



# The Henry Smith Charity

Appointment brief

Appointment of Chair

March 2023

# Welcome from our Vice Chair

Dear Candidate,

Being Chair of The Henry Smith Charity is a great opportunity to make a positive difference to society at scale. With around £1.2bn invested and £55m a year to provide to charities across the UK, Henry Smith already helps transform the lives of thousands of people, including many whose needs are complex and severe.

As Chair you will be part of a group of trustees who share an ambition for Henry Smith to make a bigger positive difference. We come from different backgrounds and will use our varied experiences to work with you to govern Henry Smith through the next phase of our development as we work towards celebrating our 400th anniversary in 5 years' time. You will help us balance the traditions and achievements of the past with adapting to a rapidly changing world.

By the end of 2023, our current Chair, Vivienne will have served a full 10-year term as a trustee, 4 of those as Chair. It is an exciting time for a new Chair to join Henry Smith with a new Chief Executive, Anand Shukla, recently appointed and the development of a new strategy underway. Recent years have seen the organisation develop more strategic funding programmes, diversify the composition of its board and give greater emphasis to equity, diversity and inclusion. We expect our new strategy to add clarity to the change we want to see in the world. It will be underpinned by a new theory of change. We expect to do more sharing of what we learn to achieve more systemic change and also to bring the communities we serve closer to our decision making.

You will find the detail of what we are looking for in the person specification. We seek a chair who is ambitious for us to make a bigger impact; someone with substantial chairing experience who brings a strong commitment to inclusivity. We want a chair with high presence and low ego. You must demonstrate excellence at chairing meetings, building and reaching consensus, and you will be excited about moving us forward.

I believe this is an outstanding opportunity to learn, to lead and to make a big difference. I hope you will give applying serious consideration.

Thank you for interest in The Henry Smith Charity.

Ben Kernighan  
Vice Chair



Nearly four centuries after we were first established, The Henry Smith Charity is one of the largest independent grant-making charities in the UK. In 2022 we awarded over £65m of grants through different programmes.

The Charity was established in 1628 by Henry Smith, a businessman working in the City of London, who left land and money for the relief of the poor. Since then, the Charity has honoured the spirit of Henry Smith's will, working to combat disadvantage and meet the challenges and opportunities facing people in need throughout the UK.

In 2019 we agreed a formal statement of our organisational purpose - **To use our resources to help people and communities at a time of need and to bring about positive change**. This encapsulates what we hope to do through our grant holders, who are at the core of our mission and work.

## The Endowment

The Henry Smith Charity is a permanent endowment, with the asset base held in perpetuity. These assets are the sole funding source for the Charity, so the performance of investments over the long-term is vitally important to the long-term sustainability of the Charity, and the impact it can make through the grants it awards.

The Charity operates a Total Return approach to investment, with power to spend both income and capital, provided the core endowment of the fund is maintained. The Charity has power under its Scheme to invest in stocks, shares, funds, securities, land and property.

The trustees have appointed professional investment advisors, who advise on investment policy and strategy, asset allocation and the performance of managers.

We hold a diversified investment portfolio. Circa 65% is invested in growth assets (e.g. equities and commercial property) to provide long-term returns and 35% in diversifying assets (e.g. bonds, hedge funds, agricultural property and cash) to mitigate market fluctuations and provide an alternative source of funding in the event of an equity market downturn.

Our investments generate the resources to fund our grant-making. Our endowment has grown significantly in recent years and now stands at around £1.2bn.

We have recently recruited additional staff to support the growth in grant making. The staff cohort is currently just under 40.

Please find a link to our 2021 Accounts [here](#).

## Current Grant-making

Through our **Main Grants** scheme, we awarded grants in 2022 amounting to £41m. We focus on smaller organisations working to help people and communities at a time of need for whom other sources of support have failed, been inappropriate or are simply not available. Our grants are targeted at projects that increase resilience, create opportunities and empower communities. Main Grants are divided into two separate programmes: **Improving Lives** and **Strengthening Communities**.

