



**Barnardo's**  
**Trustee Recruitment**  
**Candidate Information Pack**  
**July 2016**

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## About Barnardo's

At Barnardo's we believe in children – no matter who they are, what they have done or what they have been through. We will ensure their needs are met and their voices are heard.

This belief started with our pioneering founder, Thomas Barnardo, who stood up for the most vulnerable children in society. We continue to fight for the UK's most vulnerable children to realise his dream of a world where no child is turned away.

Barnardo's is the children's charity with the largest number of services on the ground in local communities – in fact, we run over 960 services across the UK. Our work includes reaching and helping children who have been sexually exploited, young people leaving the care system, children with a parent in prison and families struggling to cope. We also find loving adoptive homes or provide foster placements for children in care who are particularly difficult to place.

Last year we helped transform the lives of more than 240,000 children, young people and carers around all the UK. We helped many more by campaigning to change policy and public opinion.

For example, we help children recover from the trauma of sexual exploitation or abuse and we're also helping children and their families to become better informed and aware, so that together we can reduce the risk of them becoming victims in the first place. We help young people leaving the care system to find a place to live, and training or a job, in order to have a better start to their adult lives. And we will stand up for children who experience the adversity of a parent in prison and fight for early support for families who are facing multiple problems to build their resilience and promote their strengths.

It's all about transforming children's lives and giving them the chance of a better future.

### **Our Services**

We will always fight for the right of all children to thrive. We believe that children deserve a strong start in life, that they deserve to grow up in a safe, loving home, and that they deserve the education, training and skills to help them find employment when they are ready to go out in the world alone. We want to change their lives for the better and we do this by concentrating our efforts on providing high quality, high impact services.

Where the authorities have already identified children, young people and families as having needs, we will seek to target the work we are commissioned to do towards where we can have the greatest impact for the most vulnerable.

However, where we believe that vulnerable children's needs are not currently seen or heard, we are committed to focusing our charitable efforts to reach

them. We also want to make sure that we are clearly identifying those young people whose lives Barnardo's can distinctively help to transform.

### **Research and Influencing for Change**

Thomas Barnardo was not deterred from speaking up for children and nor will we be. We believe it is vital that the needs of the most vulnerable children and young people in our society are heard and we will make sure that happens.

We are campaigning for policy changes so that our society is one in which our most vulnerable children and families have their basic needs met and no longer face barriers to achieving their potential. We will fight for these children and their families on every level and strive to ensure that their needs are not ignored and are met.

For example, we have made great strides in raising the issue of child sexual exploitation (CSE) up the political and public agenda, but we want every child to be better protected from it and to have the support they need, wherever and whenever they need it, to recover and move on with their life.

We are proud that when we see a situation affecting children which is unfair or unjust we call it out and speak up with a clear voice so that lawmakers, policy makers and opinion formers have to listen.

### **A Time for Change**

With Javed Khan, our Chief Executive, having joined in 2014, a full review of Barnardo's senior leadership structure was undertaken last year. The changes are a response to evolving challenges and opportunities.

Since it was founded 150 years ago, Barnardo's has been a major provider of children's services, with a reputation for high quality delivery based on a considerable heritage and strong brand. Our new corporate strategy provides us with a clear route map for future development, building on our many strengths, and a culture change programme, which will underpin the delivery of that strategy.

For Barnardo's, the economic, and to some extent political, upheaval of the last five years has produced a degree of challenge and opportunity in almost equal measure. There is increased pressure on budgets, while at the same time social factors have meant that demand on our Children's Services has continued to rise.

Our new corporate strategy is made up of three strands that will help us to create better outcomes for more children. These strands are: Stronger Families, Safer Childhoods, and Positive futures (for young people). By focusing on these aims, we will reach out to more vulnerable children and help them improve their life chances.

Our ambitions are to reach more vulnerable children and their families, from some 240,000 in 2015 to more than 300,000 in 2025 (an increase of 25%). We also want to maintain our charitable competitiveness by shifting the

balance of our statutory to voluntary funding income from 85%:15% in 2015 to 80%:20% in 2025.

Our focus in future will be on creating stronger families, ensuring safer childhoods, and securing positive futures for young people across the UK.

To see a video clip from Tony Cohen, our Chair of Trustees, talking further about Barnardo's and the Trustee roles, [please click here](#).



