



PUBLIC PRACTICE

NON-EXECUTIVE DIRECTOR
RECRUITMENT PACK

INTRODUCTION TO PUBLIC PRACTICE



Spring 2023 cohort of Public Practice Associates

MISSION

Public Practice is a social enterprise with a mission to build the public sector's capacity to improve the quality, equality and sustainability of places.

VISION

We believe that the role of local government is crucial in creating and managing everyday places that work for everyone. To achieve this it must be well resourced with diverse, placemaking skills, and the right support to lead the way. Read more [here](#).

VALUES

Public Practice is a value-led organisation. Our values form the basis for how we create the culture of our organisation and how we design and deliver our services. Read more [here](#).

WHAT WE DO

Recruitment Services: Our core service is running a leading local authority job placement scheme, known as our Associate Programme. We place mid-career level built environment practitioners (Associates) looking for a career change, into public sector organisations (Authorities) looking for new skills and expertise.

For Authorities, we provide a cost-effective model to build the public sector's capacity over the longer-term whilst helping to create unique place-based roles that look to deliver change on the ground.

For professionals currently in the private sector, we provide an attractive route into working for the public sector by providing a unique learning and development course and access to a cohort of peer support as they transition into a local authority environment. We will be developing further services to provide recruitment and career support in the coming year.

Influence Practice: We conduct [officer surveys](#) to gather an accurate understanding of the skills needed and the recruitment challenges faced by local government officers. We also run networking events just for placemaking officers and publish insights reports for wider audiences.

Celebrate Public Sector Placemakers: We publish Case Studies and host regular public events to discuss and share the innovative work of public sector officers.

PEOPLE & FINANCES

Public Practice has eight Non-Executive Directors that make up our Board, two Board Observers, and eight members of staff who undertake the day-to-day running of the organisation. More information on our Directors and staff can be found [here](#).

Public Practice has secured support from across public, private and third sectors, with eight current funders, partners and supporters who provide funding to help the organisation deliver on its mission. Partners and supporters to date have included: British Land, Connected Places Catapult, Dentons, Greater London Authority, Historic England, Inner Circle Consulting, Karakusevic Carson Architects, L&Q, Lands Improvement Holdings, Legal and General, Local Government Association, Peabody, Royal Town Planning Institute and The Berkeley Group.

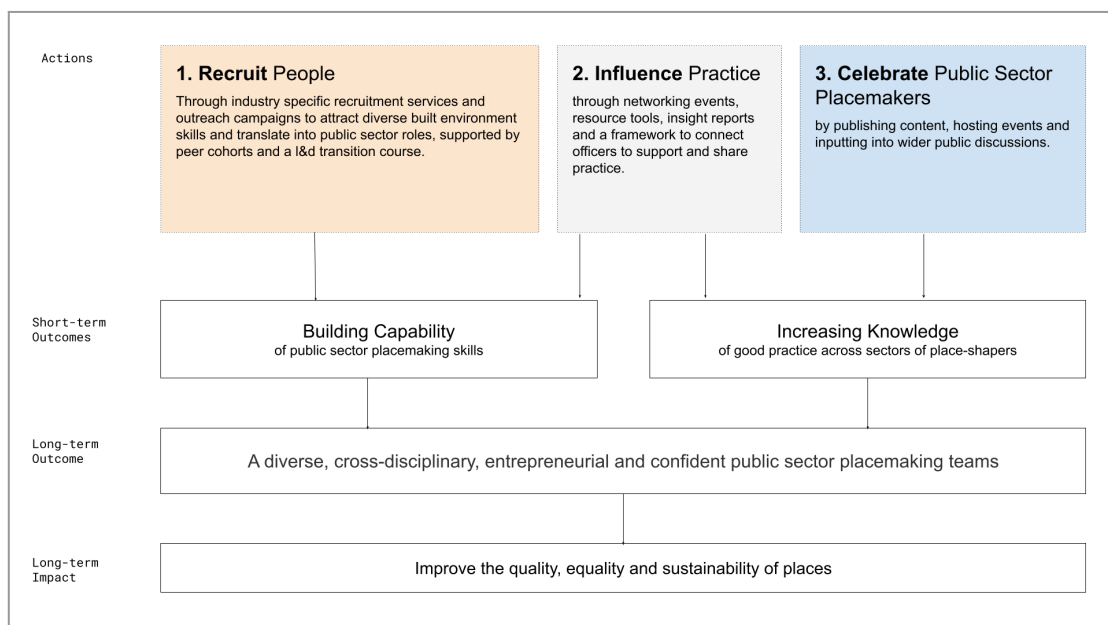
Now in our seventh year of operations, and in part, thanks to a recent central government, the current annual turnover is in the region of £800-900,000. Fifty plus percent of this income comes from revenue. You can [view our previous accounts](#) on our website.