We also distributed £17.9m in **Covid Response** grants in 2022, and £2.8m in **Strategic Grants**. Other, smaller grants programmes totalled £4m in awards.

Our total grant budget for 2023 is over £55m. This includes an increase in the Strategic Grants budget to £7m, and Main Grants budget of £42m.

## Our programmes

### Improving Lives

The Improving Lives programme has six funding priorities, which describe the work we fund and how we want to bring about change for the most disadvantaged people in the greatest need.

- Help at a Critical Moment - Helping people to rebuild their lives following a crisis, critical moment, trauma or abuse
- Positive Choices - Helping people, whose actions or behaviours have led to negative consequences for themselves and others, to make positive choices
- Accommodation / Housing Support - Enabling people to work towards or maintain accommodation
- Employment and Training – Supporting people to move towards or gain employment
- Financial Inclusion, Rights & Entitlements - Supporting people to overcome their financial problems and ensure they can claim their rights and entitlements
- Support Networks & Family - Working with people to develop improved support networks and family relationships

### Strengthening Communities

The Strengthening Communities programme supports smaller grassroots organisations working in the most deprived areas of the UK. We know that smaller organisations rooted in their communities play a vital role in supporting people to make positive changes. We support these organisations to create lasting solutions for both individuals and the community.

Our other, smaller grant schemes are:

- **County Grants** - Grants for smaller organisations working with disadvantaged people and communities in the English counties with which the Henry Smith Charity has a historical connection. This scheme is currently being wound up.
- **Holiday Grants** - Grants for recreational trips and holidays for groups of children aged 13 and under in the UK who are disabled or disadvantaged.
- **Parishes Grants** - Grants for local organisations, based broadly on an allocation set out by the trustees of Henry Smith's will for the relief of poverty in specified parishes.
- **Clergy and Christian Projects** - Grants to support the Christian Ministry in the Church of England.
- **Kindred Grants** - In line with Henry Smith's will, which included a legacy to help members of his family in financial need we award grants to individuals who are descendants of the sister of Henry Smith or adopted by a descendant.

# Where we are

## New Chief Executive and Strategy Review

Anand Shukla was appointed as new Chief Executive in November 2022. He is leading the organisation (trustees, staff and volunteers) through a strategy review process beginning in January 2023 and with initial recommendations from mid-2023.

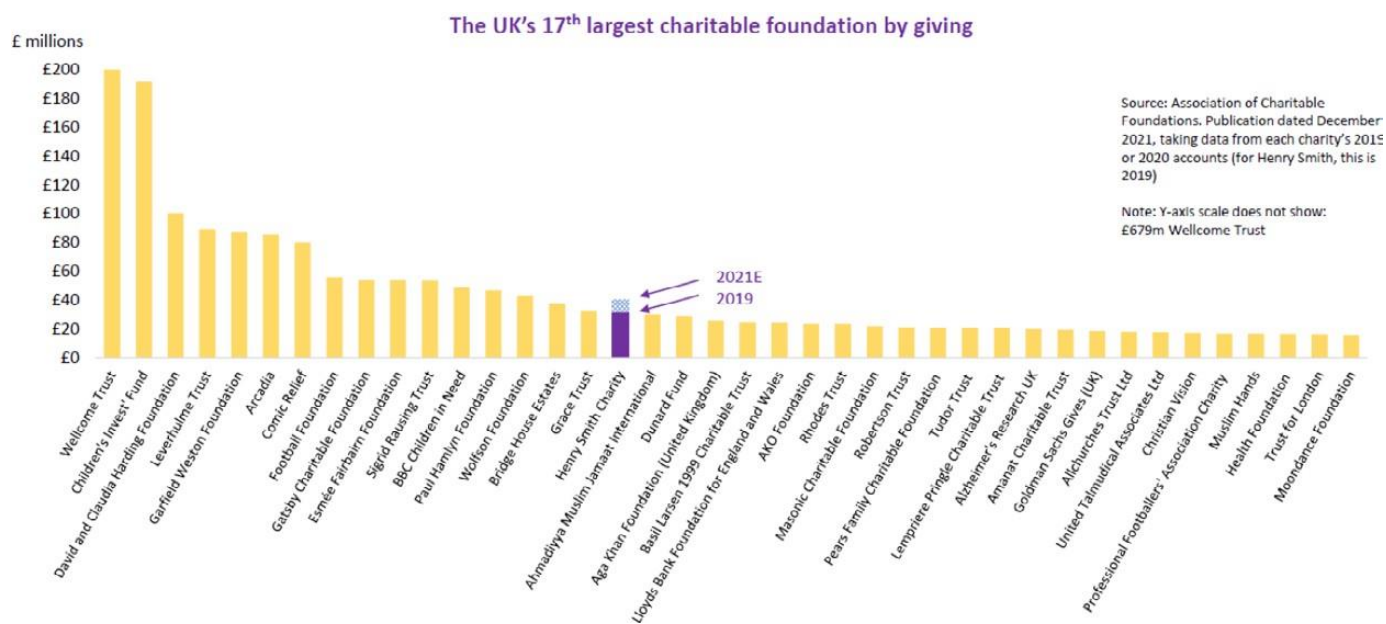
The key aims of the strategy review include sharpening our focus on achieving maximum impact through grant-making, embedding EDI principles through all our work, and sharing our learning for wider sector benefit. An additional key priority through the strategy review will also be to ensure that the Charity becomes more outward facing, including building partnerships to work with other organisations to maximise resources and meet shared goals.

