



Candidate pack: appointment of trustees

April 2023 ref: USMY

**The
Children's
Society**



I am so pleased that you are exploring becoming a member of our board of trustees. As The Children's Society pushes forward with our ambitious goal to reverse the decade-long decline in children's happiness and wellbeing, we are determined to work with young people to create the future every child deserves.

Across the country, thousands of young people are struggling to cope with huge life challenges like abuse, neglect, or exploitation and our frontline teams are here for them, making sure they get the right support at the right time.

But the threats to children's safety and happiness are growing, and letting things continue as they are is simply not an option. That's why we're also working to challenge and transform the systems that trap young people in hardship, so that future generations can enjoy a hope-filled future.

This is an incredibly special organisation. Everything that we do is grounded in the stories and voices of the young people we work with. They know their experiences better than anyone, and they know best what needs to change. Their passion and their vision of a brighter future inspires us and guides us every day, and we are so lucky to be able to work so closely with them.

Before joining The Children's Society as chair, I was interviewed by some of our young trustees. They are incredible – dedicated, talented, and committed – and we are privileged to be able to listen to and learn from them. They are speaking up for the thousands of other young people facing similar situations and as trustees, it is our responsibility to make sure that we repay the trust they have placed in us by working as hard as we can to achieve our goal.

Our board of trustees is high-performing and committed, and our relationships with the CEO and executive leadership team are strong and built on trust. The board is engaged, passionate, and restless for change and I feel privileged to be leading such an incredible group of people.

As a trustee for The Children's Society, you will embody our values, seeking to be brave, ambitious, supportive, and trusted in all that you do for young people. If you are as motivated as we are to transform our society for the better, we would love to hear from you.

Kind regards,

Diana Noble
Chair of Trustees

A handwritten signature in black ink, appearing to read 'D Noble', with a long, sweeping horizontal line extending to the left.

I am delighted that you are considering joining The Children's Society's board of trustees. This is an extraordinary organisation, and I am so proud of all that we have achieved together, despite the new challenges we have faced in the past few years.

We have transformed our ways of working, supported thousands of young people, and pushed for change at the highest levels. We are working towards an ambitious, audacious goal: to overturn the damaging decline in children's wellbeing we've seen over the past decade and set a path for long-lasting growth.

It's a bold, ambitious aim but it's what every child deserves. We are living through challenging times, as the impacts of the Covid-19 pandemic continue to make themselves felt and the cost of living crisis puts pressure on us all. Young people are struggling, and they need our support more than ever before.

At The Children's Society, we dare to believe that in 21st century Britain, teenagers' lives should be getting easier, not harder. Every day, we work directly with teenagers to envisage a new society: a society where every single child grows up safe, happy, and filled with hope for the future. And we know that with a team of talented, passionate people standing alongside us, we can make this a reality.

People often ask me how The Children's Society manages to achieve so much with young people. The answer is leadership. We have gifted, committed leaders working across TeamTCS, and we have gifted, committed leaders on our board of trustees. Together, we are a powerful force for change

We are determined to increase our impact and help more young people transform their lives. Our board is united and ambitious. They understand that to have any chance of achieving our 2030 goal, The Children's Society will need to continue to be a generous leader, building alliances and bringing together a movement of people to join forces with young people to change the world.

This is a hugely exciting time to join us. As a member of our board, you will passionately share our anger that right now life is too hard for too many children. You will be unafraid of speaking truth to power and committed to working with us to build the future young people deserve.

The Children's Society is an amazing organisation. If you want to truly build a society for all children, we would love to meet you.

With best wishes,

Mark Russell
CEO




Vision, goal and values

Since Edward Rudolf founded us in 1881, we have supported hundreds of thousands of children, helping them to find safety and security and hold on to hope. Throughout our history, we've been here for young people whenever they need us.

The lives of young people today look very different from a century ago, but they're equally challenging. With increasing levels of poverty, reduced investment in the services young people desperately need, and a digital world filled with opportunity and risk, young people need change. The Covid-19 pandemic only added to these challenges, and the cost of living crisis continues to add still more pressure. Our determination to support young people is stronger than ever, and our organisation's core values will be at the heart of our future work.

These values, and the voices and views of young people themselves, will be at the front of our minds as we step up the fight for young people's hopes and happiness. We're 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. Together, we can protect every childhood.

Our vision

A society built for all children.

This is the world we're creating. The day our vision comes true is the day we celebrate and close The Children's Society. Because our work will be done.

We won't rest until we've achieved our vision. Until, together with young people and our supporters, we've created a society built for all children.

