



Brief for candidates

Co-opted Member of the Board

Welcome from the National Chair

Dear Applicant

I am delighted that you are interested in joining our Board of Directors.

The Federation of Small Businesses (FSB) is a 'not-for-profit' organisation, formed in 1974, and has been making the case to the Government and political decision-makers at all levels on the issues that matter to our members – small businesses and the self-employed.

Through our campaigning and lobbying work, we bring the day-to-day impacts small businesses and the self-employed are facing to the attention of those in power. This gives our members and the small businesses and self-employed we represent a powerful collective voice to those who make decisions across the UK. Our research is impactful through, for example, our '**Big Voice**' community survey which creates a true grassroots picture and enables our members to have their say and share their experience.

Most recently, FSB has been instrumental in securing help from the new UK Government for small businesses - including a £14bn package of support on business rates, a significant package of financial help to lower energy bills, and the reversal of the National Insurance hike.

Since our inception, we've developed and extended our membership offer to include an essential set of products and services, designed to assist with the difficult problems that small businesses face in today's economy. Services for members constantly evolve to provide solutions and support. With communications activities around FSB's lobbying and practical solutions for members, FSB goes from strength to strength, featured daily across all media, from national and regional television, radio, online and print media, to social media engagement and advocacy.

Now is an exciting time in FSB's evolution. As a co-opted Director on our Board, you would contribute to the setting of priorities alongside the delivery of objectives at a national strategic level. FSB's Board of Directors is ultimately legally responsible for FSB through an oversight role. The Board also promotes the strategy and purpose of FSB and ensures that its values, activity, and culture align with that purpose. The Board is responsible for the long-term sustainable success of FSB by identifying opportunities to create and preserve value; and establishing oversight to identify and mitigate risks.

FSB's Board is a vibrant team of FSB members, selected for their skills, experience and knowledge. It is supported through activities such as a recent independent Board effectiveness evaluation and the relationship with the Scrutiny Body established in 2022. We are proud to be a grassroots membership organisation representing small businesses and the self-employed across the UK, in every nation, region and local community. Our volunteers are pivotal to this.



Martin McTague
National Chair
Federation of Small Businesses

The Appointment

Overall purpose of the Director office

We are governed by our Board of up to 12 Directors, including our National Chair and two Vice-Chairs. The Board of Directors is responsible for providing appropriate oversight, governance and strategic leadership to FSB in the pursuit of its purpose to protect, promote and further the interests of small businesses and the self-employed. The Board scrutinises the performance of senior management in meeting agreed goals and objectives and monitors the reporting of performance. The Board should satisfy itself as to the integrity of financial and other information, and that financial controls and systems of risk management are robust and defensible. As a co-opted director, you would be a non-voting member of the Board. The expectations of the Board of Directors as a body are:

Corporate objectives

To play a vital role in working towards the delivery, on behalf of members, of our four corporate objectives:

- To be fully representative of the whole UK small business community
- To provide support, advice and practical solutions to our membership community
- To advocate on behalf of small businesses and the self-employed, providing a powerful voice heard by Governments and key decision makers
- To manage FSB's financial resources in a manner that ensures best value for members and safeguards FSB for the future.

Strategy

- Contributing to constructive debate regarding the strategic development of FSB and any other material and significant issues facing the organisation
- Establishing clear objectives to deliver the agreed plans and strategy and regularly review performance against those objectives
- Ensuring the effective implementation of Board decisions by the Chief Executive and Senior Management Team
- Holding the Chief Executive to account for the effective management and delivery of the organisation's strategic aims and objectives
- Ensuring the long-term sustainability of FSB
- Building and maintaining close relations with FSB's members and stakeholder groups to promote the effective operation of the organisation's activities
- Ensuring the Board of Directors sets challenging objectives for improving performance.

Compliance & performance

- Ensuring that FSB complies with its constitution and any other applicable legislation and regulations
- Maintaining financial viability, using resources effectively, controlling and reporting on financial affairs
- Ensuring the best use of financial and other resources in order to maximise value for members' money
- Ensuring that financial controls and systems of risk management are robust and that the Board is kept fully informed through timely and relevant information
- Participating in the appointment of senior staff
- Promoting the highest standards of corporate governance and compliance with regulatory requirements and best practice
- Ensuring that FSB meets its commitments to members and that services provided are of a high standard.

