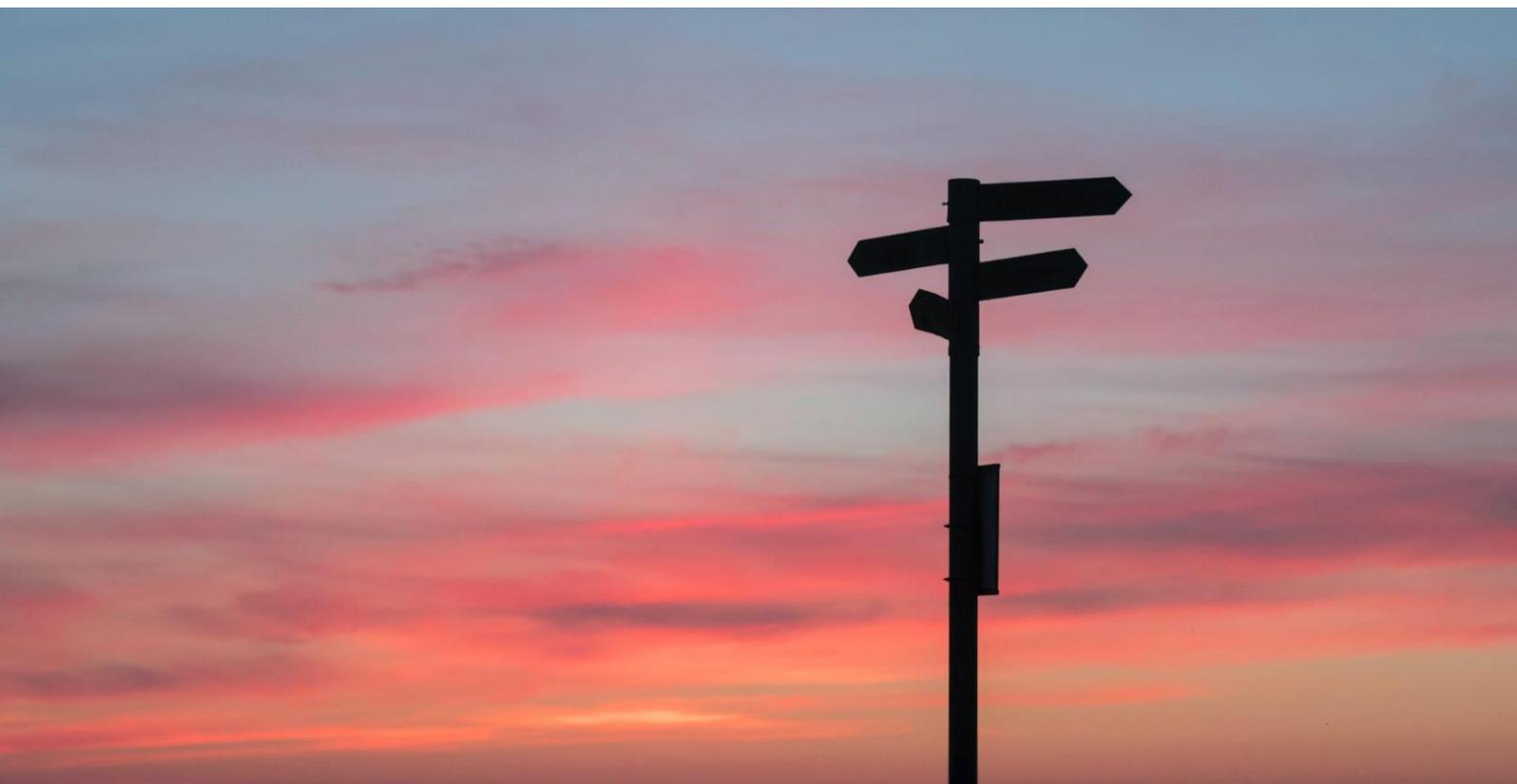


**Economic  
Change  
Unit**

**Recruitment Pack**

**Board Member / Treasurer (voluntary)**



## Introduction

Thank you for your interest in joining the Board of the Economic Change Unit (ECU).

For over a decade, the world has been experiencing a range of inter-related crises. Financial instability, widening inequalities and environmental breakdown have been brought into sharper focus by the global pandemic. It has become clearer than ever that we cannot hope to fix our greatest problems as long as our economy is unfair, exploitative and unsustainable, with wealth and power concentrated in the hands of a small number of people and corporations.

