



TRUSTEE RECRUITMENT PACK 2019

FINANCE INNOVATION LAB

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About us

The [Finance Innovation Lab](#) incubates the people and ideas with the potential to transform finance. Our vision is a financial system that serves people and planet: one that's democratic, responsible and fair. We work with innovators developing new business models, regulators and policymakers shaping the rules of the game, and mainstream professionals who want to change finance from the inside.

Our work is driven by the belief that the dysfunctions of our financial system contribute to some of our most pressing social and environmental challenges, from fossil fuel extraction to unaffordable housing, but that it doesn't have to be this way: people created the system and people can change it. We see finance as a complex system which has become oriented to the wrong purpose, serving itself instead of the real economy, society and the wider environment.

The Lab began as a collaboration between WWF-UK and the Chartered Institute of Accountants in England and Wales in 2009, and became an independent charity in 2015. Over the past two and a half years we have successfully established ourselves as an independent organisation, with a focussed strategy and a well-regarded flagship programme for financial innovators. Our Core Team (profiled in Appendix 1) is supported by our current board of 6 trustees (see Appendix 2), 13 [Senior Fellows](#), and a wider community of innovators and influencers seeking to change finance for the better.

Since our transition to independence in 2015, we have remained largely reliant on grant income and we are committed to diversifying our income base to ensure our long-term financial sustainability. Our operating budget for 2018 was £326,000.

More about the Lab:

[Our theory of change](#)

[Lab Fellowship](#) – our flagship programme for innovators (you can read the evaluation of our most recent Fellowship [here](#))

[The Regulatory Compass](#) – our latest report, outlining how financial regulation can take account of social purpose

[A Strategy for Systems Change](#) – an in-depth account of our origins and work until independence in 2015

[Our most recent audited accounts \(2017\)](#)

[Our Articles of Association](#)

The opportunity

We are now looking to expand our board with three new trustees who can help us strengthen and grow. In particular, we are looking to fill the following roles:

- Vice-chair
- Chair of our new communications and fundraising committee
- General trustees who can help diversify our board and fill key capacity gaps.

Previous experience of serving on a board of trustees is **not** required for the general trustee roles.

All roles are voluntary (with reasonable expenses reimbursed) and are for an initial three-year term. Trustees may serve a maximum of two consecutive terms.

Expected time commitment varies between the roles and is indicated in the individual role profiles in this pack.

Our trustees carry out their duties in accordance with our board Charter, which is provided in Appendix 3.

Diversity

We are committed to providing equality and fairness for all and not to discriminate on grounds of gender, marital status, race, ethnic origin, colour, nationality, national origin, disability, sexual orientation, mental health, religion or age. We encourage and celebrate the different qualities that our colleagues, and others we work with, bring to our work. And we believe that seeing things from a wide range of different perspectives helps us to resolve problems, adapt our approaches and develop as an organisation. We want to bring greater diversity to our board and we're keen to hear what you think you'll bring from your own background and experience (beyond your professional skills and knowledge).

How to apply

We are keen to hear from potential trustees who believe they have the skills and commitment to thrive in the role, even if you do not have every element of the person specification.

To apply, please download an application form from filab.uk/trustees2019, complete it and send it to hello@financeinnovationlab.org before the closing date. Please send your application as a Word document (not a PDF) and please do not include any other documents with your application.

Closing date for applications: **9.00 am, 4 February 2019.**

Interviews will take place during the week commencing 4 March 2019.

Please note the following dates for 2019 board meetings:

30 April 2019, 4.00 pm - 6.30 pm

24 July 2019, 4.00 pm - 6.30 pm

23 October 2019, 4.00 pm - 6.30 pm.

If you have any questions or would like to have an informal discussion about the role, please contact our chair, Caroline Ellis, via chair@financeinnovationlab.org.

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ROLE PROFILE

TRUSTEE

Time commitment: quarterly board and committee meetings, plus regular ongoing ad-hoc support

Role and responsibilities

The main responsibilities of trustees, as set out in the Lab's Board Charter, are to:

1. Set and maintain vision, purpose and values
2. Develop strategy
3. Establish and monitor policies
4. Ensure compliance with governing document
5. Ensure accountability
6. Ensure compliance with the law
7. Maintain proper fiscal oversight
8. Select, manage and support the CEO
9. Respect the role of staff
10. Maintain effective board performance
11. Promote the organisation.

