Becoming a trustee at

Possible.

Inspiring climate action
Contents

Chair introduction 3

What is Possible? 4
  Our work 4
  Our story 5
  Team, governance and finances 7
  Our values 7

Being a trustee at Possible 9
  What we need from you 9
  Duties of a trustee 10

What we’re looking for 12
  Person speciation 12
  What if I’ve never been a trustee before? 13

How to apply 14

Any further questions? 14
Introduction from the chair

Thank you for considering joining Possible’s Board of Trustees.

I have been on the board since 2016 (chair since 2019) and continue to be incredibly impressed and inspired by the work the team do and the impact they have.

As the director of a climate change research centre, I spend a lot of time having conversations about where not enough is being done to reduce emissions and increase resilience. For me, Possible provides the most fantastic counter to the sense of things being a bit overwhelming or change seeming so big it is hard to know where to start - Possible know where to start and they are already on it!

Their enthusiasm is infectious, their creativity and innovation exceptional. Their ability to engage and facilitate communities not just to support the principles of climate action but to actually do it - is really powerful. Their knowledge and expertise on the issues, the solutions and the pathways to making them happen is exactly what we need to tackle climate change. The respect for their perspective on current issues is clear from both our supporters and across environmental and mainstream media.

Community energy, car free cities, solar railways, tree planting, decarbonising heat, parklets, low carbon holidays, climate cabaret, vegan cook-alongs and even a climate change themed beer - the organisation is alive with new ideas and commitment.

Being part of the board that works with this energy and the possibilities it brings is hugely rewarding.

Professor Carly McLachlan
chair of the board of trustees
What is Possible?

Our work

At Possible, we know we need to tackle the climate crisis, and we need to move fast.

The sheer scale of action required means it will touch everyone’s lives. If we’re going to move at the speed required - and if we’re going to ensure the new world we build is a fair one - people and communities have to be involved. Politicians, corporations and other established institutions will have to play a key role too, but they will only move fast enough once they know their constituents and customers are on board. The climate movement must be a mass movement or it simply won’t achieve its aims.

Whether we’re running tree-planting days, vegan feasts or heat-camera treasure hunts, plugging community-owned solar into train lines, reimagining parks, or lobbying MPs about onshore wind, everything we do is about inspiring more people to take more ambitious action on climate change.

Combining individual and local actions with larger systemic change, at Possible we face our climate dread with a can-do attitude and sense of fun.

Under our 2019-2022 strategy, Possible’s work focuses on five key areas we know the British public can, and must, have impact.

- **Cleaning up energy** - achieving zero carbon power and zero carbon homes.
- **Changing how we travel** - swapping cars for public transport and active travel, planes for trains and electrifying everything.
- **Changing what we eat and buy** - switching to plant rich diets, ending waste, and learning to have more fun with less stuff.
- **Working with nature** - restoring nature to lock up carbon and protect us from climate impacts.
- **Talking about the climate crisis** - breaking the climate silence, and empowering everyone to understand the crisis we face.

We’ll be developing a new strategy in early 2022, ready to launch with our new financial year in July.
Our story

The charity now called Possible was born in the summer of 2009. People came out of the climate change blockbuster, *The Age of Stupid*, shocked and scared, asking “but what can I do?”

We wanted to be able to offer them a decent answer, and we’ve been committed to helping people find more and more answers ever since.

From our founding challenge to cut carbon by 10% by 2010 to our world-leading Solar Schools campaign, or more recent work on solar powered railways and lobbying MPs to lift the ban on onshore wind, everything we do is about inspiring more people to take more action on climate change.

For our first ten years, we went by the name 10:10 Climate Action, a nod to our founding 10% campaign. In summer 2019, we decided the demands of the climate crisis as we approach the 2020s needed a fresh approach. We chose to keep that same can-do attitude which has always been at the core of our work. We also kept our focus on community action and audiences outside the green bubble. But we wanted to be clearer about the scale of the challenge and our ambitions. With this in mind, we launched a fresh brand with the new name Possible in October 2019.

This new name fits our stubborn optimism, and we like to put an emphasis on the full stop in our logo. Community owned solar railways? Possible. Lift the ban on onshore wind? Possible. Car free cities? Possible. More than triple our government’s tree-planting targets? Possible.

