

Make a Difference - Chair Key Fund Investments

Application Pack



Pioneering, driven and committed to making a difference, we provide 'the right kind of money at the right time' to those organisations struggling to access finance and support for their efforts to improve their communities.

As Chair, you will play a crucial role in enabling the delivery of our mission.

A Kindred Spirit?



Spirit of Industry

In 1999, Key Fund rose from the ashes following the decline of major industry in South Yorkshire.

The aim was to help breathe new life into once proud communities, left on their knees by the loss of jobs and the social fabric that once bound them together.

For over 20 years, Key Fund has provided business support, grants and loans to social and community enterprises. Today, Key Fund operates across the whole of the North and Midlands. It has built an enviable track record of investing funds from a wide range of organisations, including local, regional and national governments, private trusts and foundations, other financial institutions and corporate bodies.

As a social enterprise ourselves, our mission is to help remove barriers that propagate poverty or disadvantage. Every £1 we invest equates to almost £8 return of value in a community. But it's the people, the human stories behind the figures and finance, that are part of our DNA.

Social enterprises have never been more important. They create and sustain jobs and local economies, and in turn, offer services and solutions to complex and entrenched problems.

They will undoubtedly play an active and very substantial role in the economic and social recovery post COVID-19.

After having served the organisation for over 20 years, playing a fundamental and outstanding role in its development, our current Chair has decided that now is the time to move on and pass on the baton.

Hence we are looking for a new Chair to lead us as we enter the next phase of our development and build on our past successes.



Our Mission

Our mission is to provide the 'right kind of money at the right time' for the development and growth of sustainable and impactful community and social enterprises that are unable to secure support from elsewhere.

Core Values

Core values guide our work, and our compassionate approach to our clients and each other.

Responsibility

We passionately believe in what we do and are committed to the highest standards at all times.

Respect

Being actively kind, considerate and genuine in our support, empathy and care.

Courage

Challenging and stretching boundaries to unlock opportunities and shape the future.

Integrity

Demonstrating honesty, fairness and credibility to make mutual trust possible.

Purpose

Being committed to achieving our goals in order to bring about positive social impact.

Our way of working

We are brave and bold, but not maverick: we are experienced and knowledgeable, ensuring any risks we take are calculated and considered.

- We are empathic: we have been through hard times ourselves and understand the financial challenges that projects may face.
- We consult our clients on our work and listen to their concerns, trying hard to be their trusted partners and advisers, throughout their journey.
- We are proud of the benefits that social enterprise brings to our communities.
- We aim build the wider social enterprise sector: with the aim that social enterprise investment should become obsolete one day as social enterprises gain access to mainstream finance just like any other business.
- We take time to listen to our clients and build a strong and lasting relationship.
- We keep our promises, do what we said we would do within the agreed timescales.
- We demonstrate to our investees that we understand what they want and need from us.
- We demonstrate our added value to our clients and go beyond their expectations.
- We clearly define our services, actions and terms to our clients.

Our central team is based in Sheffield where we provide a home for two local charities alongside our own office space. Our Investment Managers are remotely based and work peripatetically across our area of operation.

What we do

Kick-start, sustain and grow

We help create new businesses and support long-standing organisations to thrive in a challenging economy.

- we test new ideas and ways of working in order to remove barriers to finance for those organisations working in the most disadvantaged areas.
- 30% of our investments are made in the 10% most deprived communities
- in the last 20 years we have invested over £55m in over 2,000 community and social enterprises

Heads and Hearts

Risky on paper, often with very few or no assets, social enterprises are likely to work in areas of market failure, maintaining a challenging balance of generating social impact with making a surplus to invest back into the enterprise.

Key Fund enables communities and local people to preserve local assets and create services in areas where there is a threefold cost to doing nothing - a cost to society, a cost to the public purse and a cost to the community.

We seek to understand the people, who drive these enterprises as we know that this is key to the long term success of their businesses. We know that with hard work and the right kind of support, lives can be improved and transformed

Our success in the past has created a strong financial position and legacy of knowledge and comes as a result of:

- experience and expertise in the social enterprise market
- championing the socially entrepreneurial approach
- taking a long-term approach with our clients using 'relationship banking'
- educating, guiding and training both pre and post investment

What our partners say...

“Key Fund not only invests; it’s shaping the sector at large. Their impact and leadership is remarkable. They punch well above their weight, thanks to their passion and commitment. They have the vision to adapt to the challenges in our economy, without ever losing their original mission - to help balance inequalities, improving lives of the most disadvantaged in society.”

Ben Hughes,
Former CEO of
Responsible Finance

The Chair of our Board is responsible for leadership, clarity of purpose, a cohesive and diverse board, considered decision making and constructive relationships. They will also be an important ambassador for our organisation.

Leadership

- Being willing and able to lead the Board and work in partnership with the Chief Executive and Management Team
- Ensuring that the Board discusses, agrees and upholds the mission and core values of the organisation whilst achieving its financial targets

Ambassadorial

- Representing the organisation at the appropriate level
- Making and maintaining effective networks

Clarity of Purpose

- Ensuring decisions made support the vision, mission and values of the organisation.

Cohesive Board

- Managing relationships with and among individual board members
- Creating and maintaining a culture of excellence and the environment for a high performing board team.

Constructive Relationships

- Developing and maintaining a productive working relationship with the Chief Executive
- Developing and maintaining productive relationships with all key stakeholders, internal and external.

