



# NON-EXECUTIVE DIRECTOR INFORMATION PACK



# ABOUT

## NON-EXECUTIVE DIRECTOR



You will join our existing Board during an exciting growth period to support us in setting our social enterprise's culture and future vision.

This is a challenging and rewarding position for someone passionate about making a difference in communities and our organisation's work to help people to connect with their communities and opportunities to find fulfilment.



We are committed to diversity on our Board and welcome applications from any individual who meets the person specification and is interested in joining our organisation.

Do you feel you can help our social enterprise achieve long-term sustainable growth? Then please read on.

### Non-Executive Director - The opportunity

We seek three Non-Executive Directors (NEDs) to join our existing Board, which comprises the CEO and two Executive Directors, to bring a diversity of thinking and expand our networks. Our Non-Executive Directors will not be involved in the daily operations; however, they will be full participants on the Board, providing support, ideas, and constructive challenge to our executive team. They will test our thinking and support our organisation to achieve the best it can for the communities we work in, demonstrate the difference that we make, and promote us with connections and introductions within networks.

The Institute of Directors describes the role of Non-Executive Directors as follows:

**'Essentially, the Non-Executive Director's (NED) role is to provide a creative contribution to the Board by providing independent oversight and constructive challenge to the Executive Directors.'**

A summary of Non-Executive Directors' duties is available on the [Institute of Directors](#) website, and information on the role of a Director within a Community Interest Company (CIC) is available on the [regulator's](#) website.

### There are three key aspects to our NED role:

1. Setting direction and sharing the vision.
2. Ensuring the effective governance of The Shoebox Enterprises, in line with its purpose and aims, specifically including regulatory and legal compliance.
3. Holding the CEO and Directors to account for delivery of the organisation's plans and objectives.



# ABOUT

## NON-EXECUTIVE DIRECTOR

### Non-Executive Director - The role

As a Board member, the role will require you to:

- Support and challenge the Board collaboratively.
- Assimilate, analyse and strategise information to shape our organisation.
- Offer unconventional and creative problem solving, finding new ways of thinking and doing.
- Demonstrate how you have had a wider sphere of influence and impact.
- Establish your belief in social enterprise and our organisation's vision and mission.
- Actively support and participate in Board and self-development.
- Work closely with the CEO regarding the strategic management of the organisation.
- Use any specific skills, knowledge, or experience to help the Board reach sound decisions.
- Ensure that the organisation complies with its Articles of Association, organisation law, and any other relevant legislation or regulations.
- Safeguard the good name and values of The Shoebox Enterprises.



### Additional information:

- Board meetings will take place in Norwich on a bi-monthly basis, but access via Zoom (or similar) is possible.
- As a social enterprise, we are looking to engage Directors voluntarily.
- All reasonable expenses will be reimbursed in accordance with our Expenses Policy.
- Whilst we would estimate a time commitment of around ten days per annum is required, there is no fixed time commitment for the role. This would include Board Meetings and representing The Shoebox Enterprises at various events and meetings with key stakeholders.
- Initially the role will be on an advisory basis for one year. The appointment will then be reviewed by a panel drawn from the Board and CEO and successful candidates formally appointed as Directors.
- The Non-Executive Director role will be for a two-year term, subject to review, with no exclusion from being re-appointed.



# ABOUT

## NON-EXECUTIVE DIRECTOR

### Non-Executive Director - The person

#### Key Skills and Experience

We are particularly looking for individuals with one or more of the following Skills, Competencies and Experience to apply:

- Marketing and events
- Finance/Accountancy
- Business management experience (ideally within tourism or a customer-centric environment)
- Impact measurement (ideally within a social enterprise/not for profit organisation)
- HR/Learning and Development
- Legal



You will need to be able to demonstrate that you can use your experience to:

- Work alongside other non-executives and executive colleagues as an equal member of the Board.
- Bring independence, external perspectives, skills and challenge to strategy development.
- Hold the executive to account by providing purposeful, constructive scrutiny and challenge.
- Shape and actively support a healthy culture for the organisation.

#### Key Competencies

- **Strategic Orientation** - Makes a significant contribution to creating a compelling vision for the future and implementing measurable strategies necessary for success.
- **Leading for Performance** - Demonstrates clarity of purpose and direction, inspiring and motivating staff and volunteers to exceed performance expectations in line with The Shoebox Enterprises' strategic and operational objectives.
- **Making Things Happen** - Takes a dynamic results-based approach to the work of The Shoebox Enterprises concentrating on achieving outcomes that support strategy and operational objectives.
- **Communicates with Purpose** - Purposely and persuasively communicates with others to achieve support, buy-in and enhance effective business relationships.
- **Decisive Judgements** - Makes intelligent, timely decisions and judgements that support The Shoebox Enterprises' strategic intent in relation to all stakeholders.
- **Customer Engagement** - Can demonstrate the importance of customer engagement and service excellence to internal and external customers delivering positive outcomes in support of the organisation.