Board activities

- Participating fully in the work of the Board, contributing to the corporate responsibility of the Board of Directors
- Attending, and where appropriate chairing, committees and other ad hoc meetings of the main Board
- Working collaboratively with the Chief Executive and Senior Management Team
- Liaising and co-operating with the FSB Scrutiny Body, and having due regard for their opinions, as appropriate
- Participating in any Board induction, ongoing training and evaluation identified for the individual Board member and / or as part of the Board or committee.

Miscellaneous

- Upholding the values of FSB by example
- Ensuring that the organisation promotes equality, diversity and inclusion for all its stakeholders, and demonstrating this in individual behaviours
- Upholding the highest standards of integrity and probity, recognising and declaring interests as appropriate and ensuring that the Board and its members work only in the interests of FSB
- Safeguarding the good name and reputation of FSB
- Acting as a director of subsidiary companies, where appropriate.

Requirements for Co-opted contribution

Part One

Knowledge and experience

- Expertise gained in a larger business context (more than 250 employees) in one or more of the following disciplines:
 - risk management and audit – this is a priority area for FSB
 - Digital and IT
 - transformational change
 - HR/people
- An understanding of issues facing small businesses and the self-employed
- An understanding and interest in the issues FSB seeks to address/represent.

Part Two

Skills and leadership behaviours

- Ability to facilitate timely decision-making and being capable of communication via digital technology (video conferencing, virtual collaboration) along with a strong understanding of social media applications
- Ability to empathise with, and advocate for, FSB members
- Ability to effectively mediate and resolve issues
- Well-developed interpersonal and communication skills
- Ability to demonstrate an understanding of FSB's mission and corporate objectives
- Strong business and financial acumen
- Effective leadership skills
- Ability to understand complex strategic issues, analyse and resolve difficult problems
- Ability to successfully complete the requisite conflict of interest and fit and proper person checks.

Specific Director Duties and Terms of Appointment

Payments

The appointment is offered on a voluntary basis with an honoraria

Eligibility

You do not need to be a member of FSB to hold this appointment; however, FSB members are also eligible to apply.

Appointment Term and structure of Board Meetings

The appointment is offered on a term of between one and three years.

In order to discharge its duties effectively, the Board normally meets at least once a month. Board meetings are usually held on the first Wednesday of every month from 9.30am. The Board also holds strategically focused sessions as and when required.

All Directors are expected to devote such time as is necessary including attendances at:

- the above scheduled Board meetings
- FSB Scrutiny Body and other meetings as required
- unscheduled Board/ad hoc meetings that may be called at any time
- annual Board strategy planning days
- Annual General Meetings
- regional/policy meetings - when necessary and appropriate, and
- meetings with the CEO or other directors.

Specific Director duties in the UK

Directors appointed to the Board form the central authority of FSB and in carrying out their functions owe a series of duties to FSB. These duties are codified under the Companies Act 2006 sections 171 to 177 and can be provided on request.

How to Apply

To make a formal expression of interest, please go to <https://starfishsearch.com/jobs/fsb-co-opted-membre-board/> and submit the following:

- A CV or equivalent biographical details, and
- A short supporting statement setting out your motivation for joining FSB and what you believe you can contribute against the requirements for the co-opted Board member above.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Timetable of Appointment

The closing date is Monday 9th January 2023 following which applications will be reviewed by the FSB Panel.

Selected candidates will be invited to meet with the team at Starfish for initial discussion in mid-January (dates to be confirmed).

The FSB Panel will agree the shortlist by late January and final interviews will be held by early February.

About FSB

As experts in business, FSB offers members a wide range of vital business services, including advice, financial expertise, support and a powerful voice in Government. Its aim is to help smaller businesses achieve their ambitions.

More information is available at www.fsb.org.uk

If you require this document in an alternative format please email accessability@fsb.org.uk

