



PhotoVoice's vision is for a world in which everybody has the opportunity to represent themselves and tell their own story.



We work across the world to build skills in underrepresented communities, using participatory photography and digital storytelling methods.



We have worked in partnership in over thirty-five countries on seventy-three different projects.



We help those who are often the subjects of photographs to become the photographers and tell their own story.

PhotoVoice

Trustee Recruitment Pack

February 2018

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About PhotoVoice

PhotoVoice is a charity registered in England and Wales (1096598) and Scotland (SCO41910).

Since being established as a charity in 2003, PhotoVoice has worked in over 35 countries delivering projects that use photography for positive social change.

Our vision and mission:

PhotoVoice's vision is for a world in which everybody has the opportunity to represent themselves and tell their own story.

Our mission is promote the ethical use of photography for positive social change, through delivering innovative participatory photography projects. By working in partnership with organisations, communities, and individuals worldwide, we will build the skills and capacity of underrepresented or at risk communities, creating new tools of self-advocacy and communication.

Why photography?

Photography is a highly flexible tool that crosses cultural and linguistic barriers, and can be adapted to all abilities. Its power lies in its dual role as both a form of creative expression and a way to record facts.

It provides an accessible way to describe realities, communicate perspectives, and raise awareness of social and global issues.

Its low cost and ease of dissemination encourages sharing and increases the potential to generate dialogue and discussion.

How do we work?

Working in partnerships with other charities, NGOs and community organisations, PhotoVoice designs and delivers tailor-made participatory photography, digital storytelling and self-advocacy projects for underrepresented groups.

Our pioneering and award winning approach brings together arts, media, development, campaigning, and social change to deliver projects that enable voice, build skills, deliver advocacy and work towards sustainable change.

We ensure that we:

- Design and develop projects specific to communities, issues and needs, and based on engagement with them
- Promote the imagery produced from the projects utilising media, events and exhibitions
- Provide consultancy, training, materials and resources to organisations wishing to use participatory photography in their work

Where do we work?

PhotoVoice works in the UK and internationally with individuals, local communities, and partner organisations.

What a prospective Trustee should know

PhotoVoice has established itself as an expert in the field of participatory and ethical photography. We have delivered many projects in both the UK and internationally, with positive outcomes resulting. We are now at a position to strengthen both what we do with this body of work, and how we communicate it to our supporters and to a wider audience.

PhotoVoice is an unusual charity in that it is not 'single-issue' based. We have a unique approach to engagement, communications, and advocacy.

As well as devising and developing our own projects, PhotoVoice adds a new dimension to partner organisations across the charity sector, complementing and strengthening their existing communications and project evaluations in an innovative and creative way.

The focus of our work is on our projects and communications activities, as well as strengthening our membership scheme which engages with supporters across a variety of areas.

Regular PhotoVoice activities include:

- Devising and developing participatory photography programmes and projects both in the UK and overseas
- Providing consultancy services to organisations wishing to utilise participatory photography in their work
- Communicating our work and the work of others using photography for social change, through regular social media engagement, a monthly newsletter, and a quarterly printed publication, Photo Voices
- Delivering training to a wide range of audiences, including academic institutions
- Championing the use of ethical photography across the charity sector

The core staff team at PhotoVoice is currently comprised of four people:

- Tom Elkins, CEO
- Kate Watson, Senior Projects Manager
- Zoe Wright, Communications Officer
- Nic Pursey, Institutional Support

What is PhotoVoice looking for in a Trustee?

The role of a Trustee

Trustees are responsible for overseeing the management, finances and administration of PhotoVoice to ensure that the charity is properly led and organised, to fulfill all its legal obligations and that its activities are planned and carried out to meet its charitable objects. Trustees also act as Directors of PhotoVoice for the purposes of Company Law.

A full role description and person specification for new trustees is attached as Appendix A & B.