Considered Decision Making

- Leading and steering the Board in identifying the key governance decisions to be made.
- Ensuring decision making is based on common sense, evidence based and takes into account risk.
- Managing potential conflicts of interest to ensure probity is maintained and there is appropriate transparency.

So who are we looking for?

You will be committed to, and able to demonstrate our core values and the behaviours that underpin them.

You will have the following experience:

- Senior leadership experience gained in the public, private or voluntary sector
- A positive profile and reputation as a key role for our Chair is as an ambassador for the organisation
- Good communication and influencing skills. Be willing to use your existing contacts and develop new ones to support our mission and vision
- The ability and commitment to devote sufficient time and energy to the role

You will be:

- A clear, innovative and strategic decision maker who has an empowering approach to leadership.
- A confident communicator, who can broker collaboration and deal with contentious issues. calm and fair in your dealings with people, with a good sense of humour.

The role will require 2 - 3 days per month. It is a voluntary position, but does carry a small honorarium, and we will cover reasonable travel expenses.

Board of Directors

Key Fund has a Board of a maximum of 11 non-executive Directors, some of whom are nominated by our original founder members, Locality and South Yorkshire's Community Foundation.

The Directors have been recruited specifically for their specialist skills and experience. Together, Directors set the strategic focus and goals of the organisation and provide support and guidance to the Management Team, who are responsible for the delivery of the strategy.

The Board meet six times a year on a two-monthly cycle for approximately three hours.

The Board also has three specialist sub-committees:

- Investment Panel (IP) – focussed on the review and decision making related to investment decisions. This is the heart of KF business.
- Finance and Risk Committee (FRC) – focussed on financial scrutiny and oversight and business risk monitoring.
- Organisational Development Committee (ODC) – focussed on oversight of Business Development, Marketing, quality and HR related issues.

As a general rule, FRC and ODC meet four times per year, although additional meetings may take place to deal with specific items. The IP, which includes some external independent members, who are not Directors, meets on a monthly basis. All Directors are encouraged to become a member of a sub-committee, and to attend at least one Investment Panel meeting a year.

Non-Executive Role

Directors serve for a term of three years, up to a maximum of three terms. They operate as non-executives, so whilst they are responsible and accountable for the overall activities of the organisation and ensuring that statutory obligations are discharged, a Director is not expected to become involved in the detailed day-to-day operations.

They do, however, have a crucial and active role in the leadership of the organisation, ensuring that the strategic aims and financial targets are delivered and balanced with our mission and values. The Directors monitor progress and support and advise the Management Team

as it works to provide an excellent service to the communities we serve. To fulfil this role the Directors are expected to exercise their professional and management skills. More specifically, they are required to:

- Attend and actively participate in Board meetings.
- Attend and contribute to Board committees or sub-groups for special projects or areas of special interest.
- Represent Key Fund at regional or national meetings and report back to colleagues, where required.
- Adhere to the Nolan Principles for conduct in public life.

Equality, Diversity and Inclusion

Key Fund Investments is committed to equality, diversity and inclusion and we particularly want people from all backgrounds to apply. We welcome applications from anyone regardless of their age, disability, ethnicity, heritage, gender, sexuality and socio-economic background. During the application process we commit to:

- Paying for childcare whilst you're at Key Fund Investments interviews where these take place in person.
- Paying for your travel costs to Key Fund Investments office and back for interviews.
- Making any reasonable adjustments – for example ensuring we have sign language interpreters organised in advance if you would like them.
- Offering a guaranteed first stage interview with Inclusive Boards for disabled candidates who meet the minimum requirements for the role.

Are you the right person for Key Fund?



If you think so, please send us your CV and a 1-page statement saying why you believe you should become the next chair of Key Fund, sharing your ability to meet the demands of the role.

Please include the names and contact details of two referees.

Please also complete our equality and diversity monitoring form.

Send your CV and Cover Letter to **KeyfundInvest@inclusiveboards.co.uk** by 12 noon on Friday 18th September 2020.

If you would like to discuss this role informally before applying, please call 0207 267 8369 or 07568137714 to speak to Ros Hollinghurst or Elizabeth Oni-Iyiola.

The timetable is:

w/c: 5th October 2020: Shortlisted applicants notified

w/c: 12th October 2020: Opportunity for shortlisted applicants to meet the CEO and speak to current Chair and/or Deputy Chair

w/c: 26th October 2020: Panel interviews with shortlisted applicants

w/c: 2nd November 2020: References taken up.

Opportunity for preferred candidate to meet other Directors

30th November 2020 / 25th January 2021: Attend Board meetings

29th March 2021: Formally appointed

Equality and diversity data is held anonymously for monitoring only and does not form part of the selection process.

Thank you

Key Fund Investments (KFI) is incorporated as a Company Limited by Guarantee No 04502557, with two founder members: South Yorkshire Community Foundation (SYCF), and Locality, who act as 'custodians' of our mission. The company has an associated dormant charity, Key Fund Global Grants (KFGG) No. 1116244 and a wholly owned subsidiary, The Northern Impact Fund Delivery Company Limited (NIFCO) No. 10221657, a single purpose vehicle for the delivery of the Northern Impact Fund. The Chair role covers KFI, KFGG and NIFCO. We are not regulated by The Financial Conduct Authority, but are accredited for Community Investment Tax Relief. Key Fund is a member of Responsible Finance and Locality, We are accredited with Investors in People, we are Living Wage registered and we are also signed up to the Mindful Employer charter.