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**Barnardo’s**

**Trustee Recruitment**

**Includes:**

**Trustee – Scotland**

**Trustee – Public Services**

**Candidate Information Pack**

**January 2018**

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

Dear Candidate,

Thank you for your interest in one of our board roles.

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.

If you would like to join our cause and support our work with the most vulnerable children (and we welcome applications from people from all walks of life), then please do take forward your application. You will be very welcome.

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 Barnardo’s and the separate recruitment to the Chair role.

**The Role**

**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.
* Horizon scanning and intelligence gathering on behalf of the Charity.
* 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.
* Whilst we respect the time constraints and choices that you might face as you balance your other priorities, all Trustees must be able to attend main board meetings and also be willing to engage with some (or all) of the following:
  + Be available electronically to provide advice and support to the Chair of trustees and other colleague trustees.
  + 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 the Chair, to review the past year, how the Board and organisation has done, review their own contributions 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 experience, wisdom and networks to bear 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.

Please note that responding to anticipated retirements and as part of our on-going succession planning, we are looking to fill ‘three’ trustee roles:

* A trustee from Scotland with a background that is relevant to our current strategy and risks.
* A trustee with recent senior experience in public services. Your high level understanding of the general strategic developments within our sector as well as of the required governance standards will be important – but you will not have to be an expert.
* A ‘young’ trustee (aged 26 or under, at time of appointment)
  + The specifications for this latter role are available separately at [www.davidsonpartners.com/current-opportunities/](http://www.davidsonpartners.com/current-opportunities/)

**Part One – Essential experience & skills**

A demonstrable and proven track record of:

* Evidence of success in your professional or working life, sufficient to have earned the highest degree of credibility/status amongst peers, colleagues, and stakeholders.
* 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 or working 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 Barnardo’s ‘Basis and Values’ [see link to ‘Basis and Values’ under ‘Other information below] and its mission, vision and purpose, 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, BAME communities and those with disabilities 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 confident in 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 central London, sometimes 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?**

* 20 days a year – some of this is reading and preparing for meetings.
* The Board meets formally six times a year plusone and a half days taken as a Retreat; the Board usually meets for three hours for formal business, plus one hour mandatory 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’.
* The roles are non-remunerated, but reasonable travel, subsistence and accommodation expenses are all re-imbursed.

**Duration of Board appointments**

* The maximum term of appointment is 3 x terms of 3 years, with re-appointment after each term being determined by the continuing relevance of the trustee’s skills and contributions.

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

* Ideally, it is intended that one of these appointments at least will take up their role in the Spring, once we have appointed a new Chair, and then the additional trustees will take up their roles later in the year.
* All of these appointments will be subject to a review after one year, and thereafter at the end of each 3 year term.
* 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.

**Part Three – Background and context**

**We posed a number of questions to the retiring Chair, Tony Cohen and to the Deputy Chair, Amanda Ellingworth, who is leading this recruitment campaign on behalf of the Board.**

***“Tony: As Chair, what have been 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 – and ensuring they support our purpose.*
* *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.*
* *Relevance: our focus must be increasingly to make our services relevant in a digital age and have a strong grasp of all the implications.*
* *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.*

***“Why did you first get involved in Barnardo’s, and 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 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, each of whom have been deeply engaged in the development of Barnardo’s governance.*

***“And you, 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.*

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

* *The main thing has been that he likes people to contribute fully in an efficient and professional environment.*
* *He very much appreciates and 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 are hoping and anticipating that the new Chair will operate in a similar manner.*

***“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.*
* *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, Javed Khan, like?”***

* *Very smart, thoughtful and very supportive of trustees and their contribution.*
* *He 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.*
* *He has been a whirlwind of energy since he joined; he’s extremely passionate and committed to making sure Barnardo’s really delivers its potential.*

**“Why the particular focus on one of the new trustees coming from Scotland?”**

* *The Board of Trustees governs across all the 4 nations. We reserve a place on the Board for at least one trustee from each nation, and the Scottish trustee place is currently vacant.*

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

* *If from Scotland;*
  + *Have some demonstrable and unique quality/knowledge that would cause us to consider adding that talent, knowledge, contribution and voice to the Board.*
  + *Possibly, have a detailed awareness of policy development in the devolved Nation.*
* *If public services:*
  + *Recent senior experience in the public sector, enabling you to confidently comment on matters relating to both practice standards and strategy within the children’s services sector.*
  + *Have current or recent senior experience within the NHS.*
  + *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 have served on the Board of another major charity operating in this sphere.*
  + *Possibly have or have had some other senior role involving the delivery of services to children and young people.*

**“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.*
* *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 may have had - that they have not yet enjoyed.*

**How to Apply**

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

**If you wish to apply for the role of Trustee, we would like you to provide the following:**

* An clear statement with regard to which of the trustee roles you are applying for.
* 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. In the event you do not have a professional background within the 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 supporting statement providing evidence/examples of how you match the ‘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, 26 February 2018, to [**barnardos1060@davidsonpartners.com**](mailto:barnardos1060@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 these roles will be subject to a disclosure check.

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

You will note that we are also currently recruiting a new Chair for Barnardo’s. It is our intention to run the recruitment timetable for the latter in such a way that the new Chair-designate will be able to be involved in the latter stages of this recruitment process for new trustees.

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:

* Given the opportunity to meet, informally with the new Chair-Designate.
* Asked to attend an interview with a ‘Young Person’s’ panel.
* Subsequently asked to attend an interview with the appointment sub-committee of the Board, which has been tasked with advising the Board on these appointments. For your information, this sub-committee of trustees consists of:
  + Amanda Ellingworth (Deputy Chair & Chair of the Search Committee)
  + Jenn Achiro
  + John Bartlett (Chair of the panel)
  + Mike Nicholson
  + Neil Braithwaite
  + New Chair designate

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

**Indicative Timetable**

**Closing date:** 26 February

**Longlisting:** 13 March

**Preliminary interviews:** 10,11,12,13,14,15, 16 April

**Shortlisting:** 24 April

**Informal Meetings with Chair designate:** 09-21 May tbc

**Informal Meetings with Deputy Chair:** 27, 30 April, 01 May

**Informal Meeting with Chief Executive:** 30 April, 01 May

**Young Person’s Panel** 03, 04 May

**Final Panel Interviews:** 21, 29, 30 May

**Queries**

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](mailto:hamish.davidson@davidsonpartners.com)).

Jack Williams M: 07885 670 504

[jack.williams@davidsonpartners.com](mailto:jack.williams@davidsonpartners.com)

Leon Ward M: 07871 044 649

[leon.ward@davidsonpartners.com](mailto:leon.ward@davidsonpartners.com)

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

**Links to further information**

[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)