



We transform  
life chances through  
learning. **Be part of  
our exciting journey.**

Trustee information pack: June 2018

# Foreword

It's a challenging time to be young. The march of technology and social media, financial uncertainty, and growing anxieties about mental health combined with the pressures of high stakes exams are just some of the issues young learners are grappling with.

Supporting the growing numbers of young people with complex lives and additional educational needs requires particular attention and dedication. The part played by teachers, coaches and mentors as role models for young people, particularly from disadvantaged backgrounds cannot be underestimated.

For more than 25 years, ASDAN has been a beacon of hope for those who believe in accessible, personalised learning which builds confidence and abilities not only for learning, but for life and work too. I am proud to be an ASDAN patron, and excited about its imaginative plans for the future. I believe that people have much greater wellbeing if they feel they are making a valued contribution to society. ASDAN's renewed focus on equipping young people to live well and to make full use of their abilities is a powerful purpose and deserves all our support.



The Rt Hon, the Lord Knight of Weymouth  
ASDAN patron; Chief Education and External Officer, TES



The reception area in the ASDAN Wainbrook House office in St George, Bristol.

Photograph taken by Charlie Matthews, a Year 8 pupil, as part of a work experience placement with ASDAN in May 2017.

# Welcome from the Chair

Thank you for your interest in the role of trustee. ASDAN is a remarkable charity and one that I've had the privilege of serving for the past eight years.

On a mission to transform the life chances of children and young people through learning, ASDAN is deeply committed to improving social mobility for future generations.

**“It is an exciting time to consider getting involved in ASDAN.”**

Over recent years we have seen significant changes, and challenges, within education. The barriers to learning that are being faced by children, young people and their educators are greater than ever and we're responding by refining the way we work: very much focused on finding solutions that deliver real results.

It is an exciting time to consider getting involved in ASDAN. We have invested in our Leadership Team, under the stewardship of Jenny Williams, Chief Executive, and are embarking on the next stage of our journey that will see us recognised as a leader in personal, social and work-related learning.

We have ambitious plans to strengthen and expand our curriculum programmes and qualifications, forge new collaborative partnerships and make better use of our experience and connectivity as a leading education charity to enable children and young people make the most of their talents and abilities. Trustees are an important part of that framework and we are looking forward to bringing on board like minds who share our purpose.

Being an ASDAN trustee will require a real commitment to our beliefs, values and principles. In return, you will be joining a team charging themselves with a truly rewarding mission - transforming the life chances of children and young people.

I hope you find the pack informative and look forward to hearing from you in due course.



*Alison Delyth  
Chair of Trustees*

## Current vacancies

### Chair of Trustees

See job description and person specification on pages 8–10.

### Trustee

See trustee recruitment information, job description and person specification on pages 11–13.

### How to apply

For FAQs and information on how to apply, including closing dates and interview dates, see page 14.

# Who we are

## We are a charity on a mission – to transform life chances through learning

Since 1991, when ASDAN was formally established as an education charity, our work has centred on giving all learners the opportunity and tools to discover, develop and make full use of their potential.

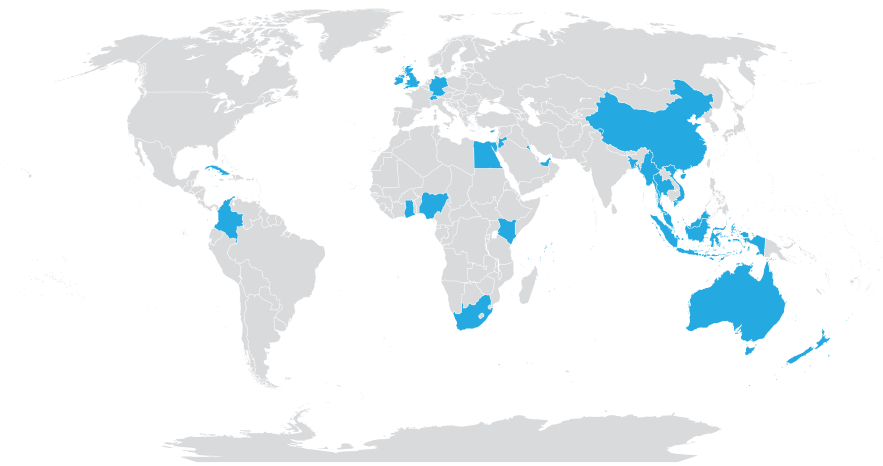
Day-to-day, we design and deliver courses and qualifications to equip young people with the knowledge, skills and attributes for learning, work and life. We strive to deliver accessible, innovative and rewarding programmes understanding what both learners and educators need to flourish.