The rewards of being a Trustee

This is a stimulating and rewarding role. It provides an opportunity to work alongside a highly committed, resourceful, dedicated and professional team, in an innovative and challenging environment. You will be able to use your strategic leadership skills and experience to:

- make a real difference to the lives of underrepresented individuals and communities
- develop meaningful opportunities and partnerships through different channels, including the media, development, advocacy, and social sectors to deliver projects that support and strengthen voice, build skills, deliver advocacy messages and work towards sustainable change
- support the design and development of photography projects specific to communities, issues and their needs
- support the promotion of imagery produced from the projects utilising media, events and exhibitions
- work alongside Board members from a wide range of professional backgrounds
- help lead the organisation to a sustainable future
- help meet the demands and challenges facing PhotoVoice and the charity sector in the UK
- deepen your own and other people's appreciation of the lives of people from a range of social backgrounds and cultures

Your contribution will make a real impact on the direction and success of PhotoVoice.

Trustee roles are voluntary, and no financial remuneration is provided. Reasonable expenses for attendance at board meetings (held quarterly in London) will be provided.

Desired skills and knowledge

Our present Board of four trustees bring strategic experience from a wide range of backgrounds including government, law, international development, and the private sector. Recent changes to the make-up of the board reflect PhotoVoice's governance structure, particularly in relation to term limits, with some long-serving board members standing down after many years of service. This round of recruitment provides new opportunities for a diverse range of skills and experience to help shape the organisation's future.

What does the Board of Trustees do?

The principles and main duties are the same in all registered charities.

- Trustees have and must accept ultimate responsibility for directing the affairs of a charity, and ensuring that it is solvent, well-run, and delivering the charitable outcomes for the benefit of the public for which it has been set up.

Compliance - Trustees must:

- Ensure that the charity complies with charity law, and with the requirements of the Charity Commission as regulator; in particular ensure that the charity prepares reports on what it has achieved and Annual Returns and accounts as required by law
- Ensure that the charity does not breach any of the requirements or rules set out in its governing document and that it remains true to the charitable purpose and objects set out there
- Comply with the requirements of other legislation and other regulators (if any) which govern the activities of the charity
- Act with integrity, and avoid any personal conflicts of interest or misuse of charity funds or assets

Duty of prudence - Trustees must:

- Ensure that the charity is and will remain solvent
- Use charitable funds and assets reasonably, and only in furtherance of the charity's objects
- Avoid undertaking activities that might place the charity's endowment, funds, assets or reputation at undue risk
- Take special care when investing the funds of the charity, or borrowing funds for the charity to use

Duty of care - Trustees must:

- Use reasonable care and skill in their work as trustees, using their personal skills and experience as needed to ensure that the charity is well-run and efficient
- Consider getting external professional advice on all matters where there may be material risk to the charity, or where the trustees may be in breach of their duties

The recruitment and induction process

General points

Members of the Board will have the variety of skills and experience that are required to enable the Board to function in an effective manner and to provide both advisory and fundraising support to PhotoVoice and its staff.

Recruitment and selection of Trustees

When a vacancy is identified by the current Board of Trustees, a recruitment plan shall be formed based on:

1. The sorts of skills and experience which should be sought in any prospective Trustee(s) including a role description for the vacancy
2. The process which should be adopted to fill the vacancy or vacancies. It is anticipated that this would include:
 - a) Some procedures (including placing advertisements in the media) for making known to a reasonably wide audience that PhotoVoice is seeking to make an appointment and what is expected of the person appointed. There is no reason why this should not also involve current Trustees or staff making the vacancy known to their contacts and seeking to get expressions of interest from suitable people
 - b) Appointment of an interview panel for each Trustee vacancy being advertised. The panel will assess an applicant's skills in relation to the role description, as well as their ability to meet the following minimum requirements as a Trustee of PhotoVoice:
 - Attendance at all Board meetings (4 times per year)
 - Attendance at a minimum of 2 PhotoVoice activities or events per year
 - Membership of PhotoVoice (minimum £50 per year)
 - Support within or for governance working groups
 - Provision of contacts to support advice or funding needs of the organisation
 - Form part of pitching meetings/network on behalf of PhotoVoice throughout the year

The interview panel will make recommendations to the Board. Appointments are then confirmed and made formal at the next trustees meeting.

