

**EDUCATION & TRAINING
FOUNDATION**

Trustees

ABO802

September 2024

Managing Director

Sarah Thewlis BA, MML, FCIPD, FRSA, Hon FRCGP, Hon FREC.

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Contents	
1.	Welcome letter from Sir Frank McLoughlin CBE – Chair
2.	About The Education and Training Foundation
3.	Job Description and Person Specification of the Trustee
4.	Time commitment, Term of office, Location and Expenses
5.	Timeline, Application Process and How to Apply
6.	Diversity and Inclusion Monitoring
7.	Contact us

Welcome letter from Sir Frank McLoughlin CBE Chair



Dear Candidate,

I am delighted that you have expressed an interest in applying to be the Chair of Finance Committee for the Education and Training Foundation (ETF). I hope this candidate brief gives you all the information you might need regarding the requirements of this role. You can also find more information about us on our website: [The Education and Training Foundation](https://www.educationandtrainingfoundation.org.uk/).

Every day, educators and leaders across the Further Education (FE) and Skills sector inspire curiosity, drive progress and empower learners to achieve their potential. The ETF is here to amplify the vital role of the FE and Skills workforce. Working in partnership, we drive professionalism by setting professional standards for the quality of teaching and leadership across the sector. We provide educators with professional development throughout their careers, we champion inclusion, and we embrace change in support of a thriving FE and Skills sector. Together, we are transforming lives and opportunities for learners aged 14 and above.

We support educators across FE and Skills to help them to achieve their professional development goals for the benefit of learners and employers across England. In doing so, we help to transform the lives of individuals and communities across the country, unleashing potential and benefiting the economy. Our activities include the commissioning and delivery of professional workforce development programmes (e.g. leadership development, T Level professional development, Maths and English enhancement) and the running of the sector's professional membership body, the Society for Education and Training (SET).

The ETF's Board are the charity's trustees. The Board oversees the work of the ETF. It sets strategic direction; ensures proper financial and governance arrangements are in place; and ensures that the ETF remains focused on delivering successful outcomes for its beneficiaries.

Three trustees are due to retire from the Board at the ETF AGM in December 2024 and we are now looking for up to 5 new trustees with a range of skills and different life experiences to join our energetic board and increase the diversity of the membership. We are seeking trustees who have experience in membership and professional bodies, digital transformation, commercial, specifically expertise in new product development, monetising products and sales as well as experience working in/with ITP and Adult Education providers. The ETF would like the prospective new trustees to be available to join the AGM on Monday 9 December (online) and Board strategy day on Tuesday 10 December (in person) and the following Board and Committee meetings (from the new year).

If these are roles that interest you, we would very much like to receive your application. You can find all the details on how to apply further along in this brief.

If you have any further questions about the role once you have read this candidate brief please contact us on 0207 850 4781 or email: applications@thewlisgraham.com for a confidential conversation with Sarah Thewlis.

Kind regards,

Sir Frank McLoughlin CBE
Chair

About The Education and Training Foundation

Every day, educators and leaders across the Further Education (FE) and Skills sector inspire curiosity, drive progress and empower learners to achieve their potential. The ETF is here to amplify the vital role of the FE and Skills workforce. Working in partnership, we drive professionalism by setting professional standards for the quality of teaching and leadership across the sector. We provide educators with professional development throughout their careers, we champion inclusion, and we embrace change in support of a thriving FE and Skills sector. Together, we are transforming lives and opportunities for learners aged 14 and above.

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Our work has three key principles at its heart:

- The first is that we **exist for the benefit of learners**, something we achieve by improving the professional practice of teachers and leaders in the sector.
- The second is that we exist as a means to an end, not an end in itself. We have no shareholders and make no profit. **Everything we do is about helping our fantastic sector** unlock the talents and potential of our learners and improving productivity, employability, skills, and educational attainment.
- And the third is that we exist to **support professionals to be even better than they already are**, identifying excellence and seeking to understand and disseminate it through collaborative practice. Although our work focuses on FE and Skills, we bring in expert challenge and support from outside the sector.



Our Professional Development offer

We have a strong relationship with the Department for Education, which recognises our unique expertise and funds many of the programmes we deliver. That support includes:

- [leadership development](#)
- [T Level professional development](#)
- [maths and English enhancement](#)
- [Prevent training](#)
- [digital teaching skills](#)

Additional support

As well as [professional development](#) programmes, we support [recruitment](#) into the sector and provide [key data and research](#). We are also the guardian of the sector's Professional Standards and home to the professional membership body for the sector, the [Society for Education and Training](#) (SET), which supports over 22,000 teachers, trainers and leaders working across diverse roles and settings with a pathway of professional development throughout their careers.