# NON-EXECUTIVE DIRECTOR OUR CODE OF CONDUCT



## 1. Purpose of this code

To highlight what is expected of all Directors of The Shoebox Enterprises as a social enterprise.

## 2. Ethical Principles

- **Confidentiality** - Directors should respect the confidentiality of all personal information shared by other Directors or guest speakers and abide by the confidentiality agreement in their agreement.
- **Competence** - Directors should act with accuracy and rigour and contribute professional skills only in areas of current competence.
- **Integrity** - Directors should act with honesty and integrity, adopting the highest standards of professional conduct, openness and fairness.
- **Safety** - Directors should be alert to how their conduct might affect others and respect other Directors' rights, wellbeing and safety.
- **Responsibility** - Directors should act honourably, responsibly, and lawfully and uphold the reputation and standing of the company.
- **Leadership** - Directors should aspire to high standards of leadership, and actively promote public awareness and understanding of the impact and benefits of greater diversity of thought.
- **Veracity** - Directors should be objective and truthful in any statement made to other Directors, whether at a organisation's event or one-to-one.
- **Conflict of Interest** - Directors should be alert to any potential conflict of interest and have a duty to communicate the conflict and act to seek an equitable resolution.

## 3. Expectations of Directors

- All Directors are expected to actively engage in the organisation's activities and share their knowledge, expertise and contacts where appropriate.
- Directors need to ensure they know the policies that apply to them.
- All Directors are expected to promote the organisation's aims and positively represent the organisation using the language set out in the organisation's communication briefing notes.
- All Directors who sign up for an event or meeting should ensure they meet this commitment except in exceptional, unavoidable circumstances. Those who drop-out at short notice for several events may be asked to leave the Board.
- When replies are needed in order to settle dates for meetings and events, it is hoped that all Directors involved in the particular event reply within 48 hours if possible.
- All Directors are expected to have access to the internet and the technology needed to access both the organisation's collaborative tools and communications platforms. Assistance to access digital services can be provided if necessary.

## 4. Responsibilities

It is the responsibility of the Directors to:

- Act within the constitution and the law and be aware of the contents of the organisation's governing document and the law as it applies to the organisation.
- Act in the best interest of the organisation as a whole. Consider what is best for the organisation and its beneficiaries and avoid bringing the organisation into any disrepute.
- Manage conflicts of interest effectively. Register, declare and resolve conflicts of interest, and do not seek to gain materially or financially unless expressly authorised.
- Respect confidentiality. Understand what confidentiality means in practice for the organisation, its Board and the individuals involved with it.
- Have a sound and up-to-date knowledge of the organisation and its environment. Understand how the organisation works and the environment within which it operates.
- Prepare fully for meetings and all work for the organisation by reading papers, querying anything you don't understand and thinking through issues in good time before meetings.
- Actively engage in discussion, debate and voting in meetings. Contribute positively, listen carefully, challenge sensitively and address areas of conflict with openness, compassion, courage and sensitivity.
- Collaborate and accept a majority decision. Make decisions collectively and stand by them. Do not act individually unless specifically authorised to do so.
- Work considerately and respectfully with all. Respect diversity, different roles and boundaries, and avoid giving offence.



**According to the Company's Articles of Association, a Director will automatically cease to hold office if:**

- That person ceases to be a Director by virtue of any provision of the Companies Act 2006 or is prohibited from being a Director by law.
- A bankruptcy order is made against that person, or an order is made against that person in individual insolvency proceedings in a jurisdiction other than England and Wales or Northern Ireland, which have an effect similar to that of bankruptcy.
- Composition is made with that person's creditors generally in satisfaction of that person's debts.
- The organisation receives notification from from the Director that the Director is resigning from office, and such resignation has taken effect in accordance with its terms (but only if at least two Directors will remain in office when such resignation has taken effect); or
- The Director fails to attend three consecutive meetings of the Directors, and the Directors resolve that the Director be removed for this reason.
- The Director ceases to be a member.