WORK SO FAR & PLANS FOR THE FUTURE

Public Practice was established in late 2017 with a strategic five year business plan. Since then the organisation has established its brand, expanded our core service (our Associate Programme) England-wide, grown its Board and team and in 2021 has had a change in leadership. In 2022, Public Practice [received funding from Homes England](#), to scale its services nationally. Public Practice [launched their first pilot](#) multi-regional cohort (including the North and South East) in October 2022. In 2023, Public Practice received a [£1m of funding from the Department of Levelling Up, Housing and Communities](#) to scale the Associate Programme across all of England, increase awareness of placemaking careers in local government and to celebrate and grow our public sector officer community.

Over the coming three years the organisation is due to continue to scale to grow its impact and income, including: continuing to grow our Associate programme, developing our brand and reach and be seen as a national organisation, and to test new services to diversify our income.

IMPACT



Some impact to-date include:

- Public Practice has secured 297 job placements with 78 Authorities across the South East and the North.
- Received applications from over 3,000 placemaking professionals, with over 90% of them working in the private sector at the time of application.
- Received wide-ranging press coverage at a [national level](#).

THE ROLE DESCRIPTION

ROLE	Non-Executive Director (x2)
REMUNERATION	Unpaid. Expenses can be claimed for domestic travel to and from meetings.
TIME COMMITMENT	Non-Executive Directors are asked to commit a minimum of 60 hours per year.
LOCATION	Hybrid meetings, strategy meeting once a year in London
START DATE	6 September 2023
TERM	First term until 31st March 2027

YOUR ROLE AS A NON-EXECUTIVE DIRECTOR

Public Practice is looking to appoint two Non-Executive Directors who can help provide guidance and direction as we grow. Due to terms coming to an end, two Directors will be stepping down in September 2023 and one Director in March 2024. The organisation is looking to continue scaling its services and operations, and the support and role of the Board of Directors in the coming years will be critical to Public Practice's ongoing success.

Public Practice is managed day-to-day by an executive team of eight paid employees. The staff have a large amount of delegated responsibilities but report regularly to the Board of Directors who are legally responsible for the organisation. All Directors are required to:

- Take responsibility for the Board's own processes as set out in the Articles of Association.
- Take responsibility for statutory compliance.
- Take responsibility for overall corporate governance arrangements.
- Review and agree the overall vision, mission, strategy and long term objectives.
- Review and agree the values and approach to Equity, Equality, Diversity and Inclusion.
- Approve annual reporting of accounts and corporation tax submissions.
- Set the financial parameters and approve the annual budget for the company.
- Sign deed and large grants on behalf of the organisation.
- Take responsibility for overall working culture and well-being of the staff.
- Approve key HR policies and resourcing plan.
- Take responsibility for quality assurance.
- Take accountability for GDPR, and Health and Safety under statutory requirements.
- Take responsibility of the risk management framework.
- Approve key messaging, brand changes, political and charitable donations.

