



# **Appointment of Trustees and Committee Members**

October 2020

**The  
Children's  
Society**

# A Letter from the Chair

## **Thank you for your interest in becoming a trustee of The Children's Society.**

When I joined the Board in 2013 I was struck by the scale of the organisation's vision and the enormous energy and skill of the trustees, staff, volunteers and supporters who fight for young people's hope and happiness.

This has become even more important during the coronavirus pandemic. Few could have predicted the tremendous impact that Covid-19 would have on the world and our work at The Children's Society. As an organisation we have excelled through resourcefulness, resilience, dedication and strength to maintain a positive impact on the lives of young people via our services and campaigns. We are justifiably proud of all we have achieved, but we also know there is much still to do.

During the last year, under the excellent leadership of newly appointed Chief Executive, Mark Russell, we've evolved our vision to articulate our aims for the society we want to create more clearly. We are determined to build a happier, safer society for young people to grow up in, so they can look forward to their futures with more hope.

The events of 2020 and the pandemic have proven just how important hope is.

We want more people to see and understand how our charity plays such an important role in keeping hope alive for the young people who have the toughest lives.

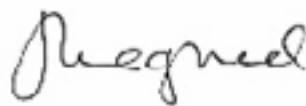
Following a recent skills audit, and in anticipation of a trustee retiring, we are looking to recruit two new trustees with the following skill sets to help us achieve our ambitious new goal:

- A trustee who has extensive senior operational experience in online sales and e-retail and who is able to contribute to the future strategic planning of our retail arm.
- A trustee who has senior commercial finance experience with, ideally, experience of mergers, acquisitions and partnerships. It is likely that, in time, the successful candidate will become Treasurer and Chair the Finance and Investment Committee.

In addition to this we are also looking to appoint a number of Committee Members. These individuals will be full of potential, for whom this may be a first committee or trustee role, and who are motivated to contribute to The Children's Society, on one or more of our committees, with the possibility of becoming future Trustees of the charity.

This is an exciting and dynamic time to join us as we launch our new vision and finalise our new strategy. We are committed to developing a truly diverse and inclusive organisation, and these appointments will be made with that ambition in mind. The Board is fully engaged in the organisation's mission and, whilst we are realistic and alert to the current challenges facing the sector and the young people we serve, we are also highly optimistic and ambitious about the positive changes we will bring to young people's lives over the coming years.

Kind regards



**Janet Legrand QC (Hon)**



# Vision, Goal and Values.

Since Edward Rudolf founded us in 1881, we've run children's homes, supported child evacuees through world wars and helped children find a loving family home. Throughout our history, we have been there for the most vulnerable young people, responding to the challenges of the time.

The world of young people today is very different from the last century, but equally challenging, with increasing levels of poverty, reduced investment in the services young people desperately need, and a digital world filled with both opportunities and risks. The Coronavirus pandemic has only added to these challenges, and its fallout will continue to have a major impact through the months and years to come. Our determination to support this country's young people is stronger than ever, and as such our organisation's core values will be at the heart of all our future work. These values, along with the voices and views of children and young people, will be at the front of our minds as we develop our new strategy.

We're stepping up the fight for young people's hopes and happiness, at a time when it's under threat like never before. We are calling on the people of this country to **join us in creating a society built for all children.** And we have set a new goal for the decade ahead:

# Our vision

## **A society built for all children**

This is the world we seek to create; the day our vision comes true is the day we celebrate and close The Children's Society because our work is done.

We won't rest until we've achieved our vision. Where together with young people and our supporters, we've created a society built for all children. Where hope is alive in every child.

# Our goal

**By 2030, we will have overturned the damaging decline in children's well-being, setting a path for long lasting growth.**

This is our big, bold focus to drive our energy and efforts over the next ten years. It will advise everything we do and every decision we make to help us take a giant leap towards our vision.

In the decade ahead we are determined to make sure this generation of children have a better childhood. So we will set out to build a happier, safer society for young people to grow up in, where they can look forward to their futures with more hope.



# Our values

Alongside our goal, our **values** drive our efforts towards our vision.

## **We are brave**

unafraid to challenge injustice wherever and whenever we see it, fearless in our determination to ensure young people are heard. We try new things, we push boundaries and when we fail, we learn. And then we go again.

## **We are ambitious**

for the potential in all young people. For all that children can be in the future, and for the society that is built for all children. And we are ambitious about our role in bringing about that change – pioneering new projects, boldly calling for radical change.