In order to discharge these responsibilities, trustees will be expected to:

- Attend quarterly board meetings, usually of 2 to 4 hours (facilities for remote joining are available, but we prefer people to attend face-to-face if possible)
- Participate in at least one board sub-committee or working group, usually meeting quarterly:
 - *Finance and operational risk committee*
 - *Communications and fundraising committee*
 - *Mainstream finance working group.*
- Join occasional ad hoc board calls/meetings to deal with urgent issues when they arise (these will usually be outside of working hours)
- Support the CEO and staff team between meetings in their area(s) of specialism
- Promote the Lab as appropriate to their professional networks and contacts
- Attend at least one Lab event per year (usually in the evening) and occasionally accompany staff to meetings with funders or potential partners.

Person specification

Previous experience of serving on a board of trustees is **not** required for the general trustee roles.

Essential

- Committed to the Lab's vision, purpose and systemic approach; able to communicate this enthusiasm to others.
- Aligned with the Lab's culture of collaboration, action learning and empowerment.
- An understanding of or willingness to undertake training on the legal duties, liabilities and responsibilities of trustees.
- Able to work well as part of a diverse team of trustees, with a high level of self-awareness.
- Experience of strategy development and high level of strategic awareness.
- An understanding of, or demonstrable interest in, the finance system and/or systems change.
- A good communicator with excellent leadership and interpersonal skills, able to both empower and challenge supportively.

- Excellent professional networks and willing to fulfil an ambassadorial role for the benefit of the Finance Innovation Lab.
- Able and willing to devote the necessary time to the role.

Desirable

In this round of recruitment, we are particularly keen to appoint trustees with capabilities in one or more of the following areas:

- Strong grounding in new economic thinking and/or the financial reform movement
- Experience working in or with mainstream financial institutions, particularly banking, insurance and/or asset management
- Experience of fundraising, particularly public, corporate and HNWI fundraising
 - *Specifically, we are seeking a chair for our new communications and fundraising committee, which we anticipate will meet quarterly (terms of reference to be defined)*
- Critical understanding of fintech and wider tech developments
- Experience of working with or representing the end users of finance, particularly those marginalised or exploited by the financial system.



ROLE PROFILE

VICE-CHAIR

Time commitment: quarterly board and committee meetings, plus regular ongoing ad-hoc support

Key responsibilities

In addition to the responsibilities of all trustees, the vice-chair will work closely with the chair to ensure that the Lab board functions effectively. In particular, the vice-chair will be expected to:

- Ensure the board operates as a strong, collaborative team and regularly reviews its effectiveness and ways of working
- Work in partnership with the COO to optimise the relationship between the board of trustees and the staff
- Promote and represent the Lab to influential stakeholders, including funders, when appropriate.

In more detail

In order to discharge these responsibilities, the vice-chair will be expected to:

Ensure the board operates as a strong, collaborative team

- Ensure that the board works in an effective and collaborative manner, in line with the Lab's values, and encourage regular self-reflective evaluation of the contributions and effectiveness of the board.
- Manage trustee communications between meetings, ensuring that the board is connected, updated and motivated to fulfil its responsibilities.
- Ensure that trustees have the appropriate induction and training to support them in their roles.

Optimise the relationship between trustees and staff:

- Work in partnership with the COO to build a strong, collaborative and respectful working relationship with trustees and Lab staff as appropriate
- Develop effective systems to enable trustees to raise and respond to issues in between board meetings.
- Facilitate change and address conflict within the board of trustees and/or the staff team.
- Be available to the CEO and COO to respond to urgent issues as they arise.

Promote the Lab to external audiences:

- Represent the Lab as appropriate at events, meetings or functions

Person specification

Essential

- Committed to the Lab's vision, purpose and systemic approach, including a belief in fostering collaboration for systemic change and a commitment to self-reflection and personal growth.
- Strongly aligned with the Lab's culture of collaboration, action learning and empowerment.
- Able to lead and facilitate a diverse team of trustees, with a high level of self-awareness.
- Ability to deal positively and constructively with conflicts and tensions within a group.
- Willingness and ability to devote the necessary time to carry out responsibilities, including ability to be available flexibly to respond to issues as they arise (this may include a limited amount of out-of-hours working).
- Prior experience serving on a trustee board or management committee, with a strong understanding of the legal duties, liabilities and responsibilities of trustees.

