



# Candidate Pack for Trustees



# Welcome

Dear Candidate

This is an exciting time for Carnegie UK, and we very much welcome your interest in joining our Board of Trustees. We are looking forward to welcoming a diverse group of individuals who will be integral to our collective endeavour to inform and influence how government and society protect and nurture our collective wellbeing.

Carnegie UK has been working to improve wellbeing in the UK and Ireland for over 100 years. Previously a grant-making foundation, we now seek to influence policy and practice at a systemic level, building on evidence and research to argue for change. In 2021 we published our new strategy, "[Learning how to live well together](#)," which updated how we work to improve wellbeing for the people of the UK and Ireland. For us, collective wellbeing means everyone having what they need to live well now and in the future.

In our new trustees we are seeking "thinkers" and "doers" from across the UK and Ireland - people who can contribute towards the continued growth of our work in driving social change and in making change happen. We are particularly interested in attracting people whose work and interests are connected to social, economic, environmental and/or democratic wellbeing causes. We already have a respected track record of putting wellbeing at the heart of decision-making and growing support for a wellbeing approach to public policy. We believe that this mission is more important than ever given the challenges of the current times, and people like you can help us build on our strong foundations for even greater future impact.

We want to work with a diverse Board, believing that greater diversity of experience, skills and ways of thinking will challenge our approaches and broaden our collective knowledge and networks. For this reason, we hope that individuals from a wide range of backgrounds will be attracted to a trusteeship at Carnegie UK. If you are motivated by our mission for collective wellbeing; curious about the levers of social change; open to learning, and attracted by a values-based organisation, then we'd love to hear from you.



**David Emerson**  
Chair



**Sarah Davidson**  
Chief Executive



# About us

Carnegie UK has been working to improve wellbeing in the UK and Ireland for over 100 years. Established and endowed in 1913 by the Scottish-American philanthropist Andrew Carnegie, that mission has evolved over time to reflect changes in society and governance.

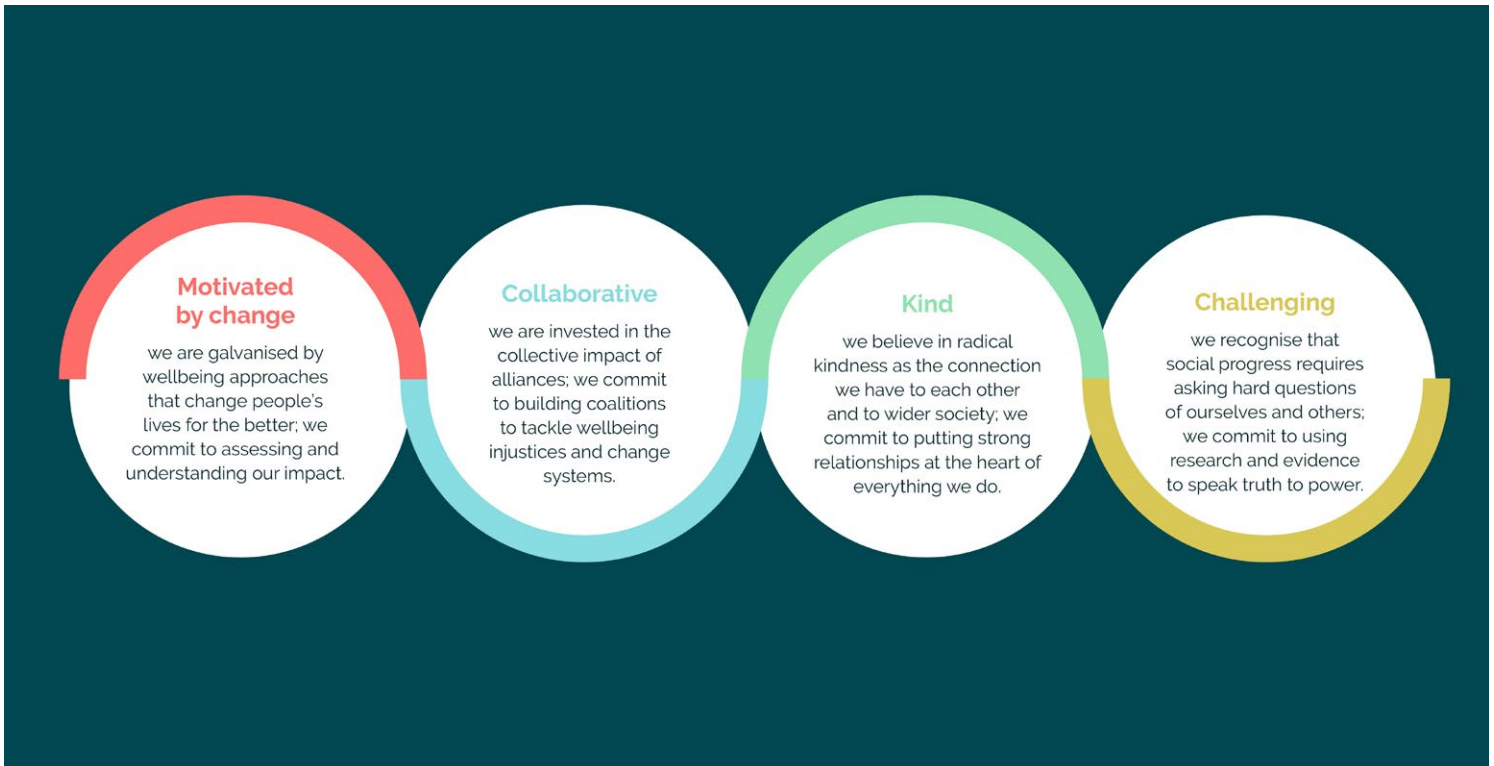
Previously a grant-making foundation, we gradually moved to our current approach of seeking to influence policy and practice at a systemic level, building on evidence and research to argue for change.