The new economics movement – the community of individuals, organisations and networks working for a fair, sustainable and resilient economy – offers a wealth of proposals and real-world practice showing that a better world is possible. To achieve economic systems change, we need to put power behind these ideas and translate them into major shifts in national and local policy. We need to grow collaboration within the movement, broaden and diversify the community of organisations working for change, build allies in unexpected places, and amplify the arguments for change in a way that resonates with our audiences. ECU exists to help the movement do this.

As we start an exciting new phase of our journey, we’re looking for two voluntary Directors, one of whom will also serve as our Treasurer, to strengthen our Board and help ECU maximise its impact. This pack explains a little more about ECU, the roles, and how you can apply.

We hope to hear from you soon!

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## 1. About the Economic Change Unit

The Economic Change Unit works to accelerate the transition to a fair, sustainable and resilient economy. We build the power and effectiveness of our community of partners working for economic systems change, we coordinate campaigns and tactical interventions to influence economic policy and narratives, and we increase the reach and impact of new economy ideas, policies and practices.

Our vision is of a world where all people and communities can flourish and thrive, and where nature and ecosystems are protected, planetary boundaries are respected, and the climate is stabilised. We see this as a world where inequalities of wealth and power between people and places are dramatically reduced, and economies are governed democratically in the broad public interest, without distortion from powerful private interests.

Our core values are:

- **Justice:** We believe in social, economic and environmental justice. We recognise that power is unequally distributed, and it is incumbent on those with power to support the empowerment and leadership of those most disenfranchised by the current economic system. We work to rectify current injustices and mitigate injustices yet to come. Essential to our conception of justice is a commitment to environmental sustainability.
- **Inclusivity:** We aim to provide a welcoming, safe and supportive environment to everyone, regardless of gender, class, ethnicity, faith, sexual orientation, age, or disability. We recognise that many people face systemic oppression based on these characteristics, and it is therefore essential for our effectiveness that we centre anti-oppression in our work.
- **Collaboration:** We know we don't have all the answers and believe that through working with others there is a greater chance of achieving change. We seek to act as a bridge-builder, fostering cooperative working between different groups of people and organisations in order to strengthen the impact of the new economy movement overall.

### Our work to date

ECU was established in 2019 with the aim of strengthening the strategic co-ordination of the new economy movement. Since then, we have provided a range of convening, campaigning and communications support for our core community of around 30 organisations working for a more resilient, just and sustainable economy. This has included:

- Developing a coordinated strategy across eight organisations to influence fiscal policy debates, with the ultimate aim of preventing a return to austerity
- Launching [New Economy Brief](#), a digital hub that curates analysis and proposals on how to build a fairer, more sustainable and more resilient economy in the wake of Covid-19, alongside a weekly Digest on key economic policy developments
- A range of strategic media interventions, resulting in national coverage on economic policy issues and a shift in economic narrative from a major broadcast institution
- Supporting the formation of the [Build Back Better](#) initiative, which launched with 350 signatories from civic leaders across society
- Coordinating a successful campaign to ensure the government applied environmental and social conditions to corporate bailout packages.

We have learnt a huge amount over the past two years, a period in which the political and economic context has also changed dramatically. Following the appointment of our new Executive Director in early 2021, we have developed a refreshed strategy that builds on our learning and the opportunities and challenges faced by the movement.

## Our strategy 2021-2026

Our new strategy, which has been developed in consultation with our core community and will be finalised in October, has four strands:

1. Co-ordinated movement action
  - Ensure the activities of our core community are informed by timely, robust and incisive intelligence
  - Build powerful and effective coalitions undertaking sustained campaigns to win key, transformative new economy proposals
  - Facilitate effective, collective rapid-response interventions in response to key opportunities
2. Movement power, influence and effectiveness
  - Strengthen the alignment of our community around a shared agenda and theory of change
  - Broaden and diversify the range of organisations working for economic systems change
  - Build and mobilise a supportive base of policy-makers, opinion-formers, business leaders, academics, and practitioners
  - Help bring more funding into the new economy movement, to the places where it is most needed
3. Ideas framing and dissemination
  - Improve the framing and widen the dissemination of new economy ideas, and enhance understanding of their desirability, achievability, and coherence
4. ECU's effectiveness and impact
  - Ensure ECU has the skills, capacity, resources, policies and processes in place to deliver this strategy with maximum effectiveness and impact, and in full alignment with our values.