- Experience of strategy development and high level of strategic awareness.
- An understanding of, or demonstrable interest in, the finance system and/or systems change.
- A good communicator with excellent leadership and interpersonal skills, able to both empower and challenge supportively.
- Excellent professional networks and willing to fulfil an ambassadorial role for the benefit of the Finance Innovation Lab.

Desirable

In this round of recruitment, we are particularly keen to appoint trustees with capabilities in one or more of the following areas:

- Strong grounding in new economic thinking and/or the financial reform movement
- Experience working in or with mainstream financial institutions, particularly banking, insurance and/or asset management
- Experience of fundraising, particularly public, corporate and HNWI fundraising
- Critical understanding of fintech and wider tech developments
- Experience of working with or representing the end users of finance, particularly those marginalised or exploited by the financial system.

APPENDIX ONE

CORE TEAM

Anna Laycock

Anna Laycock is CEO at the Finance Innovation Lab, where she leads our work to build a financial system that serves people and planet.

Anna is a collaborative leader, systemic thinker and expert facilitator, with extensive experience of coaching and mentoring. She regularly speaks at public events in the UK and globally, has taught fintech at Massachusetts Institute of Technology and the University of Oxford, and has been published in academic journals, book chapters and a range of online and print media. She holds an MSc in Global Ethics and a Chartered Institute of Marketing Professional Diploma. She has been a judge for the Guardian Sustainable Business Awards and Young Banker of the Year, and in 2017 she was recognised as one of the leading Women in Social Enterprise and on the Women in Fintech Powerlist. More recently, she has been nominated one of 30 Ones to Watch in 2018 by Brummel Magazine.

Prior to joining The Lab, Anna was Ethics and External Affairs Manager at Ecology Building Society, where she led the Society's communications, public affairs and impact measurement. She was instrumental in the development of new regulation to enable building societies to issue a new type of shares to their members, and represented the Society on the Global Alliance for Banking on Values Communications and Impact Metrics expert groups. Anna has previously worked in international development, campaigning, academic research, social enterprise, and community development.

Anna is a Trustee of Just Finance Foundation, the Archbishop of Canterbury's initiative to create a fairer financial system focused on serving the whole community. She has also served on the Board of NEON, the New Economy Organisers Network, and has advised a number of civil society organisations on planning, impact assessment and governance. Previous voluntary experience includes three years as Trustee and then chair of HALE, a community health project in Bradford, and three years serving on the grants committee of Leeds Community Foundation.

She is a Fellow of the RSA (Royal Society for the encouragement of Arts, Manufactures and Commerce), an Associate of the Institute for Social Banking and an Associate of the St Paul's Institute.

Marloes Nicholls

Marloes is Head of Programmes at the Finance Innovation Lab, where she runs Lab Fellowship and leads research on financial innovation.

Before working at the Lab, Marloes worked at the think tank Meteos as Programme Manager and Researcher working on finance and climate change related projects. There, she led the research for BankingFutures, a unique, multi-stakeholder dialogue that asks: how can we rebuild a healthy banking sector in the UK? She also directed Money Comms Lab, a collaborative research project to understand the most effective ways to engage and communicate with the public on issues relating to money and the financial system.

Marloes has a wealth of experience working in social change, including co-founding the campaign Move Your Money UK and working at Oxfam on global campaigns and policy. At Oxfam, she was a Divisional Project Manager and supported the development and evaluation of major high-profile campaigns, including work on Oxfam's climate change policy and campaigning. Marloes continues to participate in grassroots, creative activism in the UK, and is particularly interested in drawing on the arts and community organising to create accessible ways for the public to engage with money and the financial system. As vice-chair of the Tenants and Residents Association of a large estate in East London, she has helped to establish a community garden and cooking scheme to support connections across people of different ethnicity, age and class.

An economist by training, Marloes graduated from Nuffield College, University of Oxford, with a Masters of Philosophy in 2011 and received a first-class bachelors in Philosophy and Economics from the University of Bristol in 2008.

Lydia Hascott

Lydia is Head of Intrapreneurship at the Lab, leading our work with mainstream finance professionals to embed purposeful innovation within their organisations.

Lydia has a cross-sector background focused on systems change and social innovation. Prior to joining the Lab, Lydia worked across a portfolio of organisations in strategy design, innovation programmes and leadership development within the UK, Australia and New Zealand. Lydia brings to the Lab half a decade in the start-up incubation space having designed, delivered and mentored on five accelerator programmes worldwide. She has also focused on supporting organisations with social innovation projects including UK internet company, Nominet and publicly listed companies in New Zealand through the University of Auckland's corporate innovation programme. Lydia continues to support the innovation ecosystem through mentoring those running accelerator programmes and their participating enterprises.