## Our Board and Chair

The Board has been chaired by Vivienne Dews who took over in 2019. She is one of a board of fourteen trustees with a broad range of knowledge and expertise across the voluntary sector, investment, real estate, local government and civil service as well as broad business and management experience.

Vivienne retires as a trustee and Chair at the end of 2023, along with several other trustees, and so we are keen to appoint a trustee to work alongside Vivienne and take over from her at the end of 2023.

Immediate priorities for the new Chair will be working with the Chief Executive and Board to implement the strategy review outcomes, reviewing the Board skills and capabilities, leading the recruitment for new trustees, and undertaking a governance review.



## Governance

Our trustee Board meets four times each year to set and oversee our strategy and objectives and monitor effectiveness.

A significant level of decision-making authority is delegated to the trustee committees listed below, which meet throughout the year to support the work of the Board:

- **Clergy and Christian Projects and Kindred Committees**
- **Finance and General Purposes Committee**
- **Governance and Nominations Committee**
- **Investment Committee**
- **Remuneration Committee**



## Job title: Chair

The Chair carries the same responsibilities as other trustees but has additional responsibilities assigned by the Board as set out below:

### Board leadership

- Works with the other trustees to create a positive and supportive approach to the work of the Charity.
- Provides leadership to the Board thereby enabling the effective oversight of the organisation and its development.

Manages the business of the Board ensuring that:

- Board agendas and papers focus on the right issues and meet the organisation's and trustees' needs.
- The Board maintains and develops an effective interface with the Chief Executive and Senior Leadership Team.
- There is healthy debate round the Board table, with effective decision making and implementation of decisions.

### Governance development

Chairs the Governance & Nominations Committee and leads in ensuring:

- The Board has the necessary skills and experience to support the Charity's mission and strategy.
- Review and development of the Charity's governance systems and processes.
- Appointment, induction, appraisal and development of trustees.
- Review and development to support Board effectiveness.

The Chair will have at least one meeting per annum with each trustee, seeking their views and observations regarding the Charity's work and future priorities. Matters of trustee participation and engagement may also be discussed at this time.

### Oversight and Support of the Chief Executive

- Leads the Board in appointing the Chief Executive.
- Works closely with the Chief Executive, providing mentoring and support.
- Appraises the Chief Executive in consultation with the Board, and recommends their level of remuneration.

### Ambassadorial

- Works in partnership with the Chief Executive to represent the Charity to key stakeholders within the organisation and externally.