Underpinning that is our aim to raise aspirations, address inequality and improve social mobility. It is what drives us and it is our belief that the development of personal, social and work-related abilities for all young people and children significantly improves their opportunities in life.

Based in Bristol, with regional teams covering the United Kingdom and internationally, we employ 43 staff and have an annual turnover of £3,176k.

Globally, ASDAN's courses have been taken up in more than 30 countries, with key partners in China, Australia and the Middle East.

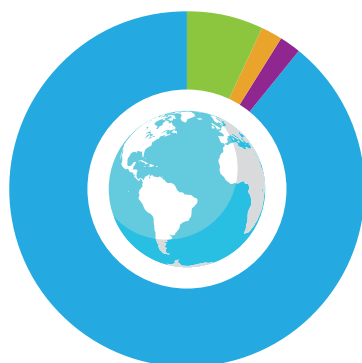
## ASDAN's global reach in 2016–2017



Countries with at least one ASDAN registered centre

## ASDAN centres by country

89%	United Kingdom
7%	Australia
2%	Ireland
2%	Other: 35 countries and territories



## Learner achievements during 2016–2017

# 16,990

learners achieved ASDAN qualifications



# 28,829

learners successfully completed ASDAN programmes





# Our future

ASDAN provides educational programmes and qualifications from primary level to university entrance. The majority of our courses are for young people aged 11 to 19.

We work across all parts of the education sector, operating in the UK and overseas, and collaborate with an increasing number of charity and public sector partners all of whom support the learning needs of children and young people.

We have a particularly strong track record in supporting those who face barriers to learning and are well respected for our SEND provision and the Certificate of Personal Effectiveness (CoPE) – our flagship qualification.

But, as an organisation focused on supporting the next generation we have to adapt our offer, innovate and deliver a provision that is future-fit and able to serve the contemporary needs of learners and educators better.

We are, therefore, embarking on a new chapter in ASDAN's story. Over the last year we have refreshed our vision and values and established our plan for growth. This is designed to foster learners' personal, social and work-related abilities in order to:

- strengthen their academic and vocational education
- engage and motivate young people
- prepare them to access knowledge and skills at work
- equip learners to live well and make good use of their abilities

We will be successful if:

- more educators choose to use our courses
- more children and young people who face barriers to learning benefit from our courses
- our courses combine the development of knowledge, skills and personal attributes so that learning can be applied in real-world contexts
- our assessments of learning are highly credible with parents, employers, the wider education community and society

We believe we stand the best chance of achieving these ambitions in a sustainable way if we can build our turnover to around £4 million by 2022, giving us the scale to support our customers in flexible ways. But we will only grow at a pace that guarantees our quality.



Jenny Williams  
ASDAN Chief Executive

**“Our plan for growth is a plan for hope – rooted in a commitment to unlocking the talents and abilities of all young people.**

**We aim to equip young learners with belief in their abilities, curiosity about the world, experience of success in learning, and ambition about the roles they can play at home, at work and in communities.”**

# Our finances

ASDAN's reserves ensure financial stability for the organisation and demonstrate our commitment to providing learners with opportunities to enhance their personal, social and work-related skills long into the future. Our reserves have also enabled ASDAN to reinvest in the sector through grants and new research and development.