Just five recent projects we’re especially proud of:

- We led the campaign for a world-first televised leaders climate debate in the 2019 general election, screened live on Channel 4 News and watched by over a million people.

- Our world-first innovation project connected solar panels directly to a railway to power trains in 2019. From 2022 our spin-off Riding Sunbeams joint venture will start scaling brand new, community owned solar to power train lines – starting with a 4MW site in East Sussex with partners Cuckmere Community Solar.
• Over its five years, our flagship Solar Schools programme saw 60,000 people helping 85 schools raise £723,000 and install 2,730 solar panels on their roofs. Over their lifespan, these solar panels will save schools about £1,000,000 on the cost of their bills – and the project has inspired many more schools to install solar since in the UK and beyond.

• **We campaigned to bring back the UK’s cheapest source of energy – onshore wind** – when no one else would. After over three years of pressure, the government finally announced in early 2020 it would reinstate access to public clean energy contracts for onshore wind. Next up, removing planning barriers in England, so everyone can benefit.

• Created the world’s first ‘Climate Perks’ employee benefits scheme, enlisting organisations to offer staff paid ‘journey days’ off work when staff choose low carbon travel for their holidays. We have 60 employer members, and are preparing to relaunch after a Covid hiatus.

"Possible is that rare beast which applies a true campaigning spirit to achieving positive climate outcomes. They also consistently punch above their weight, are creative, inspiring and innovative."

Baroness Bryony Worthington

“It’s been an amazing journey, and has restored my faith in community spirit”

Jo, Solar Schools volunteer

“[The 10:10 Foundation] is finding the key places and tipping-point moments that can shake up the status quo and offer an alternative approach to our energy future. I’m inspired.”

Jon Snow, broadcaster
Team, governance and finances

Although we work under Possible, our legal name is the 10:10 Foundation, and we’re a charitable incorporated organisation (CIO) registered with the Charity Commission (registration number 1157363).

Our offices are in Camden, but our team of 25+ staff is spread across England and Wales, and we work closely with partner organisations across the UK, in France and in the US. Instead of a single executive director, we’re led by a team of four co-directors, reflecting a commitment to shared leadership and minimising hierarchies wherever we can: https://www.wearepossible.org/meet-the-team

The board currently comprises nine trustees with a range of expertise from campaigning, business, science, engineering and fundraising: https://www.wearepossible.org/trustees

We have grown significantly in recent years, with the majority of our income coming from trusts and foundations. We are keen to diversify income streams and strengthen reserves in line with our policy of maintaining reserves at four to eight months of unrestricted expenditure. Our latest audited Trustees’ Annual Report and Accounts can be found on our website: https://www.wearepossible.org/s/10-10-Foundation-2021-accounts-signed.pdf

Our values

Our values are inclusivity, trust and respect, creativity, shared ambition, positivity, caring and kindness, integrity, and openness.

These aren’t just buzzwords to make us feel warm and fuzzy, they are what guide our actions and our organisational culture. Away-days help to keep these values alive and we work together to keep our team as supported, empowered and cared for as possible.

In the last year, Possible has been taking active steps towards being an anti-oppressive organisation. That is, an organisation that cultivates a working environment, culture and structure that does not reproduce the structural injustice of wider society – and is thus accessible, safe and fulfilling for anyone to work at.
Possible is an organisation and workplace that supports, affirms and welcomes staff from all backgrounds – recognising its responsibility to proactively address the different experiences and needs of team members that are rooted in social injustice and structural or institutional failings.

Some of the existing progressive practice at Possible includes:

- A flat executive team of four directors, in place of a CEO, that underpins our aim for minimal hierarchy.
- A collaborative decision making approach, that seeks to delegate as many decisions as possible away from the director team.
- Open, fair and proactive recruitment. We see every recruitment process as an opportunity to strengthen our work through increasing diversity.
- A 3:1 pay ratio and a clear, open and accessible pay policy. We are an accredited Living Wage employer.
- Flexible working options.

