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**Barnardo’s**

**Recruitment of Chair**

**Candidate Information Pack**

**January 2018**

**Contents**

Letter from Amanda Ellingworth, Deputy Chair

3

5

8

17

18

19

19

The Role

The Person

How to apply

The recruitment process that we intend to follow

Indicative timetable

Further information

**Letter from Amanda Ellingworth, Deputy Chair, Barnardo’s**

Dear Candidate,

Thank you for your interest in our Chair role.

Barnardo's has had an extraordinary impact on the lives of vulnerable children and young people for more than 150 years, from Dr. Thomas Barnardo’s ground breaking work helping East London street children, to last year supporting more than 270,000 children, young people, their parents and carers across the UK.

Of course, our services have adapted over that time to address the new challenges children can face today, for example on-line grooming, trafficking and the complex issues faced by young carers.

Our staff and volunteers are rightly proud of how each day Barnardo’s transforms lives and unlocks the potential of so many young people. But at the same time, Barnardo’s has recognised that we too need to transform the way we work: to respond to significant changes in society; to the way children’s services are developed, delivered and funded; to the way we access and use information as a result of the digital revolution. Our insight into how best to tackle the new threats children face is growing all the time.

Responding to this new landscape, the Barnardo’s Board of Trustees approved a new ten-year strategy in 2016. It is designed to increase our impact and change as many vulnerable children’s lives as we can – which is why we also want to safeguard Barnardo's position as one of the UK’s leading children’s charities. The 10-year strategy sets out clear priorities for us: making families stronger and childhoods safer; and creating more positive futures for young people. The strategy also sets out core areas of focus: creating maximum impact; strong sustainable financial performance; unlocking new voluntary income streams; and modernising the way we work.

The strategy commits us to take the decisive steps needed to create a dynamic, responsive, relevant and far reaching charity, and one that can look forward with confidence. It re-commits Barnardo’s to our core purpose and core values, always putting vulnerable children and young people at the heart of all we do and every decision we take. To do this we must earn and retain the trust and support of the public, which is critical to making our work possible. Barnardo’s latest Impact Report (published last Autumn) shows we are making good progress. But it also acknowledges there remains much to do.

We have been extremely well led for over 4 years by Tony Cohen as Chair, and are sad he will be leaving us in the first half of 2018 as he nears his maximum full term as a trustee.

Tony is leaving the charity in a very strong position in governance terms. Javed, our inspirational CEO, has built a strong management team and Tony has brought together a relevant, talented and diverse board of Trustees. The future for all charities is challenging and trustees, led by the Chair, will need to continue to adopt a flexible, responsive and forward-thinking approach at the same time as delivering secure governance arrangements.

If you would like to join our cause and support our work with the most vulnerable children, and should you decide to pursue this critical role, then know that the Panel will be delighted to receive your application.

Yours sincerely

Amanda

Amanda Ellingworth

Deputy Chair and Chair, Search Panel

22 January 2018

[Click here](https://www.youtube.com/watch?v=jg2Ny7AKo4g) for a video from Tony Cohen, retiring Chair, and [click here](https://www.youtube.com/watch?v=g_h7NXG6zBY) for a video from Javed Khan, Chief Executive, talking further about the role.

**The Role**

**Main purpose of the role:**

* You will provide effective leadership and direction to the Barnardo’s Board, enabling Trustees to discharge their responsibilities for the governance and the strategic development and direction of the charity.
* You will work in partnership with the Chief Executive to achieve the mission of the charity and to optimise the direct relationships between the Board of Trustees, its committees, the Chief Executive and the Corporate Leadership Team.