[Click here to view Barnardo's corporate strategy for 2016-2025](#)

## The Current Trustee Board



**John Bartlett**

***John is CFO Group Finance at BP plc and a Director of BP Pension Trustees Limited.***

John joined BP in 1988, after 15 years with the Inland Revenue. He has held a variety of roles in BP, including Chief Financial Officer (CFO) for Exploration & Production and Group Head of Tax before taking up his present role in September 2015. He represents BP and the UK Oil industry on fiscal issues with the OECD, the International Fiscal Association and the CBI. He is currently a member of HMRC's Business Tax Forum and was previously on the UK Government's General Anti-Avoidance Review Committee. John joined the Trustee Board in 2014.



**Neil Braithwaite (Honorary Treasurer)**

***After qualifying as a chartered accountant, Neil spent ten years in a variety of finance roles with Asda before gaining extensive experience in leadership roles across the Co-operative Group.***

Prior to embarking on a portfolio career as a non-executive director, Neil's most recent role was as managing director of the Co-op's Specialist Retail Businesses. As well as his role at Barnardo's, Neil is Chair of the Brathay Trust, Chair of the Guinness Partnership and is a governor of the Co-operative Academies of Stoke-on-Trent, Leeds and their Primary Academy in Leeds. Neil joined the Trustee Board in 2011.



### Hugh Burkitt

***Hugh has been chief executive of the Marketing Society since April 2003. He founded the agency Burkitt Weinrich Bryant in 1986 and retired in 2002 as chairman of Burkitt DDB.***

Hugh studied history at Cambridge, taught in Tanzania as a VSO volunteer and then spent the next thirty years in advertising. He has served as a council member of the Advertising Standards Authority and the Institute of Practitioners in Advertising. He is also a trustee of the Academy of Ancient Music. Hugh joined the Trustee Board in 2009.



### Alexis Cleveland

***Alexis started her career as a statistician in the Civil Service. She worked on health and social security policy before moving into ICT and then operational delivery. She was chief executive of the Benefits Agency and later the Pension Service, both Executive Agencies in the Department for Work and Pensions.***

Alexis was asked to join the Cabinet Office as director general for Government Transformation and worked there through the Brown Labour administration and the early years of the coalition government. Her current portfolio includes: Chair of the Board of the Food and Environment Research agency; a council member at Durham University; Non-Executive Director of the Northumbria and Tyneside NHS Mental Health Trust and consultancy engagements. Alexis joined the Trustee Board in 2011.



### Tony Cohen (Chair)

***Tony started his professional life as a newspaper journalist, later becoming a television producer. After running a television production company in the US for several years he became CEO of FremantleMedia, one of the largest global television production and rights companies from 2001 to 2012.***

Tony is a Sloan Fellow of the London Business School and a Fellow of the RTS and RSA. He is also on the board of the Arvon Foundation. He joined the Barnardo's Trustee Board in 2011.



### Lady Amanda Ellingworth (Deputy Chair)

***Amanda's first career was as a social worker, eventually specialising in children and child protection. She has gone on to hold a portfolio of non-executive directorships and trusteeships in the field of health and social care, and more recently also in international development***

Among other roles she currently chairs Plan International UK. Amanda joined the Trustee Board in 2009.





## Stephen Goldman LL.B

***Stephen is an independent fundraising consultant. Previously UK Executive Director of Friends of The Hebrew University of Jerusalem and Director of Fundraising at Jewish Care.***

He specialises in organisational re-structuring, governance, fundraising strategy and major gift development. He is a former adviser to The Prince's Foundation for Children & The Arts and a Trustee of the Prince's Regeneration Trust where he chairs the Development Board and sits on the Audit Board. He is also an Honorary Adviser to the Association of Chairs. Stephen joined the Trustee Board in January 2016.



## Darra Singh

***Darra is Partner, Head of Local Public Services at Ernst and Young.***

Darra was formerly Chief Executive of Job Centre Plus and Chief Executive of Ealing and Luton Councils. He chaired the Expert Working Group on Welfare Reform for the deputy first minister for Scotland. Darra was the Chair of the Panel investigating the UK riots in August 2011 and was the Chair of the Independent Commission for Local Government Finance. Darra joined the Trustee Board in January 2016.