Alongside her work at the Lab, Lydia is a member of the Advisory Panel for the Impact Investment Summit which convenes the Asia Pacific community of private wealth, institutional and government investors directing capital toward social and environmental transformation. She is also an Associate of leadership development consultancy, Koreo, where she contributes to organisational development and culture change projects within large UK charities. Lydia is particularly interested in how private sector organisations can create both financial and social value through co-designing innovations with underserved market segments. She gained direct experience in this through working with one of the first disability-focused tech accelerators in the world, supporting corporates and start-ups to design tech products with and for the £250bn p.a. disability market.

Lydia graduated from the University of Auckland (New Zealand) with a Bachelor of Commerce and a Bachelor of Arts (Sociology). She then obtained a Graduate Certificate in Social Impact through the Centre for Social Impact at the University of New South Wales (Australia). Lydia is a qualified workplace coach and a trained action learning facilitator. She is currently seeking to contribute to social innovation through directorship roles after completing governance training with the Future Directors Institute (Australia).

Naomi Alexander Naidoo

Naomi Alexander Naidoo is Community Manager at the Finance Innovation Lab, building and supporting the Lab's community of innovators, entrepreneurs and other stakeholders.

Before working at the Lab, Naomi worked at ISEAL Alliance, the global membership organisation for sustainability standards. Working predominantly on membership management and growth, Naomi developed relationships with standards initiatives and peer organisations spanning a range of sectors including agriculture, textiles and carbon. She also delivered ISEAL's training programme, which involved coordinating public training workshops and tailored services.

Naomi has extensive experience in community management, including engagement and community roles at the sustainability offices of London School of Economics and Utrecht University, as well as for sustainability communications consultancy Sustainability Consult.

Naomi has an academic background in philosophy, with a particular focus on ethics in the context of climate change. She graduated from King's College London with first class degree in Religion, Philosophy and Ethics in 2013, followed by an MA in Applied Ethics from Utrecht University in 2015. Her master thesis explored the role of hope in enabling and motivating action on climate change. In addition, she completed an honours programme in innovation for sustainability at Utrecht University, and a course on climate innovation from the EU's knowledge and innovation initiative Climate KIC.

Rose O'Donnell

Rose is Team Coordinator at the Lab. Rose graduated from the University of York with first class honours in English, with her work taking a particular focus on Petroculture Studies, interrogating petroculturalism through the lens of literature.

Rose is a passionate environmentalist and advocate for social change, with five years' experience in the voluntary sector working with vulnerable people. Alongside her work at the Lab, Rose supports a number of community organisations in North London, working closely with young and vulnerable people in the hope of aiding people to overcome societal blocks. She is also a lively participant of her local environmental advocacy groups.

Prior to joining the Lab, Rose spent a number of years developing her understanding of the system and how to change it from the sunny shores of Spain, where she worked as an English teacher, and Australia, where she spent time working with alternative growing systems. This thinking time was vital in the shaping of her ethics and her direction. She now speaks Spanish fluently.

APPENDIX TWO

CURRENT TRUSTEES

Caroline Ellis – Chair

Caroline has over 20 years' experience across a range of organisations and sectors, as Director of her own health, wellbeing and social inclusion businesses, as Senior Director of Stonewall, as a trustee for Clore Social Leadership and, currently, as a social and organisational change consultant. She empowers people to have a positive impact on their world: on their own lives, communities and workplaces. She does this by helping people think differently about themselves, the context they live and work in, and the many systems they interact with. She enables people to think beyond themselves. She changes perspectives, innovates and transforms, and always steps back and give others the power to build sustainable change.

She is currently working with Liberty, Fawcett Society, Aviva, Advocacy Assembly, Roundhouse, NHS Tavistock and Portman NHS Trust, Cardiff University and a number of government departments. As part of the Civil Society Futures Inquiry, she is hosting conversations exploring how we can address specific inequalities in our society without increasing divisions between communities and groups.