**Responsibilities:**

* Chairing meetings of the Board so that it functions effectively in carrying out its duties, and in particular setting and monitoring strategy and policy objectives, to encourage full participation by attendees and to ensure decisions and outcomes are clearly agreed and recorded.
* Working closely with the Chief Executive to set meeting agendas and to ensure that Trustee decisions are acted upon.
* Ensuring the proper governance of the charity, paying attention to the provisions within our Articles, the Charity Code of Governance and ensuring that the Board of Trustees fulfills its legal, financial and regulatory responsibilities.
* Leading the Board in approving organisational objectives in line with the charity’s corporate strategy and budget plans, and scrutinising/monitoring progress.
* Establishing a constructive, supportive and effective working relationship with the Chief Executive.
* Monitoring, reviewing and holding to account the work of the Chief Executive in delivering Barnardo’s agreed corporate strategy, against agreed objectives; and leading on the process of the Chief Executive’s annual appraisal.
* Advising and supporting the Chief Executive as required, to maximise their leadership role and impact.
* Role modelling and driving an inclusive culture where equality and diversity is valued and embedded in the charity.
* With the Chief Executive, managing the relationship with the Patron, President and Vice Presidents, and where appropriate, with our ‘sister’ charities (now independent) in Australia, New Zealand and the Republic of Ireland.
* Ensuring that the interests and voices of current and future beneficiaries and other stakeholders are properly represented and heard.
* Acting as an ambassador for Barnardo’s, when required, championing its objectives at a senior level, developing connections with external stakeholders and assisting in raising and safeguarding the reputation and profile of Barnardo’s with organisations, individuals of profile and influence, and potential donors and beneficiaries.
* Supporting the charity’s fundraising efforts wherever possible.
* Regularly visiting Barnardo’s projects and services in the United Kingdom, and encouraging and monitoring Trustee visiting and other activities.
* Reviewing Trustees’ and Board performance, ensuring the Board fulfills its potential and Trustees receive appropriate advice, training and information relating to their role.
* Ensuring satisfactory arrangements exist to manage succession planning for the Board.
* Ensuring that the Trustee Code of Conduct and all other policies relating to Trustees are upheld.
* Become a member of the Finance Committee, Governance Committee and a member of the Barnardo’s Association.

**Key priorities for the new Chair**

Generally:

* 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 (Chair included), which must be undertaken within the first three months of appointment.
* Get to know the trustees, chief executive, and senior management team.
* Commence a programme of visits to projects and services.
* Familiarise yourself with the work of the various Board committees.
* Support an external review of the overall governance arrangements of the Charity.

Specifically:

* Get up to speed on:
	1. Risks
	2. Financial position
	3. Pension issues

**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**

**Skills and experience**

A demonstrable, proven and successful track record of:

* Leadership, with experience of chairing well-managed, inclusive meetings, ensuring all members’ views are taken into account and that consensus and clarity of outcomes are achieved – an exemplar of good governance.
* Working with a Board as a Chair, Non-Executive Director or Trustee.
* Leading complex organisations through empowering and galvanising colleagues and staff.
* Developing compelling strategic visions and business plans.
* Leading a major delivery organisation, or part thereof.
* Providing advice and guidance at the highest levels, and working collaboratively in developing the strategy and monitoring the performance of an organisation, delivering an ambitious agenda in challenging times, whilst always supporting clarity of management accountability.
* Setting objectives, monitoring progress, developing talent and succession planning.
* Developing effective relationships with and influencing external stakeholders.
* Deploying strong business acumen in a context of substantial budgetary accountability.
* Applying core principles of quality assurance, risk management and internal and external audit.

**Part Two**

**Personal attributes**

* The highest degree of personal and professional credibility to engender trust and inspire external stakeholders.
* High intellectual aptitude, independence of thought and judgment with a willingness to accept and promote democratically made decisions of the Board irrespective of personal opinion.
* An articulate communicator who is committed to Barnardo’s mission, vision and our ‘Basis and Values’. (see further below)
* Politically astute.
* Extensive relevant contacts and a willingness to utilise them in the best interests of the charity.
* Willing to take a proactive role in developing long term relationships on the charity’s behalf with individuals, government representatives and industry if required.
* Exemplary interpersonal skills, with the ability to engage people of all ages, levels, backgrounds and disciplines.
* An appreciation of the complexities of seeking funding from a multiplicity of sources.