## Colin Walsh

***Colin is Chief Executive and founder of Crescent Capital NI Limited and has been an active venture capital investor in Northern Ireland companies for 19 years.***

An International MBA by background, Colin spent six years with Top Technology between 1988 and 1994. Top Technology was a London-based fund manager responsible for the management of the successful Hambro Advanced Technology Trust family of venture capital funds. In 1995 Colin, sponsored by Hambros Bank Limited, established Hambro Northern Ireland Venture Managers Limited, now known as Crescent. Colin is currently a Director of Balcas Limited and NiSoft UK Limited, Fusion Antibodies Limited, Biznet Solutions Limited and Replify Limited and the Chair of the Northern Ireland CBI. Colin joined the Trustee Board in 2014.



## Eleanor Williams

***Eleanor is a solicitor specialising in discrimination law. She is a senior lawyer at the Equality and Human Rights Commission in Wales.***

Prior to joining the Commission, Eleanor was a lecturer at Cardiff and Bangor University and Sheffield Hallam University. She is currently an associate of the Employers' Forum on Disability, a visiting professor in the School of Management at Plymouth University and a judicial office holder hearing appeals about Disability Living Allowance and Personal Independence Payments. Eleanor joined the Trustee Board in 2008.

## The Roles

Up to four new trustees.

### **PURPOSE**

The board of trustees is responsible for the overall governance and strategic direction of the charity, its financial health and the probity of its activities, pursuing its objectives in accordance with the Articles of Association, and compliance with legal and regulatory obligations.

### **Key responsibilities of trustees**

A trustee must carry out the functions of his/her office with the utmost good faith.

Trustees:

- Are responsible for the proper administration of the charity in accordance with all legal and regulatory requirements, and for acting within its powers in line with the Articles of Association
- Must accept ultimate responsibility for everything the charity does and determine the overall direction and development of the charity through good governance and clear strategic planning
- Have to act reasonably and prudently in all matters relating to their charity, exercising reasonable care, skill, diligence and independent judgment in a way that adds to public confidence and trust in the charity
- Must safeguard and protect the assets of the charity, ensuring that robust systems are in place for internal financial control and the protection of the charity's funds and assets
- Have a duty to act collectively
- Must act in the best interests of their charity and use the resources of the charity to promote the success of the charity in furtherance of its objects and to provide public benefit
- Should consider taking professional advice as appropriate in all matters where there may be a material risk to the charity or where the trustees may be in breach of their duties
- Must avoid any conflict between their personal interests and those of the charity, and must declare their interest in any proposed arrangement with the charity and must not accept benefits from third parties
- Must undergo a thorough induction upon appointment and ongoing training to remain alert to, and aware of, their duties and responsibilities, and of the environment in which they operate

- Must participate in individual and full board / committee performance reviews and commit to an annual personal plan including Committee work and visiting, as agreed with the Chair of the Board

## **Main duties**

### **The duties and tasks of the Barnardo's Board to fulfill these responsibilities are defined as being to:**

- Agree vision and values for the organisation
- Set overall strategy and policies for all key Barnardo's activities, including children's services, marketing and fundraising, corporate influencing and commercial and support operations, and determine major classes of beneficiaries in accordance with the Articles
- Implementation and monitoring - ensuring strategy and policy implementation is regularly monitored for impact and effectiveness against annual budget and strategy targets
- Set the risk appetite for the organisation and take collective responsibility for the oversight of risk management
- Make appointments, including appointing the Chief Executive, and delegate powers
- Accept ultimate responsibility for the sound professional, legal and financial management of the organisation, and for the arrangements governing Membership of Association (subject always to the Articles of Association)
- Abide by the Code of Conduct for Trustees
- Contribute specific skills, interests and contacts, and support the organisation in fundraising activities
- Maintain absolute confidentiality about all aspects of the trustees' business, bearing in mind the over-riding legal obligations placed upon trustees
- Apply a duty of care to staff and volunteers

## **Key priorities for new trustees**

- Commit to investing the time to learn about Barnardo's and what it is trying to do. A mandatory tailored induction programme is provided for all new trustees, which must be undertaken within the first three months of appointment.
- Trustees must be willing to engage with some or all of the following:
  - Sit on specific sub-committees
  - Sit on specific 'ad hoc' working groups if asked
  - Act as a 'link trustee' – linked to a specific geographic area and visit services in that area at least four times a year
  - Agree an area of thematic engagement, playing to a personal area of interest or expertise, and being able to speak at Board meetings on such if asked