PhotoVoice aims to ensure that no Trustee applicant receives less favourable treatment on any of the grounds listed in its Equal Opportunities policy. Recruitment procedures will be reviewed regularly to ensure that individuals are treated on the basis of their relevant merits and abilities and sufficiently diverse sectors of the community are reached.

Review

The policy and procedure set out above, and the latest assessment of the skills and characteristics needed within the Board shall be considered and reviewed by the Board for on a regular basis. Trustee selection criteria will be regularly reviewed to ensure that they are justifiable on non-discriminatory grounds as well as essential for the effective performance of the role.

Appendix A: Role Description: Trustee

Role Purpose:

Trustees are responsible for controlling the management, finances and administration for PhotoVoice by making sure that it is managed and organised properly, in accordance with legislation and that its activities are planned and carried out to meet its charitable objects. Trustees also act as Directors of PhotoVoice for the purposes of Company Law.

Principal responsibilities:

1. Compliance:

Trustees must ensure that PhotoVoice complies with:

- Charity Law and the requirements of the Charity Commission
- The requirements, charitable purposes and objects of PhotoVoice as defined in the charity's governing documents
- Company Law and the requirements of Companies House
- The requirements of other legislation and regulators governing the activities of PhotoVoice

2. Duty of prudence:

Trustees must ensure that PhotoVoice is and will remain solvent and in this respect must:

- Ensure that they keep informed of the charities activities and financial position
- Ensure that charitable funds and assets are used wisely, and only to further the purposes and interests of the charity
- Avoid undertaking activities that might place PhotoVoice property, funds or assets or reputation at undue risk
- Establish and monitor appropriate audit arrangements to ensure PhotoVoice is meeting its aims, objectives and goals
- Appoint the CEO (and other senior staff as required)
- Through the Chair, monitor the performance of the CEO, establishing clear delegation of operational and management arrangements as required

3. Set the strategic direction for PhotoVoice

Trustees are responsible for setting the strategic direction for PhotoVoice and for providing guidance to the CEO on long term objectives. In this regard Trustees should:

- Contribute actively to the Board's responsibility to give strategic direction to the organisation, through business planning, and by establishing a clear mission, values and long term objectives
- Consider and approve strategic policies consistent with the business plan, legislation, mission, values and objectives
- Consider and approve the Business Plan

4. Duty of Care

Trustees must make sure they keep up to date with what the charity is doing and should:

- Exercise reasonable care and skill, using personal knowledge and experience to ensure that the charity is well-run and efficient
- Ensure that they receive sound advice, assurance and useful and timely reports from the executive team.
- Ensure that they act with integrity, avoiding any personal conflicts of interest or misuse of charity funds or assets
- Be committed to the work of PhotoVoice and be prepared to undertake activities on behalf of PhotoVoice
- Commit to the following:
 - Attendance at all Board meetings (4 times per year)
 - Attendance at a minimum of 2 PV events per year
 - PhotoVoice Membership (min £50 per year)
 - Support within or for working groups
 - Provision of contacts to support advice or funding needs of the organisation
 - Form part of pitching meetings / network on behalf of PV throughout the year
- Act in the best interests of PhotoVoice at all times
- Declare any conflicts of interest as soon as reasonably practicable where these may arise, and withdraw from decision-making as appropriate

5. Board Development

Trustees are responsible for the selection, appointment and development of Trustees. In this respect Trustee responsibilities are to:

- Monitor the skills, knowledge and experience of the Board's membership
- Ensure the Board has the competences and ability to achieve its aims
- Identify their own development and/or support needs and with the organisation make arrangements for these to be met
- Participate in training as required
- Maintain an up-to-date knowledge of the sector

6. Conditions

Length of service: 3 years, with reappointment possible for further terms

Appendix B: Trustee Person Specification

Below is a description of the experience, skills and knowledge that the Board seeks in its Trustees. Candidates who wish to stand for election must be sure that they can meet most of these criteria.