**Additional requirements**

* Willingness to travel throughout the UK including occasional overnight stays and evening commitments.

**Terms of appointment**

* The term of the Chair is three years. A maximum of two terms can be served, or co-terminous with your maximum term if already a Barnardo’s trustee.
* The role is non-remunerated, but reasonable travel, subsistence and accommodation expenses are all re-imbursed.

**Time commitment**

* You will need to be available for an average of 50-60 days per year. There may be additional demands, particularly during the first year of office to allow for an appropriate period of induction and training.
* Currently meetings take place in the morning over lunch. However this pattern may change and vary to accommodate the pressures of new trustees who may find it easier to meet towards the end of a day. 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’.

**Barnardo’s ‘basis and values’**

* You must be able and prepared to work within Barnardo’s ‘Basis and Values’, abide by the Charity’s Code of Conduct and the “Seven Principles in Public Life”, and demonstrate at all times a commitment to issues of equality diversity and inclusion. [see link to ‘Basis and Values’ under ‘Other information’ at the end of this pack]

**Part Three**

**Additional context**

**We posed a number of questions to both the retiring Chair, Tony Cohen and Deputy Chair, Amanda Ellingworth**

***“Tony: why did you get involved in Barnardo’s in the first place, and then agree to be Chair?”***

* *I have been a trustee since 2011, and became Chair in 2014.*
* *I stood for Chair because I had a determined and enthusiastic commitment towards helping the Board develop itself further so it could continue to play its full role as the organisation itself also developed.*
* *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.*
* *We are now looking for an individual who is committed and excited at the prospect of joining the current Board as Chair.*

***“So why stand down now?”***

* *Now in my fifth year as Chair of the Barnardo’s Board and seventh as a trustee. I’m retiring from the role as I will be spending more time in the US from now on for family reasons and sadly, won’t have the time to continue as Chair or trustee.*

***“And Amanda, as Deputy Chair, why did you choose to get so actively involved?”***

* *Because a role as trustee with Barnardo’s enabled me to move beyond delivering services at just an individual level, to working with a larger charity and other partners to magnify that impact.*
* *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.*

***“And why are you not putting yourself forward for the role of Chair?”***

* *I am coming to the end of my maximum term as trustee later this year, and I already chair another (international) charity.*

***We asked other trustees “What has Tony been like as Chair to work for/with?”***

* *The main thing is that he likes people to contribute fully in an efficient and professional environment.*
* *He very much appreciates, values and makes use of 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.*
* *We’d like to see all those qualities and style in the new Chair*

***“Tony/Amanda - 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.*
* *All trustees undertake additional responsibilities beyond board meetings within the charity, and between formal meetings we work hard to ensure our efforts are “joined up’.*
* *We welcome diverse views and voices and are concentrating our focus on issues of equality diversity and inclusion.*
* *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.*

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

* *Keeping the interests of the children we exist to serve at the heart of all we do.*
* *A spirit of enquiry – no one person will have all the answers.*
* *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.*

***“Tony/Amanda – given the current composition and make up of the Board, what sort of style will likely be needed in the new Chair to lead their new colleagues effectively and get the best out of them?”***

* *Ensuring the circumstances exist for each trustee to give of their best, through a variety of engagement methods, including digital.*
* *Ensuring the voice of service users and their carers (and of young people generally) is heard.*
* *Ensuring the Board of Trustees focuses on maximising the impact of the organisation on the lives of the UK’s most vulnerable children, and reports to its stakeholders on that impact.*
* *The qualities the Board might appreciate include a person that is:*
	+ *Ethically driven*
	+ *Passionate about issues of equality, inclusivity and social justice*
	+ *Collaborative*
	+ *Disciplined*
	+ *Efficient*
	+ *Respectful*
	+ *Firm*
	+ *Thoughtful*
	+ *Forward thinking, to harness the disruptors and changes we see in the world*