## **Reporting line**

- Each trustee meets formally, once a year, with Tony as Chair, to talk about the past year, review how the Board and organisation has done, and exchange feedback
- Feedback on the performance of the Chair is also requested from each trustee, once a year, via the Deputy Chair

## **Key relationships**

- Internally
  - Chair, Deputy Chair and Honorary Treasurer
  - Chief Executive
- Externally
  - The primary focus for trustees is to exercise their governance role, rather than be outward focused. Having said that, trustees will be expected to bring their networks to bear where it is considered useful and requested, but only in conjunction with the Board and the Corporate Leadership Team

## The Person

It is important that, in your supporting statement, you seek to address and provide evidence, as far as you can, for each of the criteria identified in Part One of the person specification. The preliminary interview will further probe these criteria as well as exploring Part Two.

### Part One - Essential experience

A demonstrable and proven track record of:

- Evidence of success in one's professional life to have earned the highest degree of credibility/status amongst peers, colleagues, and stakeholders.
    - Please note that ideally, this professional experience should be within one of the following:
      - the children's services arena
      - the finance arena
      - the digital consumer/marketing/communications, social media/customer insight arena
- although we are also open to considering other backgrounds
- A strong and robust personal reputation that would raise no doubts in the minds of Barnardo's stakeholders, funders or users
  - Strong and well-developed professional networks of the key players in your field across all sectors
  - An instinctive, informed and up to date knowledge of the key issues in your professional arena – perhaps even as a 'thought leader'
  - A sound and well-developed appreciation of governance, and an ability to judge how to effectively manage the boundaries between non exec and exec roles
  - An understanding of how a board sets the right 'tone' for an organisation, through appropriate maturity, style of contribution and personal behaviour

### Part Two - Personal qualities and style

#### Barnardo's and its service users and communities

- Strongly sympathetic with the mission, vision and purpose of Barnardo's, and the challenges facing our beneficiaries
- We aim for our trustee board to reflect the diversity of the communities we serve. Accordingly, applications from women, younger people, and BAME communities are particularly welcome at this time.

#### Working with fellow board members

- The Chair encourages full participation and expression of considered opinions at the Board and in committees in a constructive, collegiate and respectful manner

#### As a professional

- Strategically aware and with a good sense of organisational complexity and the challenges of change
- Understanding modern technology and the use of digital

#### As a person

- Confident, with a strong intellect
- Motivated to work collaboratively with other colleague trustees, each of whom are equally strong in their own fields

#### **Roles are based where?**

- Board and Committee meetings are held mostly in the City in London, in the boardrooms of supportive legal firms, etc
- One meeting a year is usually in the corporate office in Barkingside, East London and one outside of London
- For the annual retreat, we use various venues around the UK

#### **Likely % travel?**

- Required for attendance at Board and committee meetings and visits to local services. Some committees can be attended by phone.

#### **Time commitment required?**

- The Board meets formally six times a year plus-one and a half days taken as a Retreat; the Board usually meets for three hours for formal business, plus one hour mandatory training plus lunch. There is a rolling eighteen month agenda
- Committees meet mostly three or four times a year, with the occasional additional meeting in between, and sometimes there are joint committee meetings
- There are occasional ad hoc and 'as and when' short term working groups
- Visits to one's specialist areas of expertise/geography as a 'link trustee'

#### **Duration of Board appointments**

The maximum term of appointment is currently 9 years (3 x terms of 3 years), but this is currently under review by the Governance Committee and might be reduced to 6 years (3 x terms of two years).

#### **Dates from when it intended that these appointments take effect**

Ideally, it is intended that these appointments will take effect as of 01 January 2017 (subject to a review after one year).

In the event that an appointee requires to free up time/stand down from an existing appointment, the Board may, subject to negotiation, be willing to delay a formal appointment for up to 12 months.