Our goal

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

This is our big, bold focus to drive our energy and efforts over the next 10 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 has a better childhood. We will build a happier, safer society for young people to grow up in, one where they can look forward to their futures with 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 a society that is built for all children. We are ambitious about our role in bringing about that change too – 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.

About us

For more than 140 years, The Children's Society has been there for children and young people when they need us most.

Founded in 1881 by Edward Rudolf to help the poor and homeless, The Children's Society offers vital support to young people when they're facing huge life challenges like abuse, exploitation, or neglect.

They might be struggling with their mental health. In danger of exploitation. Facing poverty or hunger. Feeling alone and isolated. Whatever their challenges, we work with them to make sure they have the support they need to look forward to the future with hope.

Our work broadly looks at the following areas of focus:

- emotional health and wellbeing
- fighting child poverty
- reducing adolescent risk.

Our efforts lie in frontline work, focusing on listening and co-design with young people, and in campaigning.

A lot has changed over the past 140 years and right now, the threats to young people's safety and happiness are growing. But what hasn't changed is our deep passion for and commitment to helping children transform their lives for the better. As we look ahead to 2030, we are being bolder and more ambitious than ever. We know that together, we can protect every childhood.

For more information, visit childrenssociety.org.uk.

"I hit
rock bottom.
Now, I'm just
hopeful."

Daniel's story

Daniel was a teenager when he started struggling with depression and anxiety. He felt like everything was against him and was completely shattered and broken down. His dad, Sam, felt powerless as he watched his son become more and more unhappy.

At his lowest, Daniel took two overdoses in the space of a week and was admitted to rehab. That's when Sam searched online and found The Children's Society. When Daniel came home, he and his dad met one of our support workers, Steve, and that made all the difference.

Every week, Daniel, Sam, and Steve met for online therapy sessions. Daniel mentioned how much he loved yoga and martial arts, so that was what they focused on. Sam joined a family support group run by The Children's Society, too, and gradually Daniel and his dad began to believe there was hope for the future. Getting the right support was transformational.

For more than 140 years, The Children's Society has been there for young people like Daniel when they need us most. When they're struggling with their mental health, facing abuse or exploitation, or feeling alone, our services help them hold on to hope. And we campaign tirelessly for the big social changes we need to make sure every child can thrive.

Together, we can protect every childhood.



The challenge

For more than a decade, The Children's Society's Good Childhood Report has shown that young people's wellbeing in the UK is getting worse.

In 2021, we saw clearly how modern life continues to erode young people's happiness. And in 2022, we revealed how concerns around school, friendships, and appearance impact children's lives.

- An estimated 1 in 16 children aged 10 to 15 in the UK are unhappy with their lives.
- Almost one in eight, an estimated 526,000 of 10- to 15-year-olds, are unhappy with school.
- The cost of living crisis is having a huge impact – 85% of parents and carers surveyed in 2022 were concerned about how it would affect their families.

The 2022 Good Childhood Report can be found [here](#).

Our impact

Our work is child-centred, holistic, and responsive to young people. We confront and challenge hard truths.

We work directly to support young people:

- by providing support for victims of criminal and sexual exploitation and those that go missing from home
- by supporting and advocating for unaccompanied asylum-seekers and victims of trafficking
- by providing life-changing therapy and counselling
- for teenagers and young adults struggling with mental and emotional health issues
- by leading the only annual survey of young people's wellbeing across England and Wales
- by supporting teenagers at risk of harm through domestic violence or parental and teenage substance misuse.

Headlines from our latest impact report

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 rapidly changing world. As such, throughout the last year, we have been testing, improving, and scaling up models of service delivery to bring positive change to young people's lives even more effectively. In numbers:

- We worked directly with more than 55,494 young people, and over 4,500 parents and carers.
- More than 1,000 young people played an active role in sharing their voice and influence in youth action and insight work across the charity.
- Our systems change work reached 738,220 young people and we provided support, guidance, thought leadership, and evidence to local authorities, professionals, businesses, government, and the wider sector.
- More than 13,000 people campaigned with us, taking more than 25,000 actions like signing petitions.
- More than 127,000 people joined our work through volunteering, donating, fundraising, and campaigning.
- 7,500 volunteers gave their time and skills, including 2,000 retail volunteers.

Finances

Like many charitable organisations, The Children's Society has been through a very demanding few years.

We have faced the Covid-19 pandemic, rising inflation, the cost of living crisis, a spike in energy costs, recessionary economic conditions, the war in Ukraine, the contraction of the charity sector, and a challenging recruitment market. Unsurprisingly, all of these pressures have contributed to a reduction in charitable giving across the UK, impacting our ability to grow unrestricted income.