The Society for Education and Training is the largest professional membership body for the Further Education and Training sector and is responsible for the awarding of both Qualified Teacher Learning and Skills (QTLS) status and Advanced Teacher Status (ATS).

SET is committed to the continuing professional development of teachers and trainers in the sector. Membership provides credibility and recognition for teachers and trainers skills and abilities.



Mission

Our mission is to support the continuing transformation of our country's technical and vocational education system by ensuring the sector has world-class teachers, trainers, assessors, and leaders. This leads to ever-improving learner outcomes, a better skilled workforce and a stronger economy, country, and society.

Values

- **Responsive:** We listen and provide effective solutions
- **Striving for Excellence:** We aim for the highest standards in everything we do
- **Inclusive:** We reflect your views in our thinking and in our actions
- **Expert:** We base our decisions on evidence and expertise
- **Trustworthy:** We are open, honest and act with integrity



Our Governance

The ETF's Board are the charity's trustees. The Board oversees the work of the ETF. It sets strategic direction; ensures proper financial and governance arrangements are in place; and ensures that the ETF remains focused on delivering successful outcomes for its beneficiaries.

In addition to the Board of Trustees who oversee the success of the organisation, as a charity the ETF also has Members. The Members of any charity have an important role in holding trustees to account and providing a degree of challenge to a charity's Board (they are akin to shareholders in a profit making company but have no financial interest). Members provide strategic insight into the challenges and opportunities facing the sector and have a meaningful role in the stewardship of the ETF. Externally, the Members advocate for the ETF and spread awareness of the organisation's work helping build understanding and support.

The Members are representative organisations who have a unique stake in ensuring that FE professionals get the support and development they need and deserve. The six Members are:

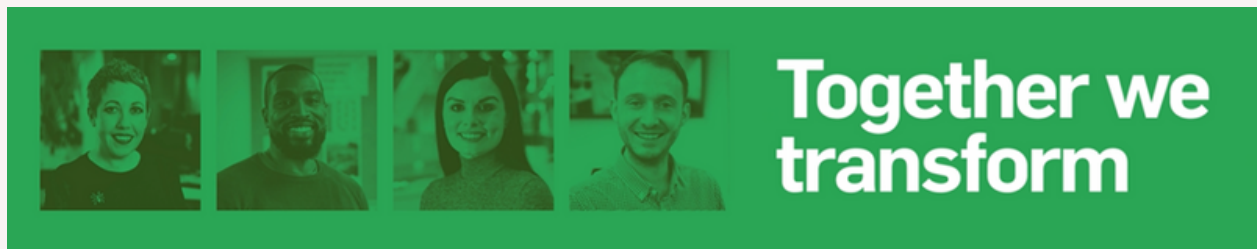
- [HOLEX](#) (Founding Member)
- [The Association of Colleges](#) (Founding Member)
- [The Association of Employment and Learning Providers](#) (Founding Member)
- [National Union of Students](#)
- [Natspec](#)
- [TUC](#)

Strategy

Our strategy [Together we transform](#) sets out our plans to support everyone working in the sector by championing the vital role of educators and leaders in transforming the lives of learners aged 14 and over. The new strategy places sector voices at its heart and reflects the feedback and input from an extensive listening exercise involving sector organisations and teachers, trainers and leaders from across the FE and skills sector.

Our four strategic goals are to:

1. Drive professionalism
2. Improve teaching and learning
3. Champion inclusion
4. Enable sector change



Equity, Diversity and Inclusion

In November 2022, the ETF, alongside [WorldSkills UK](#) and [the Association of Colleges](#) and others pledged to ensure that technical and vocational education pathways are made accessible and inclusive to all.

- As a commissioning body, committed to ensuring any contracts we award are to suppliers that can prove their work is accessible to all and encourage a more inclusive and diverse workforce
- As a collaborative player, working with the sector to create a more diverse teaching workforce
- As an employer, committed to an open and fair People Strategy that ensures all staff have equal opportunities to develop and excel.

Our commitments to Equity, Diversity and Inclusion

To demonstrate our commitment to EDI, we have made pledges to the following:



Job Description and Person Specification of the Trustee

This document outlines the main Board and Trustee responsibilities and duties, and describes the skills, knowledge and experience required in trustees. Where an individual takes on an additional position in their trustee role (e.g. Chair of the Board, Committee Chair) this should be read alongside the job description and person specification for that role.