This is an exciting time to join ECU. We have an ambitious vision for change, a strong analysis of the opportunities and barriers to progress, and a clear view of our role in catalysing the shift to a fair, sustainable and resilient economy. With rising levels of inequality, an unfolding climate emergency, overstretched public services and a growing concentration of corporate power, the need for economic systems change couldn't be more urgent – and we believe ECU has a critical role to play in helping new economy ideas become reality.

## Our governance, team and funding

ECU is the trading name of Strategy and Communications Group, a company limited by guarantee (number [11566573](#)). We currently have four Directors (see Appendix One), who collectively oversee ECU's mission, strategy, finances and organisational development.

ECU currently has a team of three, with two new starters joining soon and a further two roles in recruitment (see Appendix Two). Our Executive Director is Sarah-Jayne Clifton, a highly experienced campaigner, strategist and movement-builder, who joined ECU in March 2021. During the period of leadership transition, we froze recruitment, to enable Sarah to appraise our future staffing needs. With our new strategy nearing finalisation, we are in the process of building our team back to full strength and we expect to have a team of seven staff by the end of 2021.

We are funded by Friends Provident Foundation, Partners for a New Economy, and the Omidyar Network, and we have secure funding to autumn 2022. Over the course of the next year, we aim to secure renewals of our start-up grants and diversify our funding base, growing the organisation to a staff of eight to ten full-time equivalent within the next two years.

## 2. The opportunity

As ECU evolves, we want to grow, strengthen and diversify our Board, to ensure we can provide the best possible oversight and support to the team.

ECU's Directors are responsible for ensuring that ECU is well-run and delivers on our ambition to accelerate the transition to a fair, sustainable and resilient economy. They are responsible for fulfilling the legal duties of a Company Director, as set out by [Companies House](#). Although ECU is not a charity, it is focused on delivering a public purpose, so some aspects of the role are similar to that of a charity [Trustee role](#).

We plan to add four more Directors to the Board: in this recruitment round, we intend to appoint two Directors (one of whom is also our Treasurer) and in 2022, we intend to appoint two more Directors.

This is a unique opportunity to contribute to ECU's vital mission, make an impact across the new economics movement, work with a talented team, and support a young, dynamic, values-driven organisation. Our Board is committed, collaborative and insightful, with a strong understanding of its role and remit, and an informal culture that enables open dialogue. ECU's work is highly strategic and Directors are invited to engage with cutting-edge economic thinking and movement-building approaches. Our work is challenging, fascinating, and fun, and we are excited about the potential to welcome new Directors onto the Board.

You do not need to be an expert in economic policy in order to apply for these roles, but you do need to be interested in and committed to our mission to accelerate the transition to a fair, sustainable and resilient economy.

### Recruitment priorities

In addition to the person specification for each role, our priorities for this year's recruitment are:

- People who are from a working class background, who have low or precarious incomes, or who have other lived experience of economic injustice
- People who are Black or members of other minoritised ethnic groups
- People with experience of serving on Boards, especially of early-stage, not-for-profit or purpose-driven organisations
  - At this stage of ECU's development, we feel it is important for our new Directors to have previous Board-level experience. However, we are aware that some groups of people are under-represented on Boards and that requiring previous experience can reinforce this dynamic. In our 2022 recruitment round, we will be open to candidates who have the right skills for the role, but do not have Board experience. If you would like to be notified when this recruitment opens, please email our Chair, Anna Fielding, on [anna@econchange.org](mailto:anna@econchange.org).
- People with experience of establishing or leading a civil society organisation, especially one that undertakes campaigning, advocacy, or movement-building, or that primarily exists to support, coordinate or amplify the impact of other organisations (sometimes called infrastructure organisations)
- People with experience of working in or with progressive businesses
  - By 'progressive businesses', we mean businesses that serve a useful social purpose, maximise their positive impact and minimise their negative impact, and/or share power and wealth with a range of stakeholders.

We don't expect applicants to meet all of these criteria, but people who demonstrate a fit with one or more of the criteria will be prioritised over those who do not.

## Equity and inclusion

We are committed to providing equal opportunities for everyone, regardless of their background. We believe this is crucial to ensuring the legitimacy and effectiveness of our work. We recognise that people face systemic oppression based on factors including their gender, ethnicity, sexual orientation, age and disability, and therefore we have a responsibility to centre anti-oppression in our work.