## Income: where our money came from in 2016–2017

**38%** Registration fees

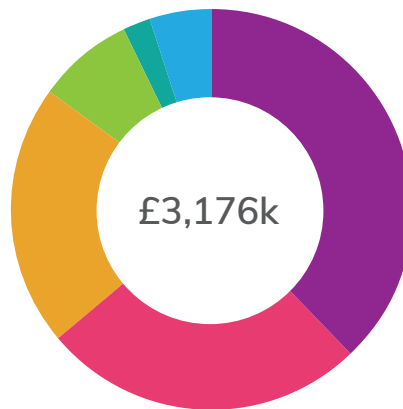
**26%** Accreditation

**21%** Publications

**8%** Training

**2%** Projects

**5%** Other



Sandra Slocombe  
ASDAN Chief Operating Officer

“Having worked at ASDAN for ten years, I have witnessed the rise and fall of turnover.

However, throughout this period we have managed to protect our reserves by acting as a responsible charity and acting swiftly to ensure expenditure is matched to income.

This has enabled us to continue our important work in developing products fit for the future and adhering to our grant giving focus.”

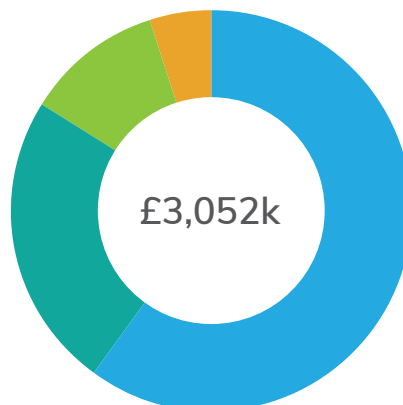
## Expenditure: how we spent our money in 2016–2017

**60%** Staffing

**24%** Overheads

**11%** Cost of sales

**5%** Grants, research and development



# Governance

We are a charity that operates across a diverse and regulated educational landscape, dealing with the lives of young people and children.

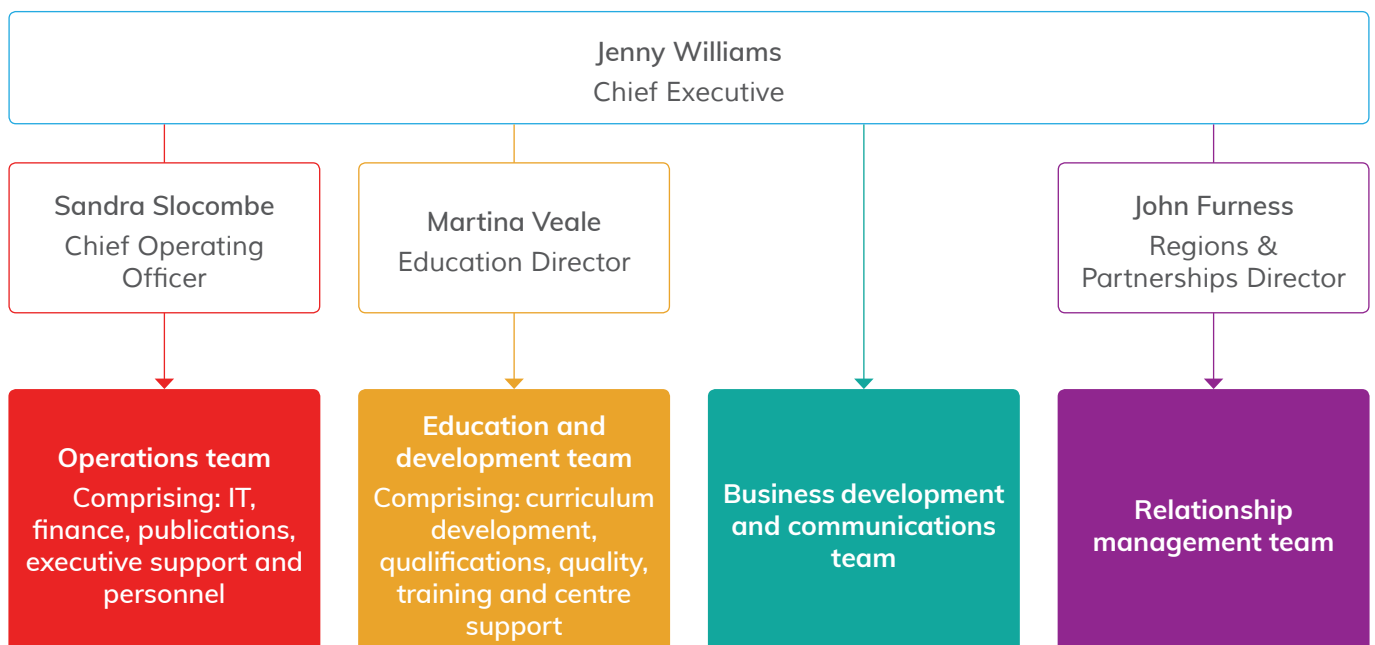
As such our board of trustees sits at the heart of the organisation's governance, working alongside a number of supporting committees. This approach helps ensure appropriate expertise is put into good practice. For example:

- Trustees help to scrutinize our compliance with the qualifications regulators, Ofqual, Qualifications Wales and CCEA in Northern Ireland.
- We have a link trustee for the ASDAN staff forum, who meets regularly with the chair of the staff forum as part of our commitment to supporting leadership development.
- The chair and vice-chairs meet monthly with the chief executive and chief operating officer to ensure trustee oversight of key leadership matters.
- We are also establishing an Audit and Performance Committee and have a working group looking at ASDAN's future accommodation needs.



ASDAN directors (left to right):  
Jenny Williams, Chief Executive;  
Sandra Slocombe, Chief Operating Officer;  
Martina Veale, Education Director;  
John Furness, Regions and Partnerships Director.

## ASDAN team structure



# Role description: Chair of Trustees

**Reporting to:** Board of Trustees, ASDAN

## Key tasks

The chair will hold the board and directors to account for ASDAN's mission and vision, providing inclusive leadership to the board, ensuring that each trustee fulfils their duties and responsibilities for the effective governance of the charity.

The chair will also support and hold to account the chief executive and ensure that the board functions as a unit, working closely with the entire directorate of ASDAN to achieve agreed objectives and the delegated authorities policy.

The chair will act as an ambassador and the public face of ASDAN in partnership with the chief executive.

## Principal responsibilities

### Strategic leadership

- Provide leadership to ASDAN and its board, ensuring that the charity has maximum impact for its beneficiaries
- Ensure that trustees fulfil their duties and responsibilities for the effective governance of ASDAN
- Ensure that the board satisfies itself that it operates within its charitable objectives, and provides a clear strategic direction for ASDAN
- Ensure that the board is able to regularly review major risks and associated opportunities, and satisfy itself that systems are in place to take advantage of opportunities, and manage and mitigate the risks
- Ensure that the board fulfils its duties to ensure ASDAN's sound financial health, with systems in place to ensure financial accountability
- Facilitate and encourage board members to contribute expertise to subgroups or committees as appropriate
- Keep the delegated authorities policy under review to ensure synergy between this role description and that of the chief executive

### Governance

- Ensure that ASDAN's governance arrangements are working in the most effective way
- Develop the knowledge and capability of the board of trustees
- Encourage positive change where appropriate
- Address and resolve any conflicts within the board
- Ensure that the board of trustees is regularly refreshed and incorporates the right balance of skills, knowledge, experience and diversity needed to govern and lead the charity effectively,
- Work within any agreed policies adopted by ASDAN
- To develop an approach to annually reviewing trustee/board performance

### External relations

- Act as an ambassador for ASDAN
- Act as a spokesperson for ASDAN when appropriate
- Represent ASDAN at external functions, meetings and events when appropriate
- Facilitate change and address any potential conflict with external stakeholders



# Role description: Chair of Trustees

## Efficiency and effectiveness

- Chair meetings of the board of trustees effectively and efficiently, bringing impartiality and objectivity to the decision making process
- Ensure that trustees are fully engaged and that decisions are taken in line with ASDAN's charitable objectives and that the board takes collective ownership
- Foster, maintain and ensure that constructive relationships exist with and between the trustees
- Work closely with the chief executive to give direction to board policy-making and to ensure that meetings are well planned, meaningful and reflect the responsibilities of trustees
- Together with fellow trustees, monitor that decisions taken at meetings are implemented.

