



# CEO Recruitment Pack



# Chair and Board's welcome

## Thank you for your interest in the role of CEO of The For Baby's Sake Trust

Around one in five children in the UK experience domestic abuse, often starting when they are still in the womb. Exposure to domestic abuse, especially from conception to age two, a critical time as a baby's brain is developing, can have a profound impact on their physical, cognitive, and emotional development and longer life chances. It makes it harder for their parents and caregivers to give them the consistent and loving care they need to thrive, especially if their parents did not receive such care during their own childhoods.

Children exposed to domestic abuse are more likely to be abusive or experience abuse in their adult relationships, creating a cycle of trauma and risk across generations. These risks can be reduced by protective factors in children's lives, especially by warm, secure relationships with parents or caregivers during infancy. This knowledge offers the opportunity to tackle root causes and intervene to break harmful cycles of trauma, poor outcomes and lost opportunity across generations, in the UK and globally.

**The For Baby's Sake Trust's mission is to empower parents with what it takes to break cycles of domestic abuse and give their baby the best start in life, especially when they did not have that themselves.**

We know that our charity needs to change and develop through its next phase, building a stronger fundraising focus and diversifying our income through partnerships with the statutory and charitable sectors and philanthropic community.

The success of *For Baby's Sake* and the Trust is achieved as a result of the teamwork, involving all participants, parents, *For Baby's Sake* team members, central staff and the Trustees. It is this teamwork that will help take us forward.

Our Founding Chairman's philanthropic contribution empowered us to reach this point. Our current CEO, with her passion and drive, has established our ground-breaking programme, *For Baby's Sake*, and its reputation. As they both step into different roles for the charity, we're looking for a new CEO to help the Board build on the successes to date.

We are seeking a leader with strategic and leadership capabilities to help shape our future direction, priorities and culture, while remaining anchored to our values. Building mutually valuable relationships with donors and supporters will be a key element of the role and experience of fundraising would be valuable. You will be able to draw strength from within the Board and Senior Leadership Team and across the whole organisation.

The scale of the problem we are addressing and the different ways in which we can approach it, through how we expand *For Baby's Sake* and contribute to system change, mean we are not short of routes to make a difference. Decisions on priorities will be required and aligned to the fundraising strategy to optimise success.

The team have a shared vision. We are a charity where the staff are hardworking, passionate, committed and produce results to the highest professional standard. The importance of the cause and the impact of the charity's work in transforming lives requires the highest level of professionalism and dedication.

This is a fantastic opportunity for a dynamic and passionate leader with a talent for fundraising to make a real impact in an organisation which prides itself on achieving remarkable results which transform parents' and babies' lives and make their futures brighter.

### Board of Trustees

- Philip Fellowes-Pryne
- Dame Lin Homer DCB, Chair from December 2022
- Lady Sally Knowles
- Adam Shutkever, Vice-Chair from December 2022
- Stelio Stefanou OBE, Chair until stepping down from the Board in December 2022
- Jon Chapman, Independent Safeguarding Advisor to the Board, also participates in Board meetings

# About us

Our innovative programme, *For Baby's Sake*, is at the core of what we do. *For Baby's Sake* works with both parents, from pregnancy up until the baby is aged two, empowering them to address the cycle of domestic abuse and their histories of traumatic experiences that typically lie at the heart of the problem. It utilises the desire every parent has to give their baby the best start in life and uses this motivation as a lever for deep change in their lives.

We then use the evidence underpinning our programme and the learning from its operation to contribute to system change at local and national levels. This includes sharing and embedding the transferrable practice from *For Baby's Sake*, as well as influencing and informing decision-making frameworks, such as legislation, policy, public understanding, and academic evidence. This dimension of our work extends the impact by directly and indirectly reaching more babies, parents and families in need of trauma-informed support and helping to equip professionals to provide such support.

The global significance of the innovation within *For Baby's Sake* Trust was confirmed by the independent evaluation of our programme, undertaken by King's College London. The parents who participate in *For Baby's Sake* would certainly describe their practitioners as change-makers and we are so proud of them and the parents who are making deep changes in their lives, for themselves and their babies.