## **We are trusted**

delivering the best care and support available for young people. We never give up on them; we stay by their side through everything, no matter how hard things get, until things have changed for the better.

## **We are supportive**

and always see the good in every young person we help, inspiring them to new and greater achievements, helping them out of bad situations to see where their lives can go and what they can become. And we listen to and respect all young people.

The Children's Society transforms the hopes and happiness of young people facing abuse, exploitation and neglect. We take inspiration from the courage and hope we see in young people every day. It fuels our belief that a good childhood is something every young person deserves.

We fight for hope by deeply understanding the needs of young people, by enabling, empowering and supporting them through their most serious life challenges. We campaign tirelessly for the big social changes that will transform the well-being of young people, striving to improve the lives of those who need hope most.

Driven by hope and working alongside young people and supporters, we will not rest until together, step-by-step, we've created a society built for all children.



# Alice

## *'I'm more positive about the future'*

Alice was six when she was sexually abused by her father. 'I didn't have a clue at the time what had happened; I just knew I was upset and something was wrong.'

She grew up thinking abuse was a part of childhood. When she was drugged and abused at a house party, she thought it was normal. Every time she left the house, she would face her abusers as they lived locally. She started missing school and stopped going out with mates.

As much as she wanted to, Alice couldn't talk to her mum about it because she was her mum's carer. Alice toughed it out alone, unsure what her future would look like, until she met Suzanne.

Suzanne is one of our practitioners who specialises in child sexual abuse and exploitation. She was a stable presence in Alice's life, someone Alice could depend on.

Together they worked through the signs and dangers of sexual exploitation. Alice began to make sense of what had happened. She now knows if someone is trying to take advantage and has the confidence to get out of dangerous situations. 'I've been able to put it all into action'.

Since meeting Suzanne, Alice has become more confident and no longer self-harms.

## *'My self-worth is now there.'*

She still gets anxiety and painful flashbacks, but she is determined to challenge them. Alice no longer sees herself as someone to be abused. Though she still feels anxious and scared at times, Alice doesn't let it drag her down. She is optimistic about her future and wants to give something back.

'If there's one message that I could give to other young people, who are having their own challenges, it would be there's always a way to get out of a bad situation. There is always a way, no matter how deep you're into something.'

# Our key achievements in the last year

Each year we work with thousands of incredible young people. As well as supporting young people directly, we also work with police, teachers, social workers and other professionals to change the systems that are harming young people's futures.

We believe that there is a need to continually adapt and change service delivery in line with a continuously changing world. As such, throughout the last year we have been testing, improving and scaling up models of service delivery in order to bring positive change to young people's lives even more effectively.

## In numbers:

- We worked directly with more than **11,500** young people, and over **3,000** parents and carers.
- Over **2,100** young people played an active role in sharing their voice and influence in youth action and insight work across the charity.
- **77%** of children surveyed said that their lives had improved after working with us, while **87%** said they were very happy with our services.
- We worked with nearly **24,000** young people to learn from our direct practice work to find solutions to problems faced by young people.
- Through our systems change work, we have reached **14,514** professionals such as police, teachers and social workers, helping increase their understanding of the issues faced by young people and changing the way they respond to them. Through them we reach approximately **40 young people per professional per year**.
- Through our campaigning work we have had several significant policy successes, resulting in **4,417,050** positive impacts.
- The number of supporters taking actions with us grew by 15% to **33,626**
- **9,307** volunteers gave their time and skills, helping us offer **81** services around the country and six national programmes.



# Our finances

We met our gross unrestricted income target of **£28m** and fell marginally short of our **£12.7m** net target, partly due to the early impact of Covid 19 in March 2020 in our retail portfolio especially. We also received £2m less in legacy income.

In terms of our net position, this year we made an active decision to invest in our income generating parts of the organisation in order to improve future sustainability. This investment is to attract new supporters, and or provide innovative new fundraising solutions to our existing supporter base. The costs of the retail network have also increased in line with the income as we have invested in extending shop opening hours.

Combined with the income shortfalls, we achieved £7.5m net but we are in a stronger place going forward.