## Relationship with the chief executive and the wider management team

- Establish and build a strong, effective and constructive working relationship with the chief executive, ensuring they are held to account for achieving agreed strategic objectives
- Support the chief executive, while respecting the boundaries which exist between the two roles
- Ensure regular contact with the chief executive and develop and maintain an open and supportive relationship within which each can speak openly about concerns, worries and challenges
- Conduct an annual appraisal and remuneration review for the chief executive in consultation with other trustees
- Ensure that the chief executive has the opportunity for professional development and has appropriate external professional support

## Additional information

ASDAN has two vice-chairs. They act for the chair when the chair is not available and undertake assignments at the request of the chair.

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

## Remuneration

The chair will be offered either an honorarium of up to £3000 to cover expenses, or the option to claim actual expenses in line with relevant ASDAN policies

## Time commitment

Equivalent to around a day a week. This includes four board meetings per year and additional meetings with the chief executive and two vice-chairs, preparation for meetings, consideration of draft papers, correspondence, and conversations with other trustees. The chair may also be asked to represent ASDAN at various events and meetings with key stakeholders as appropriate. All trustees are invited and strongly encouraged to contribute to committees and working groups.

# Person specification: Chair of Trustees

In addition to the qualities required of a trustee of the charity, the chair must also meet the following requirements:

## Personal qualities

- A strong and visible passion and commitment to ASDAN's strategic objectives and cause
- Gravitas to lead a significant national organisation
- Strong inter-personal and relationship building abilities and 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 ASDAN
- Ability to foster and promote a collaborative team environment
- Ability to commit time to conduct the role well, including travel and attending events in line with the role description
- Interest in the education sector

## Experience

- Experience of operating at a senior strategic leadership level within an organisation
- Successful track record of achievement through their career
- Experience of charity governance and working with or as part of a board of trustees
- Experience of external representation, delivering presentations and managing stakeholders
- Significant experience of chairing meetings and events

## Knowledge and skills

- Broad knowledge and understanding of the charity sector and current issues affecting it
- Strong leadership skills, ability to motivate staff and volunteers and bring people together
- Financial management expertise and a broad understanding of charity finance issues
- Good understanding of charity governance issues

## Terms

In common with all trustees, ASDAN's chair will serve a three-year term and be eligible for re-appointment for two additional terms.

In addition to chairing the main board meetings, the chair has the right to attend meetings of other board committees or subgroups as an ex-officio member

# Trustee recruitment

We are seeking to enhance our board profile to support the range of ambitions ASDAN has for its future. We are keen that our board is diverse with a broad representation of ages, backgrounds and perspectives.

ASDAN operates within a range of key markets. We would be especially interested in applications from those with knowledge and experience of:

- SEND
- Post-16
- Alternative provision

We would also particularly welcome applications from those with skills and expertise in the following areas.

## **Digital technology/IT**

- To strengthen the board's expertise in digital technology
- To provide advice and guidance to ASDAN's senior leaders in relation to digital strategies
- To support ASDAN's board and senior leaders to future-proof ASDAN through the use of latest thinking and best practice in the use of IT

## **Employment law**

- To enhance the board's understanding of contemporary employment and HR practices
- To support strategic decision making in relation to staffing
- To provide advice and lead on board discussions in relation to staffing

## **Financial strategy**

- To support the ongoing development of ASDAN's financial and business development strategies
- To provide advice and guidance to the chief executive and chief operating officer in relation to finance strategy
- To participate in a new Audit and Performance Committee

## **Health and safety**

- To provide strategic guidance and advice to ensure ASDAN's health and safety policies and procedures are in line with best practice
- To participate in ASDAN's Creative Environment (ACE) premises committee