## Knowledge and experience

### *Essential:*

- Substantial chairing experience.
- Track record of strategic leadership experience gained at both executive and non-executive level.
- High levels of financial literacy.
- Demonstrable experience of managing a diverse range of external and internal stakeholders, including at a senior level.
- Track record of championing diversity, equity and inclusion and proactively engaging diverse views to inform thinking and decision making.
- An understanding of charity governance and leadership and the regulatory environment, including the legal duties, responsibilities, and liabilities of trusteeship.
- An appreciation of the drivers of social change and the challenges facing charities delivering frontline services to achieve social justice.

### *Desirable:*

- Experience within financial services and / or investment experience.
- Knowledge and / or lived experience of the challenges faced by beneficiaries.

## Skills

- The ability to lead, review and develop a diverse, high performing team of trustees.
- Effective strategic leadership skills, and capacity to take a long-term view.
- The ability to assimilate and analyse information to inform decision making and measure impact.
- Good interpersonal skills with the ability to build and maintain effective relationships with both the CEO and Senior Leadership Team.
- An ambassador, ideally with existing networks and strong connections to other funders, media, government, or with the aptitude to build those relationships and partnerships.
- The ability to inspire and successfully influence a wide range of diverse audiences and relationships.
- Highly articulate, with excellent written and oral communication skills.

## Personal qualities

- Ambitious for the charity to make a bigger positive difference in society.
- Empathy with beneficiaries.
- A deep commitment to improving social justice, and to the values of the charity.
- A high level of personal integrity.
- A relationship-builder with strong interpersonal skills and demonstrable ability to work in, listen to, and motivate and facilitate conversations between trustees and with the staff.
- Excellent collaborator, able to work well with others.
- Flexible and adaptable and can embrace new ways of working and learn new skills.
- High presence, low ego.



# Terms of appointment



The Chair is appointed by the Board of trustees and is accountable to them.

In fulfilling the Board leadership responsibilities the Chair:

- Will consult with trustees, the Vice-Chair and Committee Chairs and the Chief Executive, as appropriate.
- Will have a degree of latitude in dealing with day to day matters, where such consultation is impractical. For example when time is of the essence, subject to keeping the Board informed. This latitude will generally be restricted to such day to day matters as fall within previously agreed policy and provided that neither the Chair nor the Chief Executive judge that wider consultation would be appropriate.
- The Chair is entitled to attend any Committee meeting and may be appointed by the Board as a member of any Committee except the Remuneration Committee. The Chair will not chair any Committee other than the Governance and Nominations Committee.

The Chair is appointed for a maximum term of 5 years, renewable for a further 3 years by mutual agreement.

**Office address:** 65-68 Leadenhall Street, London, EC3A 2AD.

**Time commitment:** The Chair will be expected to lead the following meetings:

- 4 board meetings a year (during the day).
- At least one away day a year.
- Chairing Governance and Nominations Committee.
- Typically fortnightly call and monthly meeting with our Chief Executive (remote).
- Have regular check ins with the Chairs of the Subcommittees.

In addition, they are welcome to attend Subcommittee meetings and, as you would expect with a Chair role, be available for key events, meetings and on an ad hoc basis as required.

The role is unremunerated, but reasonable expenses will be reimbursed.

# How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to The Henry Smith Charity on this appointment.

Candidates should apply for this role through our website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments) using code **RHSB**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring\* form. Please contact Kate Crotty on [Kate.Crotty@saxbam.com](mailto:Kate.Crotty@saxbam.com) in case of any questions.

The closing date for applications is **noon on Wednesday 12<sup>th</sup> April**.

\* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

The Henry Smith Charity highly values the principles of diversity, equity and inclusion and this is central to our successes in grant making, helping individuals and communities to thrive. We welcome applications from people with a wide range of backgrounds and experience including people with disabilities, Black, Asian or Minority Ethnic backgrounds, people who identify as LGBTIQ+ and individuals from different socio-economic and educational backgrounds.

## GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

