



# CANDIDATE PACK FOR TREASURER



NATIONAL  
CHILDREN'S  
BUREAU



# WELCOME

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I feel privileged to be part of the National Children's Bureau. And this year we celebrate our sixtieth anniversary.

For more than 60 years...

- We've listened and we've learned and developed a unique understanding of the systems that support and surround children and families in the UK.
- We've united the children's sector and created enduring connections across the early years, health, education, and social care workforce.
- We've shaped legislation and pioneered new ways of joining up public services to protect the most vulnerable and those with the most complex needs.
- We've influenced national policy by convening powerful coalitions of leading children's charities demanding better Government support and coordinating the influential All-Party Parliamentary Group for Children.
- We've given a voice to children, young people, and their families across the UK.

But despite all the progress we've made, the challenges we face today are as deep and wide as at any point in our history.

Our mission, our values and our expertise are needed now, more urgently than ever. As a trustee and our Honorary Treasurer, you can be part of the solution. One of the many great things about being a trustee at NCB is the feeling that your contribution is welcomed, appreciated, and supported not just by your fellow board members, but NCB's staff, and ultimately the children and young people we serve.

At NCB, the Board and the senior leadership team have guided the organisation so that it is well-poised to meet the challenges ahead, continuing to deliver our mission and developing the key objectives that will drive the delivery of NCB's new strategy. In February 2024, just before the financial year end, we welcomed Research in Practice into the NCB family. We now have more than 200 staff and annual turnover of nearly £20m.

We are in good financial health and our robust level of reserves enables us to consider increased investment to help us deliver our ambitious strategy. However, with an uncertain economic and political landscape, our focus on financial resilience must also continue.

We believe that being a Trustee isn't solely about fulfilling the many duties and responsibilities that come with the Board function. Trustees give a great deal, and in return we want Trustees to have opportunities to grow and develop personally and professionally through their engagement as part of a truly inspirational organisation.

I hope you will enjoy reading more in these pages about NCB, its values, mission, and extensive work across the children's and young people's sector, and about us, the Board of Trustees. I hope you will feel inspired to join us.

**Alison O'Sullivan**  
Chair

# ABOUT US

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For sixty years, we have been bringing people and organisations together to drive change in society and deliver a better childhood across the UK. Since 1963, we have been at the forefront of campaigning for children and young people's rights.

We were founded by Mia Kellmer Pringle amid concerns about the welfare of children in care. Mia recognised that the way to bring about the best for these children was through co-operation. She gathered health services, education providers, children's services - everyone with a stake in their care. Only together could they make things work better.

This approach still defines us today. We identify the most serious issues putting our young children and people at risk and we bring people and organisations together to drive change in society and deliver a better childhood.

Today, our challenge is greater than ever.

In an age of austerity, we've witnessed funding for children's services cut by half, with a devastating impact on young lives. In an era of disinformation, trust has never had more value. That's why it's so important we're here to interrogate policy and uncover evidence, taking the voices of children to the heart of government to shape better legislation. Only by working together can we bring about the best for our children.

We're united for a better start. united for a better future. United for a better childhood.

We're the [National Children's Bureau](#).

## OUR 2023-28 STRATEGY: IMPROVING CHILDHOODS TOGETHER

Too many children in the UK are not getting the support they need to grow up safe, happy and supported. We're here to put this right.

As a society we provide a vital system of education, health and social care services to strengthen families and help our children overcome the many challenges that can hold them back.

For more than 60 years, NCB has been driving change throughout this system to make it as effective as possible and to protect the children whose welfare is most at risk.

Right now, the system is failing under rising demand and a lack of investment.

We're here to shine a light where the system is failing and unite all those who can help to fix it.

Our strategy which is available [here](#). As a trustee your input into the oversight of the implementation of our new five-year strategy will be invaluable to the future of NCB.

## THE NCB FAMILY

Working together to deliver better childhoods. Every member of the NCB family brings people and organisations together to drive change on particular issues and help deliver a better childhood for the UK.

### Anti-Bullying Alliance (ABA)

The Anti-Bullying Alliance's vision is to stop bullying and create safer environments in which children and young people can live, grow, play and learn. Every year, we coordinate Anti-Bullying Week and Odd Socks Day, reaching 7.5 million children with 80% of schools taking part.

Read more at: [anti-bullyingalliance.org.uk](https://anti-bullyingalliance.org.uk)

### Childhood Bereavement Network (CBN)

CBN is the hub for people supporting grieving children and those caring for them across the UK. We underpin our member's work with essential support and representation. Recently, we helped secure an extension of bereavement benefits worth around £10,000 a year for families where the parents were cohabiting but not married.

Read more at: [childhoodbereavementnetwork.org.uk](https://childhoodbereavementnetwork.org.uk)

### The Council for Disabled Children (CDC)

We drive change in society to deliver a better childhood for disabled children and those with special educational needs (SEND). Recently, we supported 21 local areas through the DfE funded RISE programme and played a key role in developing the Government's SEND and Alternative Provision Implementation Plan.

Read more at: [councilfordisabledchildren.org.uk](https://councilfordisabledchildren.org.uk)

### Lambeth Early Action Partnership (LEAP)

LEAP works to give thousands of children aged 0-3 living in parts of Lambeth a better start. By 2021, the programme had reached more than 14,000 babies, young children, and families.

Read more at: [leaplambeth.org.uk](https://leaplambeth.org.uk)

### Research in Practice (RiP)

Research in Practice has nearly 30 years' experience working with and for professionals in the social care, health, criminal justice, and higher education sectors offering resources, learning opportunities and specialist expertise. Our aim is to support professional