The Education and Training Foundation (ETF)

Every day, educators and leaders across the Further Education (FE) and Skills sector inspire curiosity, drive progress and empower learners to achieve their potential. The Education and Training Foundation (ETF) is here to amplify the vital role of the FE and Skills workforce. Working in partnership, we drive professionalism by setting professional standards for the quality of teaching and leadership across the sector. We provide educators with professional development throughout their careers, we champion inclusion, and we embrace change in support of a thriving FE and Skills sector. Together, we are transforming lives and opportunities for learners aged 14 and above.

We support educators across FE and Skills to help them to achieve their professional development goals for the benefit of learners and employers across England. In doing so, we help to transform the lives of individuals and communities across the country, unleashing potential and benefiting the economy. Our activities include the commissioning and delivery of professional workforce development programmes (e.g. leadership development, T Level professional development, maths and English enhancement) and the running of the sector's professional membership body, the Society for Education and Training (SET).

The ETF Board

The Board oversees the work of the ETF. It sets strategic direction, ensures proper financial arrangements are in place, and makes sure that the ETF remains focused on delivering better outcomes for learners.

Duties of a Trustee

ETF trustees have various responsibilities, including statutory (legal) duties. The Charities Acts and the Companies Act 2006 impose various statutory duties on trustees and directors. All trustees are individually and collectively responsible for the decisions and overall governance and strategic direction of the charity, its financial health, the probity of its activities and developing the organisation's aims, objectives and goals in accordance with the Articles^[1], company and charity law. The [Charity Commission's The Essential Trustee](#) guidance outlines these responsibilities.

Trustee responsibilities are to:

- Ensure that ETF complies with its Articles, charity law, company law and any other relevant legislation or regulations.
- Act in the charity's best interests and ensure that ETF applies its resources exclusively in pursuance of its charitable objects (i.e. the charity must not spend money on activities that are not included in its own objects, however worthwhile or charitable those activities are) for the benefit of the public.
- Act with reasonable care and skill, and ensure the charity is accountable.
- Ensure that ETF defines its goals and evaluates performance against agreed targets.
- Declare conflicts of interest and not accept benefits from third parties.
- Ensure the financial stability of ETF, including managing ETF's property and ensuring the proper investment of its funds.
- Ensure the effective and efficient administration of ETF, including having appropriate policies and procedures in place.
- Follow proper and formal arrangements for the appointment, supervision, support, appraisal and remuneration of the CEO.

In addition to the above statutory duties, each Trustee should use their specific skills, knowledge or experience to help the Board reach sound decisions. This will involve scrutinising Board papers, focusing on key issues, and potentially leading discussions, providing advice and guidance on new initiatives, or other issues in which the Trustee has special expertise. Trustees will also be a member of at least one Committee, have the opportunity to participate in reviews, and support the occasional external event. Finally, whilst respecting the role and responsibilities of the CEO and staff colleagues, Trustees will contribute their skills and experience to support and assist the Executive when requested.

Person specification: knowledge, skills and experience

We have recently conducted a skills audit and we are particularly looking for skills and expertise in Membership and professional bodies, Digital transformation, Commercial, specifically expertise in new product development, monetising products and sales, Experience working in/with ITP and Adult Education providers.

Trustees will be expected to demonstrate the following characteristics, knowledge and experience or a willingness to learn and develop them in the role:

- Understand and appreciate the importance of the FE and Skills sector.
- Be committed to ETF's strategic objectives and to living its values.
- Have strategic vision, with the ability to think creatively and flexibly.
- Be willing to challenge thinking and norms; having the confidence to speak their mind and contribute to Board meetings.
- Be able to devote the necessary time and effort to the role.
- Act fairly and impartially, using independent judgement and maintaining confidentiality.
- Promote equity, diversity, inclusion and belonging.
- Work effectively in a team and take decisions in the interests of the ETF.
- Be comfortable with discomfort, able to listen to and welcome alternative opinions and experiences.
- Act as an ambassador of the ETF and the wider FE and Skills system, promoting its work through their networks.
- Upholding high standards of integrity and ethical behaviour, with a commitment to Nolan's seven Principles of Public Life: selflessness, integrity, objectivity, objectivity, accountability, openness, honesty and leadership.
- An understanding and acceptance of the legal duties, responsibilities and liabilities of a being a trustee and company director and a wish to uphold high standards of governance.

Remuneration and time commitment

Reasonable expenses are paid. Support with travel and accommodation booking is provided where needed.