***“From your vantage point, what are likely to be the new Chair’s crunch priorities?”***

* *Governance and getting that right; ensuring it is fit for what the organisation is becoming; ensuring our governance and safeguarding arrangements work; and 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 – and ensuring they support our purpose.*
* *Relevance: our focus must be increasingly to make our services relevant in a digital age and have a strong grasp of all the implications.*
* *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 and that it continues to be relevant to delivering the charity’s purpose.*
* *Ensuring the charity is sustainable – 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 can demonstrate its significant impact on government, local government and best practice for the benefit of vulnerable children.*

**“What might your new prospective Chair be doing right now?”**

* *Could be Chair or Deputy Chair of a Board of a fairly large organisation; preference would be currently on a main board, but could also be Chair/Deputy of a subsidiary, or large division or major department.*
* *Might already have a portfolio career, or in the process of carving one out, and looking for a non-profit Chair role as well.*
* *Might be about to step down from an executive role or another Chair/Non Exec of another organisation, and thus have the time and space to take on this Chair role.*

***“What sorts of things might your new prospective Chair have been doing in their recent career?”***

* *Probably either have developed a solid portfolio of non exec roles, including being a Chair or Committee Chair; or have recently transitioned from a very senior executive in a large-ish and complex organisation into non exec roles with larger organisations.*
* *It would be good if they have some exposure to both not for profit and commercial or major public service sectors.*
* *Would be excellent if they can demonstrate a successful track record in the main core organisational competences and understandings – like financial management/responsibility, or a governance oversight.*

***“What sectors might they come from?”***

* *In summary, any sector is possible, provided they have personal values that align with the not for profit sector.*
* *A ‘rounded’ career; could be from:*
	+ *Commercial/financial/corporate/services sectors.*
	+ *Senior central government/public services/health sectors.*
* *Some third sector experience would most certainly be advantageous, although it is not essential.*

***“Amanda - summarise the profile of your ideal candidate to fill Tony’s shoes as he jets off to the US?”***

* *The key general things that one would expect include:*
	+ *Exposure to large/complex organisations (small organisation experience alone simply will not cut it here).*
	+ *Good board experience.*
	+ *Some breadth in the range of things they have done.*
	+ *An understanding of organisational governance in a regulated sector (would be good if some of that was in the not for profit sector, but its not essential).*
* *More specifically, though:*
	+ *A professional track record that will easily command respect from both the Executive and the Board.*
	+ *Already possessing the right experience and abilities for looking at large-ish complex organisations, with an instinctive understanding, nose for and experience of governance issues thrown up by such – because there’ll be no time to learn that.*
	+ *An excellent financial grasp (although that does not mean one has to be a finance professional).*
	+ *A willingness to learn and go the extra mile.*
	+ *Naturally conveys empathy and respect.*
	+ *Intellectually very strong; an inquiring nature; excellent people skills; and understands and values the not for profit sector.*
	+ *Good rationale and evidence for their pro bono commitment and ethical stance.*
	+ *Feels very comfortable in an environment where equality and social justice is sought after – not stuck in ‘old ways’, but seeking out new and better answers to old problems.*
	+ *Is well able to articulate ‘why now’, ‘why these children’, and ‘why Barnardo’s’.*

**“You are also very keen to attract Black & Minority Ethnic candidates, and people with disabilities 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, gender and age balance at the Board to contribute to our strategic thinking and governance work.*

***“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; and as Chair, you will have the chance to do even more.*
* *Barnardo's.*
	+ *This is not a failing or troubled organisation; rather it is successful and highly ambitious for those whom we are seeking to support; that said, we are far from complacent.*
	+ *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 and growth.*
	+ *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 may have had - that they have not yet enjoyed.*
	+ *The chance to lead the Board (and a strong board at that) of a top 10 UK charity – and make a very big impact indeed.*

**How to apply**

We have retained Davidson & Partners, to assist us throughout the recruitment process.