# A trustee's role

- To contribute actively to the Trustee Board or Committee's role in setting overall strategy, defining corporate goals and targets and evaluating performance against agreed targets.
- To exercise trusteeship of the vision, mission and values of The Children's Society.
- To take personal and collective responsibility as a trustee to ensure that the organisation is safeguarding young people, and comply with the organisation's safeguarding code of practice.
- To appoint the Chief Executive and members of the Executive Leadership Team and support them to deliver the charity's strategy.
- To think widely and achieve good balance between collaboration and challenge.
- To ensure that The Children's Society complies with its Articles of Association, charity law, company law and any other relevant legislation or regulations, and pursues the charitable objects as defined in the Articles and in accordance with accepted standards of best practice and propriety.
- To comply with the Charity Commissions Charity Governance Code.
- To ensure that there is a defined and agreed mission, to which all The Children's Society's volunteers and staff can work.
- To ensure The Children's Society uses its resources exclusively in pursuance of its objectives.
- To approve the budget and accounts and ensure the financial stability of The Children's Society.
- To ensure strict confidentiality of all governance matters.
- To act as a faithful advocate and representative of The Children's Society at all times.
- To abide by the Nolan Principles of public life.

# Trustees and Committee Members are the guardians of The Children's Society's vision, mission and values.

To achieve this, trustees firstly need to have a commitment to The Children's Society, accept its Christian heritage, and promote its vision, mission and values.

## **This includes:**

- A concern for children and young people and their future.
- An ability to think strategically and contribute to the strategic vision of the organisation.
- An ability to work effectively as a member of a governance team and maintain constructive relationships with other trustees and members of staff and children and young people.

## **The Roles**

The Children's Society seeks to make two trustee appointments. The Board wishes to maintain the organisation's strong commitment to diversity in every sense in these appointments. The Children's Society recognises the enormous benefits and social justice imperatives of a diverse board, more reflective of the constituencies we serve. We therefore actively and warmly encourage applications from a broad and deep range of backgrounds and experiences, faiths (or none) and identities.

### **First trustee appointment: Online Sales and e-Retail**

We have more than 100 shops throughout the country with around 2500 volunteers and permanent staff. Last year the shops raised over £11million by selling donated goods. We have an online e-bay shop through which we sell a range of items generously donated by our supporters. Our eBay shop is the place where we showcase our most intriguing and desirable items and most of them are brand new. This trustee will have extensive experience in the online sales or e-retail and who will provide expert advice in order to stretch our presence in this area.

## **Second trustee appointment: Finance**

As part of our succession planning, we seek a trustee with extensive experience of commercial finance and financial oversight in an organisation of at least the same size and complexity as The Children's Society. Experience in both non-profit and for-profit organisations would be useful. This person will, most likely, chair the Finance and Investment Committee and become the Treasurer so may benefit from previous NED/Trustee experience.

## **Committee Members**

These individuals will be full of potential and will contribute to one, or more, of the board's committees. We are looking for people from underrepresented backgrounds, who bring diversity of thought, and who are able to bring new and challenging perspectives to the organisation. Candidates should be passionate about seeing positive outcomes for young people and be able to present themselves as an ambassador for the work that The Children Society does.

This may be a first committee role for someone, and The Children's Society will provide the support and development opportunities for these Committee Members with a view to them joining the main board as Trustees in the future.

## **Duration**

- The term of office as a trustee is four years, renewable to a maximum of eight years. The term for a committee member is four years, renewable to a maximum of eight years.

**Given the highly sensitive nature of The Children's Society's work, an enhanced DBS disclosure will be required.**

## **Commitment**

- Typically between one and two days per month.
- Four Trustee Board meetings per year (for Trustees) and two away days per year.
- Four committee meetings per year.
- Appropriate availability to visit frontline projects.
- Attend some supporter engagement events

## **Location**

London – very occasionally meetings may take place elsewhere in England.

# How to apply

**Saxton Bampfylde Ltd is acting as an employment agency advisor to The Children's Society on this appointment.**

Candidates should apply for this role through our website at **[saxbam.com/appointments](https://saxbam.com/appointments)** using **code USMW**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring\* form.

**The closing date for applications is noon on Friday 6 November.**

\*The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

**Saxton Bampfylde**

**London**

9 Savoy Street  
London WC2E 7EG

**EDINGBURGH**

46 Melville Street  
Edinburgh EH3 7HF

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**Every young person should have  
the support they need in order  
to enjoy a safe, happy childhood.**

That's why we run services and  
campaigns that make children's  
lives better and change the systems  
that are placing them in danger.

The Children's Society is bringing  
hope back to children's lives.

**Twitter:** @childrensociety

**Tel:** 0300 303 7000



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