Between January and October 2021 we developed a wide ranging anti-oppression strategy with the staff team. Some of the key elements we will work to achieve over the next 12-18 months include:

- Staff team and trustee board anti-oppression training.
- Mapping of barriers staff from marginalised groups face and identification of areas where we can provide further support and development.
- Full audit of organisational policies to ensure they are inclusive.
- We’ll review and improve our current way of working for parents and carers and soon-to-be parents.
- Development and implementation of a workplace feedback and accountability model.
- Review and improvement of our working practices for those with accessibility needs.
Being a trustee at Possible

What we need from you

As a trustee at Possible you’ll provide on-going strategic direction, critical challenge and helping hands to ensure we continue to land our work with the size of impact the climate crisis demands.

You will be expected to attend quarterly meetings which usually last just under three hours. Roughly a week before these meetings, you’d be sent a set of board papers updating you on the progress of the organisation, for you to read and prepare any questions or responses to in advance of the meeting. Reading these can take a few hours of your time.

Our January and July board meetings are held on Thursday afternoons in Possible’s offices in Camden Town, London. The April and October ones run online, again on Thursday afternoons. We pay expenses including travel and support for childcare or care of other dependents, and if you can’t attend in person for whatever reason there is always the option to beam in remotely. This time slot has been chosen as it is easiest for those travelling to London from the North, however the board sets their own meeting times (so, if you join the board, you can discuss a change).

There will occasionally be other meetings or events which will require the attendance as trustees. Usually these are optional invitations or have an option to attend remotely. We have a series of anti-oppression trainings in the new year which board members will be urged to attend.

Between meetings, there are occasional updates or questions by email. Reading and responding to this very rarely amounts to more than an hour’s work a month.

You may also volunteer to provide extra support to the team, for example acting as a “board buddy” for a project, giving a team member extra support, expertise or access to networks, or joining a working group on a specific issue.

We estimate the time commitment of being on the board at Possible is less than a day a month: four board meetings a year with prep, some emailing between, and occasional other events/ opportunities to volunteer.
We expect trustees to stick with us for a three-year term, which can then be renewed for one further three-year term, before stepping down from the board.

We appreciate trustees are volunteers, giving their time with us, and so try to offer as much support and flexibility as we can so you can fit time with us around paid work and other responsibilities and interests. We are very open to those wanting to use a trustee position as a way to learn more about charities/ climate, and offer development opportunities (for example, by being a board buddy for a project, or joining the team for training).

**Duties of a trustee**

Ultimately, trustees are legally responsible for Possible, and make final decisions about how it is run. If you've not worked as or with a charity trustee before, you might find it useful to read the Charity Commission’s guide: https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3

As per Charity Commission guidelines, **it’s the job of our trustees to:**

- **Ensure Possible is carrying out its purposes for the public benefit.** This means we expect you to understand our charitable purposes, vision, mission and strategy, and provide support and challenge when we present plans and updates on projects. We’ll give you a full intro to all of this when you start, you don’t need to know it already to apply.

- **Act in Possible’s best interests.** You’ll work with the other trustees to make balanced and adequately informed decisions about the long term and short term health of the charity (or, more importantly, our ability to create era-defining climate action). It might go without saying, but we expect you to avoid putting yourself in a position where your duty to Possible conflicts with other personal or professional interests or loyalties (there’s a bit at the start of each trustee’s meeting where you can express any conflicts of interest, it’s usually pretty straightforward).

- **Manage our resources responsibly.** You’d work with the other trustees to make sure Possible’s assets are only used to support or carry out our purposes and avoid exposing our assets or reputation to undue risk. Again, if you’ve not done work like this before, don’t worry, it’ll be in our induction training. We have an
expert director of finance and treasurer, and we’re not looking for someone to do our books, just look over the relevant documents and ask the appropriate questions to ensure financial, strategic and operational risks are managed effectively.

- **Make use of your skills and experience, giving time, thought and energy to your role.** For us, this boils down to:

  - Scrutinising the quarterly board papers and, wherever possible, attending board meetings.
  - Reading the (occasional) email we send you and where necessary, responding.
  - Providing guidance, expertise or access to networks when it comes to developing new projects and strategy.
  - Helping us identify funding opportunities and develop relationships with existing and potential funders.
  - Acting as an advocate for Possible, representing us to external stakeholders and/or donors as one of the public faces of the organisation.

