

Fusion21 Foundation Trustee Recruitment Pack



Proud Providers of Procurement with Purpose

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1. Welcome from Chris Murray, Chair - Fusion21 Foundation

Thank you for your interest in joining us as a Trustee. The Board and I are delighted you are considering this opportunity, and we hope this pack gives you a clear sense of who we are, what drives us, and the contribution you could make.

The Foundation sits at the heart of Fusion21's social purpose. The Foundation is our charitable parent and Centralised Procurement Authority, focused on maximising the social impact that procurement can achieve. We are proud of the difference we have made so far, supporting community organisations, funding innovative approaches, and helping partners transform lives and communities.

Our mission is to ensure the value generated through procurement is reinvested into social, environmental, and community outcomes. Impact, not profit, drives our work, and we support organisations that share our values to create lasting change.

The Foundation has grown significantly in recent years, increasing grant funding and social investment to support innovative voluntary and community sector initiatives. With strong governance and careful stewardship, we are well placed to expand our reach and strengthen our contribution to social value nationally.

The Board shapes direction, ensures accountability, and upholds our values. We are now seeking a Trustee to help guide the Foundation through its next phase, someone who is curious, committed, and inspired by our mission. We particularly welcome applicants from diverse backgrounds and experiences, including those considering their first Trustee role. Lived experience, community insight, and varied professional perspectives are as valuable to us as traditional board experience.

We are committed to equality, diversity, and inclusion and actively encourage applications from individuals whose voices are underrepresented in governance. A diverse Board leads to better decisions, stronger challenges, and greater impact for the communities we serve. We recognise that we have considerable diverse talent within our membership base and we would like that being reflected in our Trustee roles – it will provide us with a broader intelligence base and importantly help us to make a greater impact.

We're committed to developing future leaders, so successful candidates will also receive a professional development opportunity. In partnership with the Housing Diversity Network, they will take part in the HDN Board Accelerator Programme – a 12-month strategic development programme.

If the role aligns with your experience and motivations, we would be delighted to hear from you. Thank you again for your interest, and we hope you feel inspired to join us on our journey.

Chris Murray
Chair, Fusion21 Foundation

2. About Fusion21

Fusion21 is a national social enterprise specialising in efficient and impactful procurement with purpose in the public sector delivering procurement services and social value you can feel in communities. Founded in 2002 by and for the housing sector, we have since diversified into other sectors, including local authorities, education, NHS, and blue light.

To date, we've saved our Members over £424 million through the procurement process, created over 16,600 employment outcomes, and generated more than £300 million in social impact.

The Fusion21 Foundation is a natural extension of our procurement partnerships and we're now making social impact accessible by funding projects and research to build brighter futures for the communities of our members. The Foundation is a registered charity. Since its inception, it has provided grants in excess of £4m and funded over £2 million in social investments.

We know that every community has its challenges. The Foundation supports impactful programmes, helping our members to raise aspirations in the areas of health and wellbeing, employment and skills, and financial inclusion and resilience. All of this is achieved through co-funding projects that drive positive change.

Finding practical solutions to ongoing challenges is important to us too. That's why we also invest in innovation and research projects. From challenges with the cost of living, to improving the experiences of people experiencing mental-ill health, we are keen to support policy advocacy and 'test and learn' approaches on a local, regional, and national scale.

As an organisation, we're proud to talk about a 'One Fusion21' model, seeing our procurement offer and the Foundation as two sides of the same coin. For more information on the impact our investments have created across the country, see our [Foundation impact reports](#).

Since 2002, Fusion21 has supported the delivery of meaningful social and economic outcomes through procurement, helping to create over 16,600 employment outcomes and generate more than £300 million in social impact. Our social value approach focuses on delivering measurable, locally relevant outcomes aligned to contract size and community need. This includes employment and skills opportunities such as job creation, apprenticeships, training, alongside wider community benefits that support inclusive growth.

Fusion21 works closely with members and suppliers to set clear social value commitments and ensure they are deliverable, monitored, and reported throughout contract delivery, maximising long-term impact for residents and communities.

3. Job Description & Person Specification

ROLE DESCRIPTION

ROLE TITLE:	Trustee
REPORTING TO:	Chair of the Board of Trustees
LOCATION:	Prescott, Merseyside
REMUNERATION:	The role of the Trustee is not accompanied by any financial remuneration. Costs for travel, subsistence and other expenses are paid in accordance with the Fusion21 Foundation expenses policy.
TIME COMMITMENT:	Equates to approximately 12 days per year comprising a range of activities including; board meetings, strategy days, activities and representation at events. The Treasurer is also expected to have regular meetings with the Executive Team and other key staff.

ROLE OVERVIEW

Objective

To be a Trustee of an organisation is an exciting and fulfilling role. The most effective Boards are those that benefit from individuals from a diverse range of backgrounds, experiences and skill sets. The role of a Trustee is to ensure that Fusion21 Foundation fulfils its duty to its beneficiaries and delivers on our vision, mission and values.