**All Staff, Volunteers and Directors are required to:**

- Familiarise themselves with Organisation Policies and Procedures.
- Uphold the Equal Opportunities and Anti-Harassment and Bullying Policies, ensuring effective implementation in all aspects of their work.
- Act at all times within the organisation's Rules, Policies, Procedures, and any other statutory requirements.
- Commit to supporting the achievement of our organisation's mission and living our values.
- Be proactive, bring ideas and suggestions and contribute to service improvement.
- Undertake training as required.
- Attend staff and team meetings as required.
- Observe health and safety procedures in the workplace to ensure personal safety and to safeguard the interests and safety of colleagues, customers and visitors.
- Undertake other duties and responsibilities as appropriate.



# ABOUT

## THE SHOEBOX ENTERPRISES CIC



The Shoebox Enterprises CIC is a social enterprise with a vision to lead the way in creating inspiring, supportive and entrepreneurial solutions to build resilient communities and empower local people to make their mark on the world.

We've been running for over six years and create environments for people and communities to connect with each other and opportunities to find fulfilment.

We believe life is better when we have meaningful connections, shared experiences and opportunities to discover, laugh and grow together.



**Tom Gaskin, CEO,**  
The Shoebox Enterprises CIC

We facilitate a range of community based projects, including:

- Volunteering opportunities and peer support groups to help people connect and grow.
- Training and work placements in tourism and hospitality to help people gain work skills and experience and move closer to gaining employment.
- Championing the social enterprise sector and sharing our learning to support new start-ups.
- Tackling digital exclusion through hosting digital drop-ins, one-to-one support, access to computer facilities, and free Wi-Fi.
- Hosting Community Connectors who have conversations with residents to discover what matters to them, what they are passionate about and what they would like to do with others to help them flourish in community life.

Our flagship social venture is The Shoebox Community Hub on Castle Meadow, Norwich. The Shoebox is a friendly, welcoming space where you can connect with others, share interests and have fun.

Our 'pay what you can' membership includes a whole host of benefits, including joining a range of community groups, peer support groups and activities.

Last year, over 3,000 hours were volunteered as peer support and over 375 group meetings and events were hosted.



**“If someone were considering coming to The Shoebox, I would tell them that they have nothing to lose but a whole new life to gain.” Shoebox member**

# ABOUT THE SHOEBOX EXPERIENCES

The  
**Shoebox**  
EXPERIENCES

As a social enterprise, we fund our core community projects by running The Shoebox Experiences - a one-stop shop for local, unique experiences where customers can make great memories together.

Our Hidden Street Tour has been a popular visitor attraction since tours began in 2017, and in the last year, we've expanded the range of experiences we offer to include:

- Secrets of the Tunnels, a thrilling underground escape game.
- Lantern Light Underground Tour, a chance to see our Hidden Street in a whole new light and discover more about Norwich's dark past.
- The Tavern Trail Tour, a fascinating 1.3 mile scenic walking tour of Norwich to discover more about pubs and the past.
- Team development days and bespoke packages to help hard-working staff reconnect and recharge.

Our experiences have been enjoyed by thousands of locals and visitors who consistently leave glowing 5 star reviews. We have exciting plans to continue adding more unique experiences to our offer, providing more opportunities to delight our loyal customers and help fund our work.



This was a really fun and informative experience; our guide was entertaining and really knew his stuff. We got to see a side of the city we'd not seen before and learn so much. Would recommend.  
Kate R, customer





# IMPACT

## AND FUTURE PLANS



→ You can read more about our impact in the community in our [2021 Annual Impact Report](#).

→ You can also read about our plans for the future in our [2022-24 Strategic Plan Summary](#).

### Our values



### Our partners and supporters



**NORWICH**  
City Council



Creating Connections | Building Communities



**NORWICH**  
**TOGETHER**

Bringing our city closer, together



Using your feedback to improve care

## NON-EXECUTIVE DIRECTOR HOW TO APPLY

We would be pleased to receive applications containing a CV and a cover letter with reasons for wanting to join our organisation's Board and how skills and experience meet the requirements expressed in this pack to [tom@theshoebox.org.uk](mailto:tom@theshoebox.org.uk)

Feel free to contact us if you require this information pack in an alternative format or any support with the application process, and we will do our best to help.

The closing date for applications is Sunday 12th February 2023 at 5pm.

Invitations for interview will be sent by Wednesday 15th February 2023.

Interviews will be held in person at The Shoebox Community Hub, Norwich, week beginning 20th February 2023.

Any questions? Please call 01603 850309 or email [tom@theshoebox.org.uk](mailto:tom@theshoebox.org.uk)