PERSON SPECIFICATION

We are looking to recruit two new Non-Executive Directors to join our current Board who bring specific knowledge and skills in the following areas:

- **Social Enterprise:** We are looking to recruit a Director who has experience of leading a social enterprise, CIC or an SME at an executive position. It would be beneficial if the candidate has been involved in the scaling of the business and/or has diversified the services that were being offered. We are looking for this candidate to demonstrate risk appetite, business acumen and an understanding of internal operational challenges as an organisation scales.

Candidates for this role are not expected to be experts in the public sector or have a background working within the built environment industry - though an interest in public sector and/or placemaking would be helpful.

- **Local Government:** We are looking to recruit a Director who works in Local Government at Executive / Director level overseeing planning or a placemaking portfolio (housing, regeneration, transport etc). We are looking for this candidate to have significant experience and knowledge of working in the South West, North or the Midlands region, with access to a national network of senior officers in these regions.

In addition, we are looking for individuals who are:

- Committed to the work of Public Practice and our values
- Willing to be an advocate for Public Practice to external audiences
- Able to use individual skills, perspective and experience to be a critical friend, enhancing our work and impact
- Enthusiastic and have the time available to commit to the role

DIVERSITY

Public Practice is passionate about being an equal opportunities organisation and we value the diversity of perspectives that people from different backgrounds bring to our work. We are actively seeking candidates who can bring a range of different experiences and viewpoints to our Board, and who represent diverse groups. We positively encourage applications from eligible candidates regardless of age, disability, ethnicity, gender identification, marital status, pregnancy and maternity, religion or belief, sexual orientation or socio-economic background. If you feel that this is something you can offer but are not sure whether you fulfil other aspects of the job description, we would strongly encourage you to contact us to explore the role further and see whether it could be right for you.

TERMS OF APPOINTMENT

The Non-Executive Finance Director role is a pro-bono position, and domestic travel expenses will be reimbursed (hybrid options are also available). Board members are

appointed for a minimum of three years and our Articles of Association (process of being finalised) offer the opportunity to serve up-to two terms.

Directors are required to commit to:

- Attending four Board meetings a year and one strategy away day. Board meetings last on average two hours, with the strategy away day being a full day. Meetings are held hybridly, with the strategy away day in-person in London.
- Participating in regular sub-committee meetings online (approx 1 hour every 2 months).
- Investing time to read papers quarterly and mid-quarterly (approx. 4 hours per quarter).
- Attending training sessions or workshops for the Board.
- Making yourself available for regular discussions and exchanges with the Chair and senior executives.
- Attending key industry and Public Practice events, or ad-hoc meetings as required.
- Participate in other Board related activities, for eg. interviewing new Board members

Key upcoming dates:

6 September , 3 - 5 pm	Board Meeting (attend as observer)	Hybrid, London
20 September , 10 - 5pm	Strategy Away Day	In-person, London
6 December , 3 - 5pm	Board Meeting	Hybrid, London

HOW TO APPLY

Applicants should submit a CV and short (maximum one page) covering letter setting out why you are applying for this role (Local Government or Social Enterprise), your motivations for joining Public Practice and the relevant experience that you will bring to the specific role. All applications should be submitted at practice-public.workable.com. (We do not accept applications outside of this system).¹

TIMELINE FOR RECRUITMENT

24th July 2pm	Deadline for applications
2nd August (9 - 5pm)	Selected Local Government applicants, online interviews
1st & 3rd August (2 - 5pm)	Selected Social Enterprise applicants, online interviews
14th August	Confirmation of appointments to be made
6 September	New Directors required to attend our September Board Meeting (as an Observer in the first instance)

ADDITIONAL INFORMATION

¹ According to GDPR guidelines, we are only able to process Sensitive Personal Data with your express consent. You will be asked to complete a consent form when you apply. Please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remember also not to include contact details for referees without their prior agreement.

Visit our website for more details: <https://www.publicpractice.org.uk/ned-recruitment>.
For any queries please contact info@publicpractice.org.uk. You are welcome to [book a 15 minute call with the CEO](#) if you have any questions about the organisation or the process, but they will not be directly involved with the recruitment decision.