

**MAKING
WALES
BETTER**



**GWNEUD
CYMRU
WELL**

Do you care deeply about Wales' future and want to help shape it?

The Institute of Welsh Affairs ([IWA](http://iwa.org.uk)) is looking to expand its Board of Trustees to ensure it has a diverse range of expertise and experience to oversee the next stage of this influential think-tank's development.

We are looking for up to 4 people to join our current Board of Trustees. We list below some of the specific skills and experience that we are looking for. We would not expect any single individual to have everything that we are looking for – so please let us know what your particular strength is.

If you are interested in an informal discussion about what the role entails, please contact Helen Molyneux, Chair of the IWA, and send your CV and a short covering letter for her attention to info@iwa.org.uk before 12 December 2017.

Specific skills and experience

Do you have experience in one or more of the following areas?

- Engagement and involvement strategies – we want to ensure that we engage more effectively with people with lived experience of the issues that we are focussing on
- Digital communications and marketing – so that our research, publications and events reach an even wider audience and their impact is even greater
- Entrepreneurship or running your own business – to provide balance to our current Board's experience

Can you help us be more diverse?

While our current Board has a good gender balance, we would like our Board to be more diverse so we welcome applications from people from BME communities.

Would you identify yourself as right of the political centre?

As an independent, impartial organisation, we wish to ensure the political balance of our Board. We therefore currently welcome applications from people who would identify as right of the political centre.

An inclusive, welcoming, all Wales organisation

We warmly welcome applications from younger people, from people right across Wales, and in particular from north Wales. We are conscious that many of our current trustees are south Wales based, and – as an all Wales organisation – we are working actively to remedy this.

About the IWA

IWA's vision

Our vision is to help create a Wales where everyone can flourish.

Mission

We are an independent think tank working to make Wales a better place to live and work.

The IWA is an independent membership organisation of people who care deeply about Wales. We provide a forum for intelligent debate, expert research and new thinking that will challenge and support Wales to flourish. We bring people together across the public, private and third sector, and across political boundaries, so that ideas can collide and solutions can be forged.

We come up with practical ideas to improve the economy, education, governance, health and social care, and the media in Wales.

We are implementing our strategy through the following work areas:

- **Policy groups** – we bring together groups of experts and practitioners to devise proposals to make Wales better, and work with policy makers from across the spectrum to achieve long-term change.
- **Comment & debate** – we are a platform for intelligent debate. We publish comment and analysis on our website, *Click on Wales*, and our twice-yearly magazine, *the welsh agenda* and we run a series of open debates.
- **Events** – we bring people together, to network, and to exchange and challenge ideas. Our events programme supports our research and policy work and is aligned to our fundraising strategy. In addition we run training sessions in understanding and influencing policy and government in Wales.
- **Growing our membership** – our network is the key to our efficacy, we want to keep expanding its reach and involve our members in our work more.

Values

Our values underpin everything that we do:

- We are independent
- We owe no allegiance to any political or economic interest group
- We aim to be inclusive and diverse
- Our work is evidence based
- Our only interest is in seeing Wales flourish as a country in which to work and live

We believe that can be done only by the effective mobilisation of all Wales's intellectual resources.

IWA Trustee Person specification

The Board of Trustees are jointly and severally responsible for the overall governance and strategic direction of the Charity, its financial health, the probity of its activities and developing the organisation's aims, objectives and goals in accordance with the governing document, legal and regulatory guidelines. In addition Trustees must demonstrate an understanding and acceptance of Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

The statutory duties of a Trustee are:

- To ensure the organisation complies with its governing document
- To ensure that the organisation pursues its objectives as defined in its governing document
- To ensure the organisation applies its resources exclusively in pursuance of its objectives. The Charity must not spend money on activities that are not included in its own objectives, no matter how 'charitable' and 'worthwhile' those activities are.
- To contribute actively to the Board of Trustees' role in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets
- To safeguard the good name and values of the organisation
- To ensure the effective and efficient administration of the organisation
- To ensure the financial stability of the organisation
- To protect and manage the property of the organisation and to ensure the proper investment of the organisation's funds
- If the organisation employs staff, to appoint the Director and monitor his/her performance.

In addition and with other Trustees, to hold the charity "in trust" for the future by:

- Ensuring that the Charity has a clear vision, mission and strategic direction and is focused on achieving these
- Being responsible for the performance of the Charity and for its "corporate" behaviour; ensuring that the charity complies with all legal and regulatory requirements
- Acting as guardians of the Charity's assets, both tangible and intangible, taking all due care over their security, deployment and proper application
- Ensuring that the Charity's governance is of the highest possible standard.

In addition to the above statutory duties, each trustee should use any specific skills, knowledge or experience they have to help the Board of Trustees reach sound decisions. This may involve:

- Scrutinising Board papers
- Leading discussions
- Focusing on key issues
- Providing guidance on new initiatives
- Sitting on recruitment, disciplinary and grievance panels as appropriate
- Other issues in which the Trustee has special expertise.

The above list of duties is indicative only and not exhaustive. Trustees will be expected to perform all such additional duties as are reasonably commensurate with the role.

All Trustees should also be aware of and understand their individual and collective responsibilities, and should not be overly reliant on one or more individual trustees in any particular aspect of the governance of the charity.

All IWA Trustees should demonstrate the following:

Knowledge, skills and understanding

- Commitment to the organisation and a willingness to devote the necessary time and effort
- Preparedness to make unpopular recommendations to the board, and a willingness to speak their mind
- Willingness to be available to staff for advice and enquiries on an ad hoc basis

- Good, independent judgement, effective decision making and strategic vision
- An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- An ability to work effectively as a member of a team
- Demonstrable experience of building and sustaining relationships with key stakeholders and colleagues to achieve organisational objectives
- A track record of commitment to promoting equality and diversity
- A history of impartiality, fairness and the ability to respect confidences
- A shared understanding that they are there to act in the best interests of the IWA

Personal qualities

- Demonstrate a strong and visible passion and commitment to the Charity
- Exhibit strong interpersonal and relationship-building abilities and be comfortable in an ambassadorial role
- Demonstrate tact and diplomacy, with the ability to listen and engage effectively
- Strong networking capabilities that can be utilised for the benefit of the Charity
- Ability to foster and promote a collaborative team environment
- Ability to commit time to conduct the role well, including travel and attending events out of office hours

Terms

The Charity's board members will serve a three-year term to be eligible for reappointment for one additional term.

Remuneration

Trustee positions are unpaid, however all out of pocket expenses incurred in undertaking Board business can be fully reimbursed.

Location

Meetings are normally held in Cardiff, Wales. Board members may also participate remotely

Time commitment

A minimum of 4 half-day Board meetings per year, an annual Board awayday, up to 4 sub group meetings per year (if on the Finance and General Practice Committee), plus occasional external representation.