Vision: To make a visible impact

Mission: Helping members to buy smarter, championing social value and sustainability

Values: Social impact, collaborative communities, social business, smart thinking, sustainability, thought leadership

ACTIVITIES AND ACCOUNTABILITY

Trustee responsibilities:

The statutory duties of a trustee are:

- To ensure the organisation complies with its governing document - sometimes known as a trust deed, constitution, or articles of association.
- To ensure that the organisation pursues its objectives as defined in its governing document.

- To ensure the organisation applies its resources exclusively in pursuance of its objectives - the Foundation must not spend money on activities which are not included in its own objectives, no matter how 'charitable' and 'worthwhile' those activities are.
- To contribute actively to the Board of Trustees' role in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets.
- To safeguard the good name and values of the organisation.
- To ensure the effective and efficient administration of the organisation.
- To ensure the financial stability of the organisation.
- To protect and manage the property of the organisation and to ensure the proper investment of the organisation's funds.
- If the organisation employs staff, to appoint the Chief Executive Officer and monitor his or her performance.

In addition, with other trustees to hold the Foundation “in trust” for current and future beneficiaries by:

- Ensuring that the Foundation has a clear vision, mission and strategic direction and is focused on achieving these.
- Being responsible for the performance of the Foundation and for its “corporate” behaviour; ensuring that the Foundation complies with all legal and regulatory requirements.
- Acting as guardians of the Foundation’s assets, both tangible and intangible, taking all due care over their security, deployment and proper application.
- Ensuring that the Foundation’s governance is of the highest possible standard.

Champion Roles

Although the Trustee responsibilities apply to all, Trustees are also expected to focus on one of the following areas of governance:

- Expertise in charity governance and charity commission regulations
- Expertise in sustainable methods of fundraising and match funding
- Expertise in partnerships and strategic programme development

As well as the various statutory duties, any trustee should make full use of any specific skills, knowledge or experience to help the board make good decisions.

The above list of duties is indicative only and not exhaustive. The Treasurer will be expected to perform all such additional duties as are reasonably commensurate with the role.

PERSON SPECIFICATION

Trustees must also meet the following requirements:

QUALITIES	
PERSONAL QUALITIES	<p>The Board of Trustees are jointly and severally responsible for the overall governance and strategic direction of the Foundation, its financial health, the probity of its activities and developing the organisation's aims, objectives and goals in accordance with the governing document, legal and regulatory guidelines.</p> <p>All trustees, should also be aware of, and understand, their individual and collective responsibilities, and should not be overly reliant on one or more individual trustees in any particular aspect of the governance of the Foundation.</p>
JOB KNOWLEDGE & EXPERIENCE	<p>Individuals are sought who have a strong empathy with our mission. Experience, skills, and expertise in social investment and an interest in community regeneration, as well as social impact, combined with an in-depth understanding of our work and ambitions, are particularly sought.</p> <ul style="list-style-type: none">• Successful experience of operating within a board in a charitable, public sector or commercial organisation• Demonstrable experience of building and sustaining relationships with key stakeholders and colleagues to achieve organisational objectives• A proven track record of sound judgement and effective decision making• A history of impartiality, fairness and the ability to respect confidences• A track record of commitment to promoting equality and diversity <p><i>Knowledge, skills and understanding:</i></p> <ul style="list-style-type: none">• Commitment to the organisation and a willingness to devote the necessary time and effort• Preparedness to make unpopular recommendations to the board, and a willingness to speak their mind

	<ul style="list-style-type: none"> • Willingness to be available to staff for advice and enquiries on an ad hoc basis • Good, independent judgement and strategic vision • An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship • An ability to work effectively as a member of a team • An understanding of the respective roles of the Chair, Treasurer, Trustees and Chief Executive
TERMS	<p>The Trustees will serve a three-year term to be eligible for re-appointment for one additional term.</p> <p><i>In addition to attending the main Board meetings, the Trustees have the right to attend programme sub-committees, which all meet quarterly.</i></p>

4. Recruitment Process

- ***Closing Date:*** 9 March - 12 midday
- ***Shortlisting Date:*** 16 March
- ***Interviews Date:*** 17-20 March
- ***Expected start date:*** March 2026

Candidates wishing to apply are asked to send their CV (no more than 2 pages) plus a supporting statement to recruitment@fusion21.co.uk by 12pm on 9 March 2026

The supporting statement should be no more than two sides and should cover the aspects outlined in the person specification.

FUSION²¹

Unit 2 Puma Court,
Kings Business Park,
Knowsley,
L34 1PJ

 0845 308 2321

 info@fusion21.co.uk

 fusion21.co.uk

 [fusion21-ltd](https://www.linkedin.com/company/fusion21-ltd)