We acknowledge that people from a number of communities are underrepresented in ECU and in the wider new economics movement, and we're committed to doing what we can to address this. If you believe you would bring greater diversity to our team, we're keen to hear from you. We are open to assisting with childcare or other duties that may prevent candidates from attending an interview.

### 3. How to apply

To apply, please download an application form and equal opportunities monitoring form from [econchange.org/board](https://econchange.org/board), complete them and send them to [recruitment@econchange.org](mailto:recruitment@econchange.org). Please send your application as Word documents (not PDFs) and please do not include any other documents with your application - they will not be read.

We appreciate that application forms take longer to submit than CVs and covering letters, but they help to make the process fairer. Thank you in advance for the time you invest in your application.

Closing date for applications: **9.00 am, Monday 1 November 2021.**

Interviews will take place on Wednesday 17 November 2021.

If you have any questions about the recruitment, or if you feel you could succeed in this role but don't have all of the characteristics we're looking for, please contact Anna Fielding on [anna@econchange.org](mailto:anna@econchange.org) for an informal conversation.

## 4. Role profile: Director

<b>Salary:</b>	This is a voluntary position, but you will be reimbursed for any expenses involved in fulfilling your role (such as travel or childcare)
<b>Time commitment:</b>	Quarterly meetings, plus preparation time
<b>Location:</b>	Remote / London
<b>Term:</b>	Directors serve a three-year term, which can be renewed once (meaning a maximum total term of six years)

### About the role

ECU's Directors are responsible for ensuring that ECU is well-run and delivers on our ambition to accelerate the transition to a fair, sustainable and resilient economy.

### Time commitment

Directors must be able to attend quarterly Board meetings, which usually last two to three hours and take place during the working day. They also need time to read Board papers, which are usually circulated a week in advance of meetings.

As the Board grows, we expect to set up one or more sub-committees (to which the Board delegates specific responsibilities and which normally meet quarterly) or working groups (which are focused on a specific, time-limited project and meet according to the needs of that project). Directors will be invited to join these groups based on their expertise and availability.

Directors are sometimes asked to take time-sensitive decisions between meetings, usually by email, but occasionally in a call (which would be scheduled in consultation with Directors). Directors may also volunteer to take responsibility for actions agreed at a meeting, or to provide additional input on an issue where they have specialist expertise.

### Location

Board meetings are currently held online. We may return to holding in-person meetings in London in future, but the option to participate remotely will always be available - proximity to London is not required. (Please note that we cannot pay travel expenses from locations outside of the UK.)

### Key responsibilities

ECU's Directors have five main areas of focus:

1. Ensure ECU is focused on achieving its mission and delivers public benefit
  - Oversee and advise on the development and delivery of ECU's strategy and annual plans, and ensure our activities are aligned with our purpose
  - Ensure that ECU is attentive to the needs and priorities of our core community, our funders, the wider network of organisations working for economic systems change, and those experiencing the negative impacts of our current economic system.
2. Oversee ECU's operations and organisational development
  - Support and oversee the development and implementation of robust operational systems and team policies that align with our values
  - Oversee the management of risks to ECU's delivery, reputation and impact
  - Ensure that ECU works within the rules set out in our governing document and complies with all relevant laws.

3. Ensure that ECU uses its resources responsibly and is financially sustainable
  - Maintain an overview of ECU’s finances, including approving its annual budget and reviewing quarterly reports against this
  - Ensure that ECU has robust financial policies and processes, and that funds are used in line with ECU’s purpose and our funders’ requirements
  - Oversee the financial health of ECU and monitor financial risks
  - Support the ECU team to develop and deliver our fundraising strategy.
4. Make decisions in the best interests of ECU
  - Contribute to collective Board decisions about ECU’s strategy, finances and organisational development
  - Ensure that the Board makes balanced, informed decisions that consider opportunities and risks over the short and long term.
5. Ensure that the Board is effective in its work
  - Prepare for, attend and actively engage in Board meetings
  - Respect the delegated powers of staff and build strong relationships with the team
  - Reflect on your effectiveness as a Director and contribute to collective appraisals of the Board
  - Contribute to a Board culture that embodies ECU’s values and enables effective decision-making.