The total time commitment is approximately 8-12 days per year.

The formal meetings are as follows:

- Four Board meetings per year (around 3 hours per meeting; in person)
- Up to three Committee meetings per year (around 2 hours; held virtually)
- Annual Board away day and AGM (1 day; in person)

In addition, time will be spent preparing for meetings, induction and other development activities, and informal time outside meetings working with the Chair, other Trustees and the Executive.

Location: in person Board meetings are held in central London and also in FE and Skills providers across England. Virtual meeting options are provided for Committees and informal meetings.

Term of office: three years (with the potential for one further term)

As per the charity's Articles and company law, the Board reserves the right to remove a trustee from their role if it is determined that the action is in the charity's best interest.

Time commitment, Term of office, Location and Expenses

Time commitment:

Approximately 8–12 days per year.

The formal meetings are as follows:

- Four Board meetings per year (around 3 hours per meeting; in person).
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- Annual Board away day and AGM (1 day; in person).

In addition, time will be spent preparing for meetings, induction and other development activities, and informal time outside meetings working with the Chair, other Trustees and the Executive.

Term of office:

Three years (with the potential for one further term).

Location:

Victoria, London, SW1/Hybrid.

In person Board meetings are held in central London and also in FE and Skills providers across England. Virtual meeting options are provided for Committees and informal meetings.

Expenses:

Trustees are all volunteers, although reasonable out of pocket expenses are covered. Support with travel and accommodation booking is provided where needed.

If you have read all this information and still have a query, for a confidential conversation with Sarah Thewlis, Managing Director of Thewlis Graham Associates, please contact us on 0207 850 4781 or email applications@thewlisgraham.com.

Timeline, Application process and How to apply

Timeline

Date	Activity
Wednesday 25 September 4pm	Applications close.
W/C 30 September and 7 October	Thewlis Graham consultant interviewing of interested candidates.
Monday 28 October and Wednesday 30 October	ETF interviews – in person.

Application Process

Thewlis Graham Associates will acknowledge all applications. These will be assessed against the criteria in the Job Description and Person Specification section and the people who best meet these will be invited for interview with Thewlis Graham online.

Those candidates not invited to interview will be advised by email.

Longlisted candidates will be advised by email. After a consultation between ETF and Thewlis Graham Associates a Shortlist will be drawn up and Shortlisted candidates invited for interview with the client. Interviews will be in person on Monday 28 October and Wednesday 30 October.

The ETF would like the prospective new Trustees to be available to join the AGM (Monday 9 December, 2–3:30pm – online via Microsoft Teams) and Board strategy day (Tuesday 10 December, 10am–4pm – in person, venue TBC). All potential candidates should note these dates.

How to apply

To apply for this position, please complete the three steps below, emailing your documentation to applications@thewlisgraham.com quoting reference ABO802.

1. Your CV in Word format only.

2. A covering letter containing:

- A personal statement which fully addresses the criteria listed in the role and responsibilities section.
- Answers to the following questions, illustrating your responses with examples or evidence from your own life experiences – these could be from your working, volunteering, community, or personal life:
 - Why are you interested in joining ETF specifically? (300 words)
 - What knowledge, skills and experience have you gained in your life that you would bring to our Board? (500 words)
 - How would you make a difference to ETF? (200 words)
- Your availability for the time commitment required.
- The name, job title, organisation, email address and mobile number of two professional referees (Please note referees will not be approached without your prior permission).
- Confirmation that you are not disqualified under the Charities Act.

3. Please complete the Diversity Monitoring form, please see link below.

Please ensure that you include your mobile phone number and email address in your application. Do not hesitate to contact Lizzy Turek on 020 7850 4781 or email ln@thewlisgraham.com if you have any queries.

If you would prefer to receive this candidate brief in a more accessible format, please contact us.

Diversity and Inclusion Monitoring

Diversity and inclusion monitoring is independent of the recruitment process but please do send a completed form with your application. Thewlis Graham Associates is committed to monitoring and analysing diversity information so that we can ensure that our processes are fair, transparent, promote equality of opportunity for all, and do not have an adverse impact on any particular group.

The link to this form is here: [click here](#). If you have any problems with this, please contact Lizzy on: ln@thewlisgraham.com.

Any information provided on this form will be treated as strictly confidential and will be used for statistical purposes only. It will not be seen by anybody directly involved in the selection process. No information will be published or used in any way which allows any individual to be identified.

Thank you.



Contact Us

Thewlis Graham Associates

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