## **We posed a number of questions to the Chair, Tony Cohen**

### ***‘As Chair, what are your personal crunch priorities?’***

- *Governance and getting that right; ensuring it is fit for what the organisation is becoming; ensuring our governance and safeguarding arrangements work; that management feels both consistently supported and also effectively scrutinised*
- *The Board must be able to think about what the organisation needs to become in a disciplined and rigorous way together with our management, and to decide where we devote our resources and efforts – so that is all about our strategic planning capacity*
- *Funding: we need to make sure we have the right emphasis and focus on fundraising and retail income as these are key to Barnardo’s capacity to act*
- *Ensuring the successful implementation of the 10 year strategic plan as agreed by the Board earlier this year*
- *Ensuring the charity is sustainable (in even more difficult and challenging times, post-referendum, than we had expected) – re both delivery on our priorities and re money*
- *Ensuring that we are actually doing what we are saying we do, as evidenced by measurement and tangible impact*
- *Ensuring Barnardo’s is able to influence and have a significant impact on government, local government and best practice*

### **“Why the particular focus on trustees with children’s services, finance and digital consumer/marketing/communications, social media/customer insight backgrounds?”**

- *A children’s services background because we wish to reinforce our understanding at trustee level about the current position and likely future of children’s services*
- *A finance person because that is linked to our medium term succession-planning for the Board*
- *A digital consumer/marketing/communications, social media/customer insight person is about bringing a better perspective and insight to the Board re user/customer/consumer behaviours and how we must evolve our delivery of services (as well as communicate with service users and supporters) through harnessing different digital and social media platforms*



**“What might prospective trustees be doing right now?”**

- *If a children’s services background they might;*
  - *have run (or, possibly, be running) a large children’s service*
  - *be or have been in some major government role, involved in the design of policy*
  - *be an established academic in this field, with a great understanding of the sorts of areas we look at and how we look at them, knows how to analyse our activities, understands rigour and knows how to produce conclusions that are properly evidenced*
  - *‘possibly’, be or have been on the Board of another major charity operating in this sphere*
  - *have some other role involving the delivery of services to children and young people*
  
- *If finance:*
  - *be a qualified accountant with relevant professional experience; highly regarded by their peers and passionate about harnessing intelligent and user friendly financial insight to the benefit of an organisation*
  - *possibly also with banking/venture capital background with a strong track record of analysing businesses for their underlying strength, harnessing numbers at a strategic level to drive a business, and adept in intelligently absorbing balance sheets and management accounts*
  
- *If consumer marketing/customer insight/social media, they might:*
  - *be someone possessing great and current insight into how one deploys social media/digital/communications technology to improve relationships with consumers and ask the right questions*
  
- *If none of the above*
  - *some demonstrable unique quality/professional knowledge that would cause us to consider adding that talent, knowledge, contribution and voice to the Board.*

**“You are also very keen to identify Black & Minority Ethnic candidates, as well as achieve a better gender balance. Why such a focus, at this time?”**

- *Because we are very mindful that the Board should reflect to a degree the increasingly diverse nature of the children and young people we serve, and it is vital to have diverse voices, demographic, sex and age balance at the Board from a governance point of view*

**‘And you are also interested in identifying potential trustees from Scotland and Wales?’**

- *The key disciplines noted above are the priority, but Barnardo’s serves the four nations. Therefore trustees who fit the professional backgrounds that we are looking for who also come from Scotland and Wales would be of great interest.*

**“Why did you get involved in Barnardo’s, and agree to be Chair?”**

- *A trustee since 2011, and became Chair in 2014*
- *Stood for Chair because felt a determined and enthusiastic commitment to helping the Board develop itself further so it could continue to play its full role as the organisation itself also developed would be timely*
- *It has been very rewarding to work with trustees and management to develop Barnardo’s governance*
- *In 2014/2015, trustees were able to recruit a tremendous new CEO in Javed Khan*
- *Now looking for more trustees who are just as committed and just as excited at the prospect of being involved in such an important organisation to join the current Board, who have been deeply engaged in the development of Barnardo’s governance*

**“And the Deputy Chair? Why did she choose to get so actively involved?”**

*From what she has told me:*

- *Because a role as trustee with Barnardo’s enabled her to move beyond delivering services at just an individual level, but to magnify that impact by working with a larger charity and other partners*
- *Because our then chief executive’s view was that we should take the best of our charitable, mission-driven motivation, but overlay on top of that the best of commercial disciplines and means of measuring our impact – a philosophy that continues to this day*