## Person specification

### Essential

- Commitment to ECU’s mission to accelerate the transition to a fair, sustainable and resilient economy
- A good understanding and acceptance of the legal duties and responsibilities of Directors and/or Trustees, including the difference between governance functions and management functions
- Strong strategic vision and skills
- Integrity and independent judgement, with the ability to take decisions for the good of ECU’s mission
- Able to work well as part of a diverse team, including active listening, sharing views considerately, and seeking common ground
- A strong commitment to ECU’s values of justice, inclusivity and collaboration, and the ability to demonstrate these in practice
- Able and willing to devote the necessary time to the role

### Desirable

In addition to the person specification for each role, our priorities for this year’s recruitment are:

- People who are from a working class background, who have low or precarious incomes, or who have other lived experience of economic injustice
- People who are Black or members of other minoritised ethnic groups
- People with experience of serving on Boards, especially of early-stage, not-for-profit and/or purpose-driven organisations
- People with experience of establishing or leading a civil society organisation, especially one that undertakes campaigning, advocacy, or movement building, or that primarily exists to support, coordinate or amplify the impact of other organisations
- People with experience of working in or with progressive businesses.

## 5. Role profile: Treasurer

<b>Salary:</b>	This is a voluntary position, but you will be reimbursed for any expenses involved in fulfilling your role (such as travel or childcare)
<b>Time commitment:</b>	Quarterly meetings, plus preparation time and liaison with ECU's Head of Finance and Operations
<b>Location:</b>	Remote / London
<b>Term:</b>	Directors serve a three-year term, which can be renewed once (meaning a maximum total term of six years)

### About the role

ECU's Directors are responsible for ensuring that ECU is well-run and delivers on our ambition to accelerate the transition to a fair, sustainable and resilient economy.

In addition to the responsibilities of all Directors, the Treasurer leads at Board level on monitoring ECU's financial performance and sustainability, ensuring that ECU has robust financial policies and processes in place, and supporting other Directors to fulfil their collective responsibilities around finance.

### Time commitment

Directors must be able to attend quarterly Board meetings, which usually last two to three hours and take place during the working day. They also need time to read Board papers, which are usually circulated a week in advance of meetings.

In addition, the Treasurer will meet with ECU's Head of Finance and Operations (HFO) at least quarterly.

As the Board grows, we expect to set up one or more sub-committees (to which the Board delegates specific responsibilities and which normally meet quarterly) or working groups (which are focused on a specific, time-limited project and meet according to the needs of that project). Directors will be invited to join these groups based on their expertise and availability.

Directors are sometimes asked to take time-sensitive decisions between meetings, usually by email, but occasionally in a call (which would be scheduled in consultation with Directors). Directors may also volunteer to take responsibility for actions agreed at a meeting, or to provide additional input on an issue where they have specialist expertise.

### Location

Board meetings are currently held online. We may return to holding in-person meetings in London in future, but the option to participate remotely will always be available - proximity to London is not required. (Please note that we cannot pay travel expenses from locations outside of the UK.)

### Key responsibilities

In addition to the responsibilities of all Directors, the Treasurer will:

1. Support the Board to review and monitor ECU's financial performance and sustainability
  - Working with the HFO, build a detailed understanding of ECU's financial performance and sustainability, and provide commentary on this to the Board
  - Ensure Directors are aware of their financial obligations and support them to interpret financial data
2. Ensure the Board receives timely, accessible and accurate financial information
  - Support the HFO to develop and report on ECU's budget

- Provide advice to the HFO on the presentation of quarterly management accounts and other financial information
  - Present the annual accounts to Board, drawing Directors' attention to important points.
3. Support the team to develop and maintain robust and proportionate financial policies, processes and risk management systems
- Advise on and input into the ongoing development of ECU's financial policies and processes, including those to ensure the proper use and reporting on of charitable and restricted funds
  - Maintain a close overview of ECU's financial risk management and support the HFO to develop effective risk mitigations
  - Ensure that ECU's accounts are prepared and disclosed in the form required by funders and the relevant statutory bodies.