Skills, Experience and Knowledge

- Strategic direction - the ability to think and plan ahead, balancing needs, risks and constraints
- Experience of working as an effective senior team member, possibly as a member of a Board of Trustees or Management Committee member
- Financial management skills - the ability to interpret and understand budgets, accounts and other financial reports
- Experience/knowledge of the issues concerning marginalised people
- An understanding of the role of a trustee and the role of governance within an organisation such as PhotoVoice

Abilities

- Ability to act as an ambassador for PhotoVoice at formal and informal meeting and events
- Ability to work effectively as a member of a team with other Board members and the CEO
- Ability to communicate effectively at all levels
- Ability to think creatively and objectively
- Ability to actively participate in meetings, challenging constructively whilst respecting the views and opinions of others
- Ability to understand written and financial reports and to ask appropriate questions as required
- Ability to make balanced and informed decisions and judgments
- Ability to accept accountability - to understand and accept the legal duties, responsibilities and liabilities of a Trustee
- Ability to understand when Conflicts of Interest may prevent them participating in decisions or discussion

Personal Qualities

- Trustees need to possess integrity, common sense, good judgment, honesty, openness and a strong sense of public duty
- Trustees will be expected to demonstrate high standards of corporate and personal conduct
- Trustees should possess an empathy with the aims, values and mission of PhotoVoice and be committed to maintaining its reputation for high quality independent advocacy
- Trustees should be committed to working effectively and respectfully with other board members

Other conditions of appointment

- Trustees are asked to subscribe to the PhotoVoice Code of Conduct
- Trustees will be provided with a full induction

Appendix C: Role Profile: Treasurer/Financial Compliance

The Overall Role

- Maintain an overview of the organisation's financial affairs, systems and strategies
- Presentation of financial reports to the board in collaboration with the CEO
- Monitoring and advising on the financial viability of the charity
- Implementing and monitoring specific financial controls with systems in place which are adhered to.
- Advising on the financial implications of the charity's strategic plan

Key skills / experience

- Professional financial qualification(s)
- Current or recent professional financial expertise at senior level
- Experience of successfully communicating financial information to non-financial colleagues
- Some experience or knowledge of charity finance including compliance issues or the ability and willingness to learn

Capacity required

- Able to act as financial signatory as needed.
- Able to attend meetings in London: Board meetings 4 times/year, other meetings including the Annual Away Day and AGM
- Available for consultation with staff, Chair and Trustees on financial issues / queries between board meetings

Particular duties of the Treasurer/Trustee with Responsibility for Financial Compliance

Financial processes and procedures

- Approving budgets, accounts and financial statements for presentation to the Board
- Ensuring that appropriate accounting procedures and controls are in place including the fixed asset register
- Ensuring that adequate insurance is in place to cover organisational activities

Financial reporting

- Advising on the preparation of quarterly and annual financial reports to the Board and presenting them at meetings as appropriate
- With the CEO, overseeing communications to Trustees on organisational financial matters

Financial Planning

- Advising on the financial implications of the organisation's strategic plans
- Ensuring that PV's financial resources meet its present and future needs
- Ensuring that PV has an appropriate reserves policy

Investments

- Advise PV on investment activity, ensuring this is reviewed on a regular basis

Compliance

- Liaising with the CEO to ensure the organisation's compliance with relevant legislation and Charity Commission guidance.
- Keeping the Board informed about its financial duties and responsibilities.
- Ensuring that the annual report and accounts are prepared and disclosed in the form required by The Charity Commission.
- Ensuring proper conduct of audit processes and appropriate consideration of recommendations.