## Our journey to date

- The charity was established philanthropically by Stelio Stefanou (and originally known as the Stefanou Foundation)
- Our mission evolved from Stelio's founding vision to tackle the root causes of disadvantage and vulnerability, focusing on very young babies who do not have a voice
- In 2010, we decided to focus on domestic abuse and made time and space to innovate, determined to create a new approach to break the cycle for babies and families
- We launched *For Baby's Sake* in 2015 as two prototype projects within Hertfordshire and London (in Westminster from 2015 and Kensington & Chelsea from 2017) and we commissioned a four-year academic evaluation of the programme
- The King's College London evaluation (2020), found that *For Baby's Sake* is the 'first intervention' to 'address existing limitations of whole-family working' and 'fill an important gap in provision' through our trauma-informed and attachment-focused approach, starting in pregnancy
- The charity was renamed as The For Baby's Sake Trust in 2020, to reflect our mission and focus
- *For Baby's Sake* Blackpool was launched in 2020 in partnership with Better Start Blackpool
- We launched *For Baby's Sake* CONNECT as a national model in 2021, created through learning from delivery during lockdown, with 1:1 sessions taking place via video and audio calls
- In November 2022, we took the strategic decision not to sustain an area-based Hertfordshire service from 2023 and to transition the team to operate nationally via CONNECT
- We have influenced and provided support for practice and policy developments throughout, including by sharing our resources and helping to drive multi-agency partnership initiatives at local and national levels
- Mindful that effective succession planning is essential for all charities, Stelio Stefanou, who has chaired the charity since its establishment, decided to stand down with effect from December 2022. Dame Lin Homer succeeds him, with Adam Shutkever becoming Vice-Chair, as we move into a new phase of development.

## Current facts and figures

- 25 people employed by the Trust plus Financial Controller appointed via consultancy contract
- 6 people employed by Blackpool Council in the Blackpool *For Baby's Sake* team
- Around 135 families (270 parents, 135 babies plus siblings in the family) are supported at any one time across all *For Baby's Sake* teams
- We anticipate supporting up to 1,000 family members (parents, babies and children) this financial year
- Trust's budget for 2022/23: £1.58 million
- 2022/23 main grants: £750,000 from Stelio Stefanou, £695,000 from central and local government and £100,000 from Trusts and Foundations. Home Office funding comes to an end in April 2023 and it will be a priority for the Trust to find wider alternatives as we start the year once again dependent on a single philanthropic source
- *For Baby's Sake* Blackpool (not included in the financial figures above) is funded by the National Lottery Community Fund and delivered through the Trust's collaborative agreement with Blackpool Better Start Partnership and Blackpool Council which employs the team.

# Our people

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## Central teams

The Senior Leadership and Central Support Team ensure the effective running of the charity, lead and support the delivery, continuing development, evaluation and stewardship of *For Baby's Sake* and the Trust's contribution to system change.

## Senior Leadership Team

You will be leading a team of three directors whose lead responsibilities are described below:

- Elaine Fulton, Director of Strategic Partnerships: expanding and sustaining the Trust's partnerships and support base, in order to deliver our strategy, collaborative working and fundraising objectives.
- Amanda McIntyre, Deputy CEO (standing down from CEO role on appointment of successor); developing the generation and use of data and evidence, internally and through evaluation, while managing some corporate functions, notably accounts and audit requirements.
- Judith Rees, Director of Operations: leadership, management and oversight of the design and delivery of *For Baby's Sake*; management of the Team Managers; wider professional training and sharing of resources.

## Central Support Team

The central team comprises

- Financial Controller (part time and appointed via consultancy contract): facilitating the smooth running of financial operations and support for budgeting and financial planning
- Executive Administrator: remit includes role of Super User of the *For Baby's Sake* data platform in addition to administrative support
- Senior Programme Officer (part time): supporting the *For Baby's Sake* teams with data collection, recording, presentation and quality
- Book Keeper (part time): supporting financial operations, administration of financial transactions, payroll oversight and liaison with external payroll service provider.

## For Baby's Sake Teams

*For Baby's Sake* Teams comprise a Team Manager, part-time Programme Officer and *For Baby's Sake* Practitioners, who work therapeutically (1:1) with parents. From April we will have:

Two directly employed teams, comprising:

- Team Manager (also the *For Baby's Sake* Therapeutic Lead); Senior Practitioner; 7 Practitioners; Programme Officer. As Hertfordshire families complete their programme, this team's capacity will be deployed to deliver through the national CONNECT model
- Team Manager; 6 Practitioners; Programme Officer. Team already delivering via CONNECT and delivering the Bi-Borough service to families in Westminster and Kensington & Chelsea
- Blackpool Team: Team Manager; 4 Practitioners; Programme Officer. This team was established under the Blackpool Better Start initiative, the team is employed by Blackpool Council and funded by the National Lottery Community Fund.

# Job description

**Job title:** Chief Executive Officer

**Reports to:** Board of Trustees

**SLT Direct reports:** Director of Strategic Partnerships, Deputy CEO, Director of Operations

## **Role purpose & responsibilities: Strategic direction and planning:**

- As the leader of the Senior Leadership Team and working with the Board, take responsibility for the Trust's vision, mission and strategic direction
- Lead the development of the Trust's strategy, business plan(s), operational and fundraising plans in pursuit of short- medium- and long-term objectives and support the Board to set strategic direction and agree plans.

