Becoming a co-director at Possible.

Inspiring climate action
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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 or heat-camera treasure hunts, plugging community-owned solar into train lines, enabling flight free holidays, or winning a world-first televised election climate debate, everything we do is about inspiring more people to take more ambitious action on the climate crisis.

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

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 coming up with more of them ever since.

For our first ten years, we went by the name 10:10 Climate Action, a nod to our founding campaign which encouraged participants to cut their carbon by 10% in 2010. In summer 2019, we decided the demands of the climate crisis in the 2020s needed a fresh approach. We chose to keep our can-do attitude, alongside 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 relaunched as Possible in
October 2019, a new name that reflects our trademark stubborn optimism.

Some campaign highlights

Six recent projects we’re especially proud of:

1. 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.

2. Our 21/22 public hedge planting programme planted 20,000 trees across five farms, recruiting 500 volunteers from across the country to make it happen – storing carbon and boosting biodiversity for years to come.
Our world-first innovation project connected solar panels directly to a railway to power trains in 2019. From 2023 our spin-off Riding Sunbeams joint venture will start scaling brand new, community owned solar to power train lines - including via developing, accrediting and manufacturing a new, bespoke solar-to-rail power converter.

Over its five years, our Solar Schools programme saw 60,000 people helping 85 schools raise £723,000 and installing 2,730 solar panels on their roofs - saving about £1,000,000 in bills. 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.

We created the world’s first ‘Climate Perks’ employee benefits scheme, enlisting organisations to offer staff paid ‘journey days’ when staff choose low carbon travel for their holidays. We have 60 employer members and counting.
“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.
Who is Possible?

Team and governance

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).

Instead of a single executive director, we’re led by a team of co-directors, backed up by our trustees who bring a range of expertise from campaigning, business, science, engineering and fundraising. Our offices are in Camden, but our team of around 25 staff is spread across England and Wales, and we work closely with partner organisations across the UK, in France and in the US.

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 least four to eight months of unrestricted expenditure. Our latest audited Trustees’ Annual Report and Accounts can be found on our website.
Our values

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

These aren't just buzzwords; they 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 therefore 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 examples of policies at Possible which reflect our values:

- A flat executive team of three directors, underpinning our aim for minimal hierarchy in how we work.
- 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.

In 2021 we developed a wide ranging anti-oppression strategy with the staff team. Some of the key elements include:

- Anti-oppression training for staff and trustees.
- Mapping the barriers staff from marginalised groups face, and identifying areas where we can provide further support and development.
- Full audit of organisational policies.
- Improvements for parents, carers and aspiring parents.
- Development and implementation of a workplace feedback and accountability model.
- Improvement of our working practices for those with accessibility needs.
Being a co-director at Possible

Shared leadership model

One of the things that makes Possible special is that we don’t have a single executive director, but instead are run by a team of directors, reflecting an organisation-wide commitment to shared leadership.

This means that although you’ll be running Possible, holding responsibility and taking the tough decisions, you’ll share that load with two other directors; innovation and engagement (Leo Murray) and campaigns and impact (Max Wakefield). You’ll also work closely with our senior management team, made up of expert leaders in fundraising, finance, operations, communications and campaigning, as well as liaising closely with our board of trustees.

You’ll have your own areas of responsibility and oversee discrete teams via line management, but there are also areas of responsibility which are deliberately shared across all directors. As a collaborative management team, you’ll be invited to be part of making collective decisions. The directors meet fortnightly as well as reactive discussions by email, in-person, phone or on Slack.
To underpin coordination of the director team and successful liaison with the board of trustees, you'll also take a turn as ‘lead director’ (more detail on this below).

The directors ultimately report to the chair of the board, but for day-to-day line management and support we run a peer-management triangle. You'll peer manage one of the other directors who will in turn peer-manage the third, who themselves will peer-manage you.

We’ve been running with this shared leadership model for over seven years. It’s changed slightly over time, as we’ve learnt from experience and we’ve shifted to a growing organisation, and expect to keep learning and changing as we continue to develop. We’re extremely proud of the model – as well as reflecting our values, it brings the organisation a lot of strength – and have offered support for several other organisations considering similar management approaches.

"Being a co-director at Possible really is something special. You have all the challenge and responsibility of running a small climate charity, but without the isolation that usually comes with being ‘at the top’. Talking over problems with other directors really makes for better decisions, and the peer management model means you get a lot more support than most exec directors."

Alice Bell, former co-director at Possible.
Shared responsibilities of director team

All directors have responsibility for the following:

Organisational management & development

- Act as a member of the collective executive for the organisation alongside co-directors.
- Contribute to key decision making to ensure long term organisational health and impact and sound day to day management.
- Assume rotating role of ‘lead director’ role periodically.
- Maintain an awareness of the wider contexts in which the organisation operates, and horizon scan, helping to identify – and take – strategic opportunities in line with our mission.

Delivery & oversight

- Contribute to campaign development decision making.
- Contribute to direct project delivery oversight and support through project sponsorship.
- Help sign off external organisational outputs.

Leadership & representation

- Act as a custodian of Possible’s theory of change and uphold our organisational values, fostering an anti-oppressive workplace.
- Act as a senior representative of the organisation with key external stakeholders.
- Where appropriate, act as a public and/or media spokesperson.

The lead director

The key role of the lead director is to act as a team leader for the directors, the senior management team and ultimately the Possible staff team as a whole.

Day to day, the tasks of the lead director break down to (a) coordination and leadership for the senior management team and (b) liaison with the board and chair.

However, the lead director is also ultimately responsible for ensuring that we do not step outside of our charitable
objects. They should act to stop this happening and, if it does happen, bring it to the attention of the chair.