As an operating foundation today, we primarily fulfil our mission through funding the policy and advocacy work of our core staff team of 16. Our experience tells us that we can have the biggest impact on people's lives when we influence decision-makers, whether these are businesses, politicians, civil or public services, or non-governmental organisations. We work with partners to contribute to what is known about wellbeing, testing and studying what works in practice. We then use evidence to make the case for approaches, policies and systems that need to change, and recommend how to make that happen.

We are committed to understanding and accounting for our impact on the planet (expressed through our adherence to the Funder Commitment on Climate Change) and for the historic marginalisation of minority groups within our communities (expressed through our work on Diversity, Equity and Inclusion). This includes investing our endowment in ways that align with our mission and broadening the scope of our research and evidence base.

For more information about the work of Carnegie UK, please see our [website](#).

## We work in ways that reflect our organisational values, which were coproduced by the staff team and trustees in 2021:



# Our Board

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This is an exciting time to join our committed and engaged Board with a new Chair, a fresh strategy, a strategic and insightful executive team, and renewed clarity about our mission to improve collective wellbeing in the UK and Ireland. Having carried several vacancies during the transition to a new Chair in 2022, we are now keen to augment the existing pool of trustee experience and expertise with up to six new trustees. Our aim is to identify four candidates who will be ready to join the Board in 2024, with a further two being appointed by summer 2025.

We have a historic governance relationship with the Carnegie Dunfermline Trust and are also seeking two new trustees to join us from that organisation in 2024.

In parallel with the review of strategy in 2021, the Board spent time developing aspects of its governance role, exploring and embedding an approach which gives equal weight to learning as it does to traditional scrutiny activities. This has involved a resetting of the relationship between the Trustees and the staff team, aiming to foster a spirit of shared curiosity about the pursuit of wellbeing and about how change comes about. Our Board meetings are stimulating and challenging as we collectively explore these questions.

Carnegie UK Trustees bring a breadth and variety of experience and perspective to their role. This diversity of experience and insight enables rich and deep exploration of the issues we care about – combining intellectual curiosity with a healthy dose of pragmatism. What unites our Board is a deep commitment to our strategic endeavour, the willingness to think creatively, to challenge ideas and support one another, and to welcome diverse views and perspectives.