**If you wish to apply for the role of Chair, 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 the role and the particular contribution, style, skills and experience you will bring to it.
* A supporting statement providing evidence/examples of how you match the ten ‘experience’ requirements of the role as outlined in Part One of the ‘role profile’.
* A comprehensive, up to date and current CV.
* 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 on our website. 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 end of day on the closing date, 19 February 2018, to **barnardos1059@davidsonpartners.com****.**

All applications will be acknowledged.

Following long-listing, we will contact you with an update on the status of your application.

Do please ensure that you let us know in your covering letter if there are any specific dates in the timetable (as set out below) that present you with a problem.

Please also note this role will be subject to a disclosure check.

**The recruitment process that we intend to follow**

Applicants who are long-listed will be invited to attend a preliminary interview with Davidson & Partners. You should allow up to two hours for this meeting.

Applicants who are subsequently short-listed will be invited to meet for a formal interview with the appointment sub-committee of the Board, which has been tasked with advising the Board on this appointment. For your information, this sub-committee consists of the following trustees:

* Amanda Ellingworth (Deputy Chair and Chair of the Search Committee)
* Colin Walsh
* Jennifer Achiro
* Mike Nicholson
* Neil Braithwaite

Those applicants who are short-listed will also:

* Be asked to attend an interview with a ‘Young Person’s’ panel.
* May be asked to complete an online, timed “in tray”/scenario exercise at home
* Given the opportunity to meet, informally and separately, with both Tony Cohen (retiring Chair) and Javed Kahn (Chief Executive) for up to an hour each.

And finally, following the above meetings, short-listed applicants will be invited to meet once again with the appointment sub-committee in what will be a more informal “conversation” as opposed to a formal interview.

The Appointments Sub-Committee will then determine their preferred candidate and advise the full Board on their recommendation.

You will note that we are also recruiting to an additional three trustee roles. It is our intention to run the recruitment timetable for the latter in such a way that the new Chair-designate will have the opportunity to be involved in the latter stages of that recruitment process.

**Indicative Timetable for recruitment of Chair**

**Applications are open from** 24 January

**Closing date:** 19 February

**Long-listing meeting of search panel** 23 February

**Preliminary interviews with Davidson &**

**Partners:** 01, 02, 05, 06 March

**Shortlisting meeting of search panel** 13 March

**Meeting with Young People Panel:** 15 March

**First meeting with Panel:** 16 March

**Informal meetings with Chief Executive:** 17, 18, 26 April

**Informal meetings with retiring Chair:** 23, 24 (morning) April

**Possible in-tray exercise lasting one hour** tbc

**Second meeting with Panel:** 08 May

**Queries/further information**

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.

If you have any queries regarding the role or the recruitment process, please feel free to make contact directly with:

Hamish Davidson M: 07932 698 807 hamish.davidson@davidsonpartners.com).

Jack Williams M: 07885 670 504

jack.williams@davidsonpartners.com

Leon Ward M: 07871 044 649

leon.ward@davidsonpartners.com

Any such enquires will be considered to be strictly confidential – and treated as such.

For more information, please see the following links,

[Barnardo's History](http://www.barnardos.org.uk/what_we_do/our_history.htm)

[Barnardo's Basis & Values](https://www.barnardos.org.uk/get_involved/jobs/promoting_equality_valuing_diversity/our_basis_and_values.htm)

[Barnardo’s Annual Reports and Reviews](http://www.barnardos.org.uk/what_we_do/barnardos_today/corporate_information.htm)

[Barnardo’s Governance and Constitution](http://www.barnardos.org.uk/what_we_do/barnardos_today/governing_documents.htm)

[Barnardo's Corporate Strategy 2016-2025](http://www.barnardos.org.uk/img/Corporate_Strategy.pdf)

[Click here to download Barnardo's Management Structure](https://www.dropbox.com/sh/a98rlymjet2tx1j/AABExRJeO9zpRg1_Buoo9OLwa?dl=0)