of the Trust and ensuring they are managed properly
* Agreeing the annual budget, annual report and other financial statements and receiving the report from the auditors
* Ensuring the Trust operates within the law and demonstrates good practice

**Commitment levels for the two new trustees**

It is anticipated that the two new trustees who will join us will be undertaking slightly different roles. Both will contribute fully as grant-making trustees, but one will also become a member of the Trustee Committee: this will require a greater time commitment.

**1. Trustee Committee and Grants Meetings: at least 25 days per year**

This pattern will involve the new trustee:

* Attending a minimum of 11 Grants Meeting days each year (three of which will include Board meetings), with associated reading and preparation for each meeting.
* Attending a minimum of 11 Trustee Committee meetings each year, again with associated reading and preparation.
* Spending at least three days each year visiting projects.

**2. Grants Meetings: at least 12 days per year**

This pattern will involve the new trustee:

* Attending a minimum of 9 Grants Meeting days each year (three of which will include Board meetings), with associated reading and preparation for each meeting.
* Spending at least three days each year visiting projects.

**The Process**

**Term of trusteeship and possible remuneration**

Both of these trustee positions will require a considerable commitment of both time and energy. We know that many candidates will not be able to consider taking up this kind of trusteeship unless they are remunerated for their time. To avoid placing barriers in the way of potential trustees, the Trust is able to reimburse some trustees for their contribution. You should not lose out financially if you become a trustee of the Tudor Trust. Expenses relating to travel and subsistence while you are on Trust business will also be covered.

As relationships take time to build and there is a lot to learn and contribute, we are looking for new trustees who are interested in contributing to Tudor for a significant period of time. Ideally we are looking for an initial commitment of at least three years, following the completion of a successful introductory period.

**Next steps**

If you would like an initial, informal conversation about either of these roles please contact Allyson Davies, who is working with us to bring these new trustees on board. You can email Allyson at tudor@allysondavies-consultant.com or call her on 020 7828 3855 or 07968 556 164

To express an interest in becoming a trustee please write a letter, addressed to Tudor’s trustees, explaining why you are interested and outlining what you would bring to the role. Please also supply a copy of your CV. **Expressions of interest and your CV should be emailed to** **tudor@allysondavies-consultant.com**

If you have a connection to Tudor you are very welcome to apply, but please explain this connection in your covering letter.

We are open to receiving expressions of interest until the end of October. Once we have reviewed your expression of interest Allyson will let you know whether we can take your offer forward.

The next step will be an informal meeting or telephone call with Allyson, which will provide you with an opportunity to find out more about Tudor.

Following this we will invite a small number of people to meet with three trustees and Allyson. There will be a chance to talk to members of Tudor’s staff team too. This will take place in November. From this we will take forward a few people to a final day of meetings with trustees and staff at the beginning of December.

This may seem like a long process but given the level of contribution that trustees make we think it’s important that both potential trustees and the team here feel that there is a positive match of values, a complementary skills set and a sense that we can all work well together.

## Timetable

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| Send a letter and CV | On-going through September and October 2017 |
| Informal meeting with our advisor | On-going  |
| Meeting with selection panel | November 2017  |
| Meeting with all trustees and staff | December 2017 |

**Any questions?**

If you need any further information or you would like to discuss anything in more detail, please email **tudor@allysondavies-consultant.com** or phone Allyson on 020 7828 3855 or 07968 556 164.