While the current strategy period formally lasts until the end of 2025, the 2021 review laid down foundations for future direction which are designed to sustain the organisation for many years to come.



# Role profile

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## Trustees are collectively responsible for:

- Undertaking the general and specific duties of charity trustees to meet legal requirements and ensure that the organisation is well run.
- Providing leadership, contributing to the setting and shaping of Carnegie UK's strategic direction and learning from the work as it develops and progresses.
- Championing our work by supporting Carnegie UK's activities, fostering networks within wider communities, and promoting what we do to their peers and contacts.
- Offering valuable resource in terms of supporting, questioning and holding to account the Executive, and engaging in particular projects from time to time, according to skills, expertise and interests.
- Working as part of the Board to ensure Carnegie UK functions within the legal and financial requirements of a UK registered charity and company and our constitution, and that we strive for best practice.

## Knowledge and experience - you will bring:

- A broad understanding and interest or experience in public policy and practice development. This could include working in a strategic or operational public policy context, in academia, or as someone who has led change on the ground influencing a diverse stakeholder community (for example politicians, business leaders, trade unions, civil society organisations, community organisers, opinion formers and journalists).
- Understanding of the principles of good governance, and of the respective roles of the Board and Executive in working together.
- Previous experience of sitting on a Board or other governing body or committee is desirable, but not essential.

## Skills, abilities, values and behaviours - you will be:

- Intrinsically curious with a readiness to probe, challenge and enquire alongside the judgement to do so constructively
- Strategic in outlook with the ability to contribute towards the creation of our future strategy and business plans and assess competing objectives.
- An outstanding team-player with a collaborative approach and strong interpersonal and relationship-building skills.
- Collaborative in your approach to leadership.
- Demonstrably committed to the principles of diversity, equity and inclusion..
- Wholly committed to the mission and values of Carnegie UK, able to exemplify our concept of living well together and bring to life what it means to be motivated by change; challenging; kind and collaborative.

# Terms of appointment

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## Term length

Trustees serve for a term of three years and can undertake subsequent terms to a maximum of nine years in total. Following a recent governance review, the usual maximum period of service will be six years, with an extension of up to three further years in specific circumstances.

## Time commitment

The roles require approximately 12 days per year including:

- Four quarterly Board meetings in person which typically include an overnight stay with dinner (travel and accommodation expenses will be met by the Trust). Three meetings are usually held in Dunfermline and one at another location in the UK or Ireland connected to Carnegie UK's current work.
- Membership of at least one of three Committees (Audit and Risk; Finance and Corporate Services; Nominations) which meet quarterly, usually online or hybrid. .

There are also opportunities for trustees to participate in and contribute to the ongoing programmatic work of the staff team. This is optional and can be done online or in person according to preference.

The Board keeps its meeting arrangements under review and is open to revising these if necessary, in order to ensure that there are opportunities for all trustees to participate equally. Trustees can join any meeting remotely if required, but there is a current expectation that trustees will attend a minimum of two Board meetings a year in person.

## Remuneration

These are unremunerated roles although reasonable expenses will be covered, including travel and accommodation, for which booking assistance is available. Digital devices can also be provided. We want to encourage people from a wide range of backgrounds to join our Board and do not wish financial barriers to exclude people from applying. We would welcome the opportunity to support applicants with any specific needs, such as caring responsibilities, which traditionally inhibit participation in governance.

# How to apply

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We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact Katy Giddens [katy.giddens@starfishsearch.com](mailto:katy.giddens@starfishsearch.com) or Juliet Brown [juliet.brown@starfishsearch.com](mailto:juliet.brown@starfishsearch.com). To make an application, please go to <https://starfishsearch.com/jobs/carnegie-uk-trustees/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you would like to join the Board of Carnegie UK and how you meet the knowledge and experience criteria.

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.

Closing date:	Monday 6th November 2023
Preliminary Interviews:	w/c 20th and 27th November 2023
Final Panel Interviews:	January 2024