**We asked other trustees “What is the Chair like to work for/with?”**

- *The main thing is for people to contribute fully in an efficient and professional environment*
- *He highly appreciates and values the contributions of others*
- *He likes to devolve things*
- *As a Board Chair, he tries to ensure governance is very ‘consciously organised’ and doesn’t operate in a random manner, so governance is done in a systematic way*

***“What is the prevailing operating culture of the Board?”***

- *Board meetings are regarded as being a good mix of challenge and support; a forum for both trustees and senior management for informed debate; and, hopefully, rewarding and enjoyable*
- *Board culture is, however, always ‘work in progress’, and we regularly look formally and informally at how effective we are, how well the collaboration between trustees and executives is working and what we can do to get better*

***“What sort of tone and behaviours work well on the Board?”***

- *A spirit of enquiry*
- *A culture of exploring the best way forward, as a team, which includes the executive*
- *More of a helicopter/strategic mindset*
- *Trustees don’t feel the need to constantly express strongly held opinions; they are more inclined to queries and nudges rather than banging the table and demanding more airtime*
- *But we are not looking for pushovers; sticking to one’s convictions and diverse opinions (though not to the point of constant stubbornness and never compromising) are welcomed*
- *Outward looking and horizon gazing as well as inward looking*
- *Natural and willing ambassadors, ready to harness personal networks, where required*
- *A readiness to be totally engaged*
- *Not seeing a role on the Board of Barnardo’s as simply an adornment on one’s CV – it is a voluntary position that is given the same gravitas as any paid role*

***“What is the Chief Executive like?”***

- *Very smart, thoughtful and very supportive of trustees and their contribution*
- *Has a powerful vision for the organisation and belief that it must continuously learn*
- *If he thinks that something is wrong, he will say so*
- *He listens intently and responds quickly*
- *Has been a whirlwind of energy since he joined, extremely passionate and committed to making sure Barnardo’s really delivers its potential*

***“And finally, if those reading this material have all the qualities, credibility, knowledge and skills listed above, then they will be exceptional people, with many demands upon their time. So why should they devote some of that time to Barnardo’s?”***

*Any one or a combination of:*

- *The sector that we operate within*
  - *If you feel that it’s important to try to transform life outcomes for the most vulnerable children and young people, then you can have a huge impact by volunteering as a trustee for a charity in this sector: that means you must be optimistic about the future and have a belief in children’s potential and want to invest in that*
  
- *Barnardo’s*
  - *We can be most effective at targeting and helping those in need; so if you are keen to be part of an organisation that is making a real difference, then do talk to us*
  
- *Personal experience*
  - *This is a chance for you to contribute your knowledge, expertise and enthusiasm and to harness for the benefit of others the advantages and opportunities you have had - that they have not yet enjoyed*

## How to Apply

This guidance contains important information to help with your application.

### General Conditions

We recognise and welcome our responsibility to remove any barriers in our Recruitment and Selection process for disabled people. We have tried to do this, but if you have a disability and identify any barriers in the job description please tell us of these in your application. We are committed to making reasonable adjustments to the role wherever possible and it would help us to know your needs in order to do this.

### To apply for this role, we would like you to provide the following:

- A motivation statement (ideally no more than 2 sides of A4), which explains why you are applying for this role and the contribution, style, skills and experience you will bring to it.
- A supporting statement, (ideally no more than 2 sides of A4) providing evidence/examples of how you match the 6 Essential Experience requirements of the role as outlined in Part One of the 'role profile'.
- In the event you do not have a professional background within the three preferred areas as outlined in the role profile but still wish to apply, it is essential that you explain why you feel your particular area of expertise will be of value to the Board.
- A comprehensive, up to date and current CV.
- Contact details of two referees so that we are able to take up your references if you are shortlisted for final panel interview (referees will not be contacted without your permission).
- A completed Equal Opportunities monitoring form (see below). We are keen to ensure that our roles are accessible to all members of the community and use this data to monitor our progress in doing this.

The equal opportunities and monitoring form can be found at the end of this pack. This is a word document that you need to complete and return to us at the email address below.

Please ensure you return the above documents by the closing date, 5<sup>th</sup> September 2016, to **barnardos1049@davidsonpartners.com**

Following long listing you will be contacted directly with an update on the status of your application.