## **Marketing and communications**

- To advise on ASDAN's strategic communications
- To strengthen the board's understanding of strategic marketing and communications
- To provide guidance on ways in which the board can support ASDAN's strategic direction, and the role the board can play in furthering ASDAN's strategic aims

## **Procurement (including contract management and due diligence)**

- To enhance the board's decision-making ability in relation to procurement
- To advise and support on best procurement practices
- To strengthen and contribute to the development of ASDAN's premises strategy

# Role description: Trustee

**Reporting to:** Board of Trustees, ASDAN

## Key tasks

The statutory duties of a trustee are:

- To ensure ASDAN complies with its governing document
- To ensure that ASDAN pursues its objectives as defined in its governing document
- To ensure that ASDAN applies its resources exclusively in pursuance of its objectives
- 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 ASDAN's vision, values and reputation
- To ensure the effective and efficient administration of ASDAN
- To ensure the financial stability of ASDAN
- To protect and manage the property of ASDAN and to ensure the proper investment of the organisation's funds
- To appoint the chief executive and monitor their performance

In addition with other trustees to hold ASDAN in trust for current and future beneficiaries by:

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

As well as the various statutory duties, any trustee should make full use of any specific skills, knowledge or experience to help the board make good decisions.

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

# Person specification: Trustee

The board of trustees is jointly and severally responsible for ASDAN's overall governance and strategic direction, its financial health, the probity of its activities and developing ASDAN's aims, objectives and goals in accordance with the governing document, legal and regulatory guidelines.

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 ASDAN.

## Experience

- Experience of building and sustaining relationships with key stakeholders and colleagues to achieve organisational objectives
- A proven track record of effective decision making
- A history of impartiality, fairness and the ability to respect confidences
- A track record of commitment to promoting equality and diversity
- Successful experience of operating within a board in a charitable, public sector or commercial organisation would be advantageous

## Knowledge, skills and understanding:

- An interest in and commitment to the education sector, ASDAN, and ASDAN's vision and values
- A willingness to act in the best interests of ASDAN and the learners it exists to serve
- Ability to operate effectively and credibly at a strategic level and to contribute to collective decision making
- Excellent communication skills including the ability to listen closely and openly to others and to discuss differences of opinion clearly, calmly and with respect and good humour
- An ability to work effectively as a member of a team
- Sound, independent judgement and strategic vision
- An understanding of corporate governance, charity trusteeship, risk management and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- An understanding of the respective roles of the chair, trustees and chief executive



# FAQs

## When would this role start?

We would like the new chair to begin their induction in October 2018 and to formally take over leadership of the board in April 2019. All new trustees will be invited to an induction in March 2019.

## Is this a paid role?

No, but reasonable out of pocket expenses will be met.

## How many serving trustees are there?

There are ten current board members.

## How long do trustees serve?

Trustees are appointed for a term of three years with the option to renew for a further two terms (nine years total)

## Where do Trustee meetings take place?

These are usually held at our Wainbrook House office in St George, near Bristol, and take place during the working day.

## How many meetings are there per year?

There are four board meetings per year, usually January, April, July and October. Trustees are also invited and encouraged to contribute to committees and working groups.

## How to apply

To apply, please submit a covering letter outlining your reasons for wishing to join the ASDAN board, and suitability for the post together with your CV and two references to Holly Edwards, Operations and Training Manager: [hollyedwards@asdan.org.uk](mailto:hollyedwards@asdan.org.uk)

If you would like further information about either role please contact Holly Edwards: [hollyedwards@asdan.org.uk](mailto:hollyedwards@asdan.org.uk) or 0117 954 3976

## The closing date for applications is 31 August 2018

Interviews will take place throughout September–November. Please let us know within your application of any dates that are not convenient during the above periods.



## Wainbrook House, Hudds Vale Road, St George, Bristol BS5 7HY

Photograph taken by Charlie Matthews, a Year 8 pupil, as part of a work experience placement with ASDAN in May 2017.







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Wainbrook House, Hudds Vale Road, St George, Bristol BS5 7HY

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