We can take some encouragement that we have been able to navigate these challenges, to a large extent, by managing our resources well and safeguarding our balance sheet. Additionally, we have established a new impact fund, which has allowed us to release £4.5 million from endowment funds to invest in our frontline work. This has positioned us to be able to build a major fundraising appeal and create a portfolio of cutting edge developments. The latest triennial actuarial valuation of our defined benefit pension scheme shows the scheme to be fully funded on a technical reserve basis, and retail performance has been outstanding. The launch of our major fundraising appeal will drive this step change – with a target to raise in the region of £100m of new income by the end of the decade, uplifting the baseline of the organisation above our current size and scale.

This year, we are planning to invest in the restoration of individual giving to grow unrestricted income, and we have plans to launch a major appeal to raise more resources so that we can make a bigger impact. In our Theory of Change, we have confirmed the importance of 'building a movement' to convene, energise, collaborate and galvanise change makers in pursuit of the 2030 goal – joining forces to take action both with, and through, The Children's Society. As we have developed our strategic plans, we have increasingly recognised that we will need to significantly grow the size, scale and value of our supporter base if we are to build the resources we need to achieve our strategy. To not only ensure our long-term sustainability, but also create a step change in our income profile – so we can grow our investment in activities that will achieve the necessary impact with children and young people. The launch of our major fundraising appeal will drive this step change – with a target to raise in the region of £100m of new income by the end of the decade, uplifting the baseline of the organisation above our current size/scale.

This strategic investment and growth plan is ambitious, but so is the impact we want to see for children and young people. Life is simply too hard for too many young people, and they need us now more than ever before. We are confident that this course of action will help to unlock The Children's Society's potential and achieve the step change in our income profile that we need to meet our ambitions and achieve our 2030 goal.





A trustee's role

Our trustees are vital to our work both within and outside of the boardroom, guiding the organisation as we work towards our ambitious Destination 2030 goal: to overturn the damaging decline in children's wellbeing and set a path for long-lasting growth.

Key responsibilities:

- to contribute actively to the 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, goal, 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 to 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 share knowledge as an expert in their field to help reach our ambitious 2030 goal
- 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 Commission's charity governance code
- to ensure that there is a defined and agreed goal, to which all volunteers and staff at The Children's Society can work to
- to ensure that 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.

What we're looking for

We are seeking a range of skills to add to our trustee board and committee structure membership.

We are likely to recruit **two trustees** and have **several committee vacancies**.

The skills we seek include:

- Commercial finance experience, particularly investment and pensions depth to support the organisation with its strategy in leveraging investments and balancing the risk and reward profile. A strong financial and strategic nous, with a thoughtful, skilled, wise approach and broad expertise at board level. Likely bring experience of having invested in and grown an organisation and will support the organisation's commitment to invest and grow the impact for young people. You don't need to be an accountant for this role.
- Retail, ideally with property experience, to support maximising income and efficiency from our physical and online operations. Likely bringing experience from a smaller high street retail, and/or charity retail, innovation in e-commerce background.
- Philanthropy fundraising strategy, with understanding of how this is evolving. With bold and ambitious plans to deliver new innovative services to change outcomes for some of the most vulnerable young people, we are launching a new appeal. We would greatly value these skills to help us maximise the impact and the opportunity we offer to investors.
- Relevant property expertise to our portfolio of workspace and retail.
- Cyber security and risk strategy expertise.
- Charity leadership experience is desirable.

Whether it's our role as an employer, our work with supporters or volunteers or our service delivery, we're committed to diversity and inclusion. We would welcome applications for this role from a range of backgrounds.



Terms of appointment

The overall time commitment is two to three days per month and includes the following:

- Prioritising preparation for and attendance at our quarterly meetings of the board of trustees and two away days annually. These mainly take place in London and occasionally overnight stays.
- A commitment to join at least one committee of the board, and maintain regular dialogue with the chair, and as appropriate, the chief executive, executive leadership team and fellow trustees.
- An expectation for a one-to-one meeting with our chair annually.
- Visits to The Children's Society offices, projects, and events.
- The term of office is four years, renewable to a maximum of eight years.

Please note that an enhanced DBS is required for this role.

This is an unremunerated appointment.

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 using code USMY.

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 5 May 2023.

*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.

Edinburgh

46 Melville Street, Edinburgh, EH3 7HF.

saxbam.com

Panorama Leadership

panoramasearch.com