Kate Ormiston Smith – Treasurer

Kate has a background in the professional services. Having joined the graduate program at PwC, she gained her chartered accountancy qualification and worked on a wide range of financial reports. The audit of Plan UK spurred Kate's interest in the non-profit sector. After a career break volunteering in East Africa, Kate returned to join the Sustainability practice of PwC, where her focus was on the non-financial reporting of large international corporations, in the many forms that currently takes. Kate now works at The B Team, a not-for-profit initiative formed by a global group of business leaders to catalyse a better way of doing business, for the wellbeing of people and the planet. She has just moved back from nearly 3 years in NYC to open a London office. Kate studied Accounting and Computing at the University of Leeds.

Sue Charman

Sue was until recently the Head of Corporate Stewardship Finance within WWF-UK, after joining the charity in 2010. Previously Sue had been with Barclays for 23 years and had undertaken a number of senior roles, including Financial Controller for the Global Retail and Commercial Bank, Head of the Finance and Reporting Service Centre, and Group Programme Director, Sarbanes Oxley. Sue is a chartered accountant with 23 years of experience in the finance sector and a German degree (BA Honours) from Exeter University.

Hanna Naima McCloskey

Hanna is of Algerian-British heritage and the Founder & CEO of Fearless Futures. She has worked for the UN, NGOs and the Royal Bank of Scotland, across communications, research and finance roles; and has lived, studied and worked in Israel-Palestine, Italy, USA, Sudan, Syria and the UK. She has a BA in English and an MA in International Relations with a specialism in Conflict Management. Hanna's areas of interest (and her day job!) lie in the area of challenging interconnected inequalities through new leadership, having dedicated the last eight years to researching, living and exploring the literature and practice of creating socially just, empowered and inclusive communities and workplaces. Hanna also engages in leading education on bringing anti-discrimination and intersectionality to design thinking.

Julian Thompson

Julian has worked and consulted for charities and social enterprises for the last eight years, supporting them increase and scale their impact. He has experience working in Partnership, Policy, and Innovation roles in organisations such as Scope, Christian Aid and Amnesty International, where he led on the

development of their corporate partnerships and innovation strategy. He currently leads on service innovation for health and social care services at the British Red Cross. Julian is also an independent innovation and fundraising consultant working primarily with small-medium charities and social enterprises. He is passionate about reducing inequalities, systems change, improving diversity and inclusion, and harnessing the power of social design and innovation for deep and lasting change. Julian has a Law degree and a Public Policy MA.

APPENDIX THREE

BOARD CHARTER

1. Set and maintain vision, purpose and values

The trustee board is responsible for establishing the essential purpose of the organisation. They are also responsible for guarding its vision and values.

2. Develop strategy

Together, the board and CEO, in collaboration with key staff, develop long-term strategy. Meeting agendas reflect the key points of the strategy to keep the organisation on track.

3. Establish and monitor policies

The trustee board creates policies to govern organisational activity. These cover:

- Guidance for staff
- Systems for reporting and monitoring
- An ethical framework for everyone connected with the organisation
- Conduct of trustees and board business.

4. Ensure compliance with governing document

The governing document is the rulebook for the organisation. The board makes sure it is followed. In particular, the organisation's activities must comply with its charitable objects.

5. Ensure accountability

The board should ensure that the organisation is accountable as required by law to official bodies such as:

- The Charity Commission
- Her Majesty's Revenue and Customs
- The Registrar of Companies.

The board also needs to make certain that the organisation is accountable to donors, beneficiaries, staff, volunteers, and the general public. This means publishing annual reports and accounts and communicating effectively.

6. Ensure compliance with the law

The board is responsible for making sure that all the organisation's activities are legal.

7. Maintain proper fiscal oversight

The board is responsible for effectively managing the organisation's resources so it can meet its charitable objects and:

- Monitors spending
- Approves the annual financial statements and budget
- Controls investments
- Provides insurance to protect the organisation from liability
- Seeks to minimise risk
- Participates in fundraising
- Ensures legal compliance.

8. Select, manage and support the CEO

The board creates policy covering the employment of the CEO. It selects and supports the CEO and reviews their performance.

9. Respect the role of staff

The board recognises and respects the domain of staff responsibility. At the same time, it creates policy to guide staff activities and safeguard the interests of the organisation.

10. Maintain effective board performance

The board monitors its own performance. It takes steps to establish:

- Productive meetings
- High standards of trustee conduct
- Effective committees with adequate resources
- Development activities
- Recruitment and induction processes
- Regular performance reviews
- Partnership with consultants where necessary.

11. Promote the organisation

Through its own behaviour, governance oversight and activities on behalf of the organisation, the board enhances and protects the reputation of the organisation. Board members should always be good ambassadors for the organisation.