### Person specification

Essential (in addition to the specifications for Directors)

- A strong ability to interpret and interrogate financial information
- A good understanding of financial policies, processes and risk management
- Experience of financial management in a company, charity or not-for-profit organisation
- The ability to communicate financial information to non-specialists

Desirable (in addition to the specifications for all Directors)

- An appropriate financial or accountancy qualification
- Experience of financial management or oversight in a grant-funded organisation
- Qualified member of ICAEW, ACCA, CIPFA, ICAS or Chartered Accountants Ireland
- Knowledge and/ or experience of fundraising

## Appendix One: Current Directors

### Anna Fielding - Chair

Anna is a strategist and advisor to a range of organisations working for economic systems change. She is a Trustee of the New Economics Foundation, a Co-optee at the Joseph Rowntree Charitable Trust, a Senior Fellow at the Finance Innovation Lab, and an Associate of the Institute for Social Banking. Anna is also a leadership coach, trained in Organisation and Relationship Systems Coaching, and is currently training as a humanistic psychotherapist. Anna has worked in sustainable finance, academia, international development, campaigning and community health, and prior to her current role was CEO at the Finance Innovation Lab, a pioneering charity building a financial system that serves people and planet. She has also served as a Trustee of the Just Finance Foundation and the New Economy Organisers Network, and as an Associate of the St Paul's Institute.

### Ian Christie

Ian is a Senior Lecturer at the Centre for Environment and Sustainability at the University of Surrey and Knowledge Exchange Coordinator for the Centre for the Understanding of Sustainable Prosperity. His earlier career included senior roles in think-tanks (Demos and Policy Studies Institute); in business (Henley Centre for Forecasting); and in central and local government. He is a Trustee of the New Economics Foundation and Perspectiva, and an Associate of WWF-UK and Green Alliance.

### Laurie Laybourn Langton

Laurie cofounded ECU with Michael Jacobs and was our first Executive Director. He is an Associate Fellow at the Institute for Public Policy Research (IPPR), where he led the award-winning Responding to Environmental Breakdown programme, and is co-author of Planet on Fire: A Manifesto for the Age of Environmental Breakdown, published in 2021 by Verso Books. Laurie is a Trustee of the New Economics Foundation and was formerly the Director of the UK Health Alliance on Climate Change and Co-Chair of Trustees of Rethinking Economics.

### Yuanfen Yang

Yuan is Deputy Beijing Bureau Chief for the Financial Times, mainly covering China's technology sector and policy. She is particularly interested in the intersection of technology with politics, censorship, civil society, digital security and labour issues. Yuan is the Co-Founder of Rethinking Economics, a charity that campaigns to make economics teaching more relevant to the 21st century. Yuan is also an elected officer of the Foreign Correspondents' Club of China, which seeks to protect press freedoms. She studied Philosophy and Economics at Oxford University and a Master's degree in Economics at the London School of Economics.

## Appendix Two: ECU Team

### Sarah-Jayne Clifton – Executive Director

Sarah joined ECU in March 2021. She was formerly Director of Jubilee Debt Campaign, a UK charity working to stop debt causing poverty and inequality in the UK and globally. Before that, she led policy development, campaigns and coalition-building on climate change, corporate accountability and trade for Friends of the Earth UK and Friends of the Earth International. She has a BA in Geography from the University of Oxford and a Master's in International Politics from the School of Oriental and African Studies. She is a founding Board member of Tax Justice UK, and a trustee of Transparency International and the Barry Amiel Norman Melburn Trust.

### Michael Jacobs – Co-Founder and Senior Adviser

Michael Jacobs is Professor of Political Economy at the University of Sheffield. He was formerly a member of the Council of Economic Advisers at the Treasury, and from 2007–2010 Special Adviser to Prime Minister Gordon Brown. He has also been General Secretary of the Fabian Society, Managing Director of economic and environmental consultancy CAG Consultants, and Co-editor of *The Political Quarterly*. He was a Founder and Senior Adviser to the Global Commission on the Economy and Climate, and Director of the IPPR Commission on Economic Justice. His books include *The Green Economy: Environment, Sustainable Development and the Politics of the Future* (Pluto Press, 1991), *Rethinking Capitalism: Economics and Policy for Sustainable and Inclusive Growth* (edited with Mariana Mazzucato, Wiley Blackwell, 2016) and *Prosperity and Justice: A Plan for the New Economy* (the final report of the IPPR Commission on Economic Justice, IPPR / Polity, 2018).

### George Edwards – Programme Officer

George became Programme Officer at ECU in January 2021, having originally joined as an intern. George previously worked as a researcher for the Centre for Local Economic Strategies. Originally from the Wirral on Merseyside, George holds a first class BA in Philosophy, Politics and Economics and an MA in Social and Political Thought, both from the University of Leeds.

We are in the process of adding the following roles to the team:

- Head of Finance and Operations – post filled
- Head of Public Affairs – post filled
- Head of Movement-Building – currently recruiting
- Economic Policy and Programme Lead – currently recruiting.