If a problem arises (in whatever area of the organisation), the lead director is empowered by the board to take action to resolve it. Most decisions are made by consensus, but where agreement cannot be reached, the lead director should make the decision on behalf of the management team.

The lead director role is rotating, usually for nine months, subject to board approval.
Role details and what we’re looking for

Essential details

- **Reports to:** chair of the board of trustees, with line management taken on by peer manager in the co-director team.

- **Direct reports:** three (heads of development, operations, and finance), plus peer-management of a member of the co-director team.

- **Working hours:** 0.9-1 FTE (current co-directors work 0.9FTE)

- **Salary:** £55,500 pro rata, with opportunity to progress within our 1:3 pay ratio structure.

- **Location:** London based. Our office is in Camden and we offer hybrid working.

- **Contract:** permanent.

Co-director (strategic development)

In this role you’ll sit squarely at the heart of the Possible machine, taking responsibility for the evolution of the organisational architecture and resources needed to deliver our mission. Alongside, you’ll work closely with co-directors to forge our strategic direction in an always changing, and challenging, world.

As well as peer-managing one of the other co-directors, you’ll lead on governance and line-manage heads of operations, fundraising and finance, holding overall accountability for each area of their work.

In addition to the shared co-director duties, the co-director (strategic development) holds accountability for:

**Strategic organisational development**

- Lead on planning to ensure the organisation has the resources and processes required to underpin strategic goals.
● Ensure the organisation is using best practice wherever possible, and ensure staff have access to appropriate training and development opportunities.
● Oversee, supporting the head of fundraising, development of sufficient core funds.
● Work closely with the head of operations to ensure Possible develops as an anti-oppressive organisation.
● Lead on organisational change management.

Finance & governance

● Oversee and support the head of finance to undertake:
  ○ Day to day financial administration.
  ○ Monthly bookkeeping and management accounts.
  ○ Financial reporting.
  ○ Project budgets sign off.
  ○ Organisational financial controls.
● Ensure compliance with applicable regulatory requirements and charity law.
● Assume director level responsibility for finance and governance:
  ○ Presenting financial reports to co-directors to inform organisational decision making and risk management.
  ○ Reporting to the board on financial matters, and sitting on the board finance and fundraising sub-committee, and acting as liaison with the treasurer.
  ○ Coordinating annual financial planning processes.

Operations & HR

● Oversee and support the head of operations to:
  ○ Maintain appropriate organisational policies.
  ○ Ensure effective and efficient organisational running.
  ○ Ensure a high quality, fair and consistent recruitment process - and compliance with employment law.
  ○ Ensure staff welfare.
● Act as operational and HR lead at director level:
  ○ Monitoring and reporting any operational and HR risks to co-directors.
  ○ Reporting to the board of trustees on operational and HR matters.
Person specification

- Demonstrable ability to work as part of a senior leadership team with a commitment to principles of shared leadership.

- Experience of organisational management and planning at a strategic level. You must be able to demonstrate an understanding of the challenges of running a UK based small-medium charity, but that doesn’t mean you have to be working for one.

- Experience of financial oversight responsibility, with strong understanding of organisational financial management and reporting.

- Commitment to climate action and some experience of taking action on social or environmental issues. This does not need to be in a professional capacity.

- At least two years of line management experience and a commitment to anti-oppressive working, staff welfare and a mutually supportive organisational culture.

- Comprehensive understanding of charity governance requirements, including risk management and mitigation, and an understanding of key areas of legal operational compliance, e.g. employment law.

- Experience of project management, and the ability to provide project support and oversight.

- Demonstrable ability to think independently, critically and creatively, and to take responsibility for decision making.

- Experience of developing and managing key senior relationships with organisational partners and stakeholders – including funders.

- Excellent written and verbal communication skills.

Benefits

- 25 days paid holiday pro rata (+ bank holidays and three days at Christmas)

- Flexible working
● Paid volunteer leave
● Bike to work scheme
● Use of organisation e-cargo bike, if London based
● Paid journey days for low carbon holiday travel
● Good parental leave
● Employer pension contribution
● Access to complementary Headspace account (mindfulness and meditation app)
● Access to our workplace employee assistance programme, including free counselling sessions and financial advice

How to apply and process

How to apply

Everything you need to apply is in this application form.

Make a copy of the form and send it in, then return it to jobs@wearepossible.org no later than 10am, Wednesday 15th June. Please put “Co-director” in your email subject line.

Process

We will hold two rounds of interviews. First interviews will happen online, while the second round will be in person at our Camden office, and could include both Possible staff and trustees. We aim for first interviews to clock in at an hour, second interviews might stretch a little longer. Questions will be shared in advance. We may ask you to complete a short task or prepare a short presentation.

For candidates invited to second round interviews there will also be an opportunity to speak informally with two Possible staff members (who won’t be involved in making a hiring decision), to ask any questions about our workplace and get a feel for our organisational culture.

We expect to hold first round interviews between 21st and 23rd June and second round interviews between 28th and
30th June. If you know you can’t make these dates, please let us know in the application form.

Please tell us if you have access needs for the recruitment process and we will try to meet your needs.

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.

We are aware that highly capable prospective candidates sometimes rule themselves out of applying for roles because they’re worried they don’t quite fit all the requirements, or because they’ve gained their experience in an unconventional setting (eg. through voluntary work or in a completely different sector). So if you’re not sure if you’re quite right for the job, please do get in touch with max@wearepossible.org to chat a bit more about what the role would involve and what we’re looking for.

**Any further questions?**

Please contact Max Wakefield, co-director (campaigns & impact), max@wearepossible.org.