## **Mission and ethos:**

- Promote and support empowerment, a belief in change and collaborative working, which underpin The For Baby's Sake Trust's work
- Develop and/or enhance an understanding of the distinctive elements of *For Baby's Sake*, notably its trauma-informed, attachment-focused, whole-family model, embracing its benefits for mothers, fathers, babies, children, families and society.

## **People leadership:**

- Lead, develop and empower the Senior Leadership Team with effective challenge and support to achieve the Trust's strategic objectives
- Provide visible leadership across the organisation, which inspires and motivates and is underpinned by the Trust's values

## **Resourcing and fundraising:**

- Shape the fundraising strategy and work with the Senior Leadership Team to implement it, bringing a talent for fundraising
- Preserve the overall sustainability of the Trust by ensuring a diversified income stream and setting appropriate income targets and expenditure budgets, ensuring that progress against both are regularly reviewed, with remedial actions taken as required.

## **External relationships:**

- To be a compassionate and respected senior external ambassador for the Trust, speaking out with knowledge, passion, empathy and confidence about the Trust's mission, and in particular its trauma-informed approach, to a wide range of external audiences and stakeholders, including existing and potential supporters
- To be the Trust's chief media spokesperson and to raise the Trust's media profile.

## **Sound internal management:**

- Ensure that policies and procedures are legally compliant, appropriate to the Trust's work and mission and effectively implemented
- Ensure sound financial management and adherence to financial policies and procedures.

## **Governance:**

- Ensure that the Trust meets all relevant statutory and regulatory requirements
- Support the Chair and Trustees in all areas of their fiduciary responsibilities, including governance, strategy, performance monitoring, strategic risk management, safeguarding, employee welfare, reporting, and maintaining the integrity and external reputation of the Trust
- Exercise sound judgement, and a transparent and collaborative approach, as to when and what to report to the Chair and other senior Trustees between meetings.

## **Safeguarding and resilience**

- Promote and ensure safe working for self and others, notably through nurturing resilience, adherence to The For Baby's Sake Trust's safeguarding, health and safety and data protection, information security and confidentiality policies.



# Person specification

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The specification below covers a wide range of experience and skills. **We anticipate and welcome applications from candidates who do not meet every requirement. We encourage you to apply and demonstrate in your application what you would bring to the position.**

## Knowledge and experience

- Leadership experience as a CEO or leader of a senior team in a charity or organisation with relatable context
- Experience of leading an organisation or team through a period of development and change
- Experience of managing complexity, demonstrating sound judgement and decision-making
- Experience of setting and leading or contributing to an organisational strategy and business plans
- Experienced in performance-oriented and reflective supervision, combining setting key performance targets, nurturing and empowering success and holding colleagues to account
- Experience of budget management, financial planning and HR processes
- Experience working with a Board in a voluntary, public or private sector organisation, with the ability to develop mutually beneficial relationships with Trustees/Board members and promote good governance
- Experience and/or clear understanding of strong charity governance.

## Skills and abilities

- A proven ability to translate vision into strategy and then into plans and focused action to achieve objectives
- Ability to demonstrate non-judgmental understanding and sensitivity when communicating about personal and emotive issues
- Ability to embrace a commitment to meeting the needs of both parents and the whole family to break the cycle of domestic abuse and a belief in the potential and ability of people to make changes in their lives and behaviours
- A flair for managing individuals and teams, with demonstrable ability to build high levels of trust, openness, collaboration and support within and across teams
- Proven talent and passion for fundraising or income generation, with a commitment to continuing to deploy this skillset to help to grow and diversify the Trust's income
- Strong commercial and entrepreneurial skills
- Highly developed stakeholder management, relationship building and negotiation skills, displaying emotional intelligence, credibility, and ability to inspire confidence, understanding and commitment
- Ability to nurture personal and team resilience through self-care and mutual support between colleagues.

## Styles and behaviours

- Articulate, with excellent written and oral communication skills, ideally including media experience
- The resourcefulness, flexibility and can-do attitude required to ensure and contribute to the effective internal management of a small organisation.

# Terms of appointment

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## Salary

The salary for this role is c.£90,000 per annum.

## Contract

This is a permanent, full-time, home-based contract.

## Location

Home-based with some travel for meetings and relationship management requirements

## Pension

5% employer contribution (matched by employee contribution) to workplace or employee's personal pension; pension salary sacrifice option available.

## Annual leave

25 days (plus public holidays), increasing to 26 days after three years and 27 days after five years.

# How to apply

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We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact [Hayley.Woods@starfishsearch.com](mailto:Hayley.Woods@starfishsearch.com) and we will be happy to arrange a call. To make an application, please go to <https://starfishsearch.com/jobs/fbs-ceo/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date:	Friday 23rd December 2022
Preliminary interviews:	w/c 9th and 16th January 2023
Final Panel interviews:	End of w/c 23rd January 2023 or 30th January 2023