- **Ensure Possible is accountable and we’re upholding the law.** The Charity Commission expects you to “take reasonable steps to find out about legal requirements” by reading relevant guidance or taking appropriate advice when you need to. Again, this will all be covered in your trustee induction if you don’t know it already, and doesn’t amount to a huge amount of book-learning. Aside from the law, we don’t have a formal membership to be accountable to, but we do seek to be open and acceptable to our various audiences and stakeholders as well as to the staff, so you can and should challenge us on this too.

"A trustee position at Possible means being involved in one of the most important charities, dedicated to creating engagement and change on the most pressing of issues. You will be joining a vibrant, super-intelligent group of staff and a fabulous board. I have loved working with Possible over the last five years"

Jack Cunningham, current trustee
What we’re looking for

Person specification

You don’t need experience of sitting on a board to be one of our trustees (or experience of climate change work, or of the charity sector) – we simply want interest, commitment and some expertise you can bring to the table.

Everyone applying to be a trustee at Possible must be able to speak to the following criteria:

- Interest in tackling the climate crisis.
- Demonstrable enthusiasm for Possible’s approach to climate action.
- Can devote time, enthusiasm and effort to the duties and responsibilities of being a trustee.
- Commitment to Possible’s values and ongoing anti-oppression work.
- Independent judgement and willingness to ask questions and challenge.
- Some area of expertise, skill or experience you can bring to Possible to help us be a better organisation. This may be from the list below, but we’re open to hear from you.

We’re especially keen to recruit trustees with specific expertise in one or more of the following areas:

- Legal and/ or HR experience.
- Knowledge of organisational change management.
- Experience of building individual giving programmes.
- Corporate sustainability, CSR or ESG experience and/ or contacts.
- Experience of working with major donors or private philanthropy.
- Trust and foundation experience and/ or contacts.

When outgoing board members have completed their terms we would be left with an all-white board. This is not a position we’d feel comfortable with, and so are actively looking for several of our new board members to come from a Black, Asian or other ethnic minority background.

We have reasonable spread in terms of age, class and location, but would welcome more representation from people under 35 and over 65, and people who can represent
views of people living in Scotland, Wales and the South West of England. We are also keen to include someone with experience of living with a disability in our board.

UK charity law stipulates that you must be 18 to act as a trustee.

Unless authorised with a waiver from the Charity Commission you cannot act as a trustee under some circumstances, e.g. if you have an unspent conviction for an offence involving dishonesty or deception (such as fraud) or have been removed as a trustee of another charity. If you’re concerned that there may be a reason you would not be allowed to become a trustee, but are interested in joining us - please just get in touch.


**What if I’ve never been a trustee before?**

No problem! It’s great to have experienced board members but we also need fresh thinking, and we have plenty of charity experience in the board already.

We’ll provide all our new trustees with full training, not just about Possible and the context of our work, but the role of a charity trustee and what’s expected of you. We’ll also offer people the opportunity to have a buddy on the board, so you have someone to ask questions to.

If you’d like to discuss what it’s like to be a board member at Possible with a current board member, we’re more than happy to fix a call. Just email elise@wearepossible.org to let us know you’re interested and when you’d be available, and we’ll sort something out.
How to apply

Please return this form back as a Microsoft Word or Google document to jobs@wearepossible.org no later than the application deadline of 9am 26th January 2022.

We’re expecting interviews to take place w/c 14th and 21st March. Offers will be made by the 31st March and then new trustees will be invited to sit in the Spring meeting with induction in May/June and formal start for the July board meeting.

We’d also appreciate it if you could complete an equal opportunities monitoring form. This will be stored separately to your application and is purely to help Possible assess and improve our recruitment processes.

Any further questions?

Current members of the board and Possible staff are happy to respond to questions, either by email or, if you’d prefer, a longer chat over the phone/ video call.

Email Elise St. Palmer, head of operations, in the first instance, with an overview of what you want to know. She’ll put you in touch with the right person: elise@wearepossible.org.

Possible is a UK based climate charity working towards a zero carbon society, built by and for the people of the UK.

www.wearepossible.org