On the following pages, there is an indicative timetable for these appointments.

Please ensure that you let us know in your covering letter if there are any specific dates that present you with a problem.

Please note these roles will be subject to a disclosure check.

## Indicative Timetable

<b>Closing date:</b>	Monday 05 September
<b>Longlisting:</b>	Monday 19 September
<b>Preliminary interviews:</b>	w/c 26 September
<b>Shortlisting:</b>	Thursday 13 October
<b>Informal Meetings with Chair:</b>	w/c 17 October
<b>*Final Panel Interviews:</b>	31 October/01 November (Reserve date: 07 November)

\* Please note that these are likely to include a separate young person's panel as well.

## Further Information

[Barnardo's Annual Reports and Reviews](#)

[Barnardo's Governance and Constitution](#)

[Report on Barnardo's 2013/2014 Inquiry into Child Sexual Exploitation \(CSE\)](#)

[Barnardo's Corporate Strategy 2016-2025](#)

[Barnardo's Management Structure Chart](#)

## **EQUAL OPPORTUNITIES MONITORING FORM – CONFIDENTIAL**

Barnardo's is committed to achieving equality of opportunity and continually monitors the effectiveness of its policy. This monitoring information is held confidentially and is not seen by the selection panel. It is used to monitor our recruitment and selection and other employment processes. Please complete each section by ticking the relevant boxes below.

**Name:**

Where did you first hear about this role?

Post Applied For: Trustee

Date of Birth:

Ethnicity

How would you describe your ethnic origin? (as defined in 2011 census)

If **British/Asian English/Asian Scottish/Asian Welsh** please select from below:

- Bangladeshi                       Indian                       Pakistani  
 Chinese                               Any other Asian background

If **British/Black English/Black Scottish/Black Welsh** please select from below:

- African                       Caribbean                       Any other Black background

If **Mixed/Multiple ethnic group** please select from below:

- White & Asian                       White & Black African                       White & Black Caribbean  
 Any other mixed/multiple background

**White**                       British                       English                       Scottish  
 Welsh                       Northern Irish                       Irish  
 Gypsy or Traveller                       Any other white background

If **other ethnic group** please select from below:

- Arab                       Any other Ethnic background

**Gender:**                       Female                       Male

**Marital Status:**                       Divorced                       In a Civil Partnership                       Married  
 Separated                       Single                       Widowed  
 Other

**Religion or**                       Buddhist                       Christian (including Church of England, Catholic, Protestant & all

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<b>belief</b>	<input type="checkbox"/> Hindu	other Christian denominations)
	<input type="checkbox"/> Muslim	<input type="checkbox"/> Jewish
	<input type="checkbox"/> Any other religion/belief	<input type="checkbox"/> Sikh
		<input type="checkbox"/> None <input type="checkbox"/> Prefer not to say

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**Sexual Orientation**

<input type="checkbox"/> Bisexual	<input type="checkbox"/> Gay	<input type="checkbox"/> Gay woman/lesbian man
<input type="checkbox"/> Heterosexual/Straight	<input type="checkbox"/> Other	<input type="checkbox"/> Prefer not to say

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**Disability**

Do you have a disability or impairment? This includes a physical or mental health condition, which has lasted or is expected to last at least 12 months, which has an adverse effect on your ability to carry out normal day-to-day activities.

<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Prefer not to say
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**For posts based in Northern Ireland only**

To demonstrate our commitment to equality of opportunity in employment we need to monitor the community background of our applicants and employees, as required by the Fair Employment and Treatment (NI) Order 1998. Regardless of whether they actually practice a particular religion, most people in Northern Ireland are perceived to be members of either the Protestant or the Roman Catholic communities. Please indicate to which community you belong by ticking the appropriate box below.

<input type="checkbox"/> Member of the Protestant community	<input type="checkbox"/> Member of the Roman Catholic community
<input type="checkbox"/> Member of neither the Protestant nor Roman Catholic Community	

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If you do not answer the above question, we are encouraged to use the residuary method of making a determination. Which means we can make a determination as to your community background on the basis of the information supplied by you on your application form/personnel file.

Note: It is a criminal offence under Fair Employment (Monitoring) Regulations (NI) 1999 for a person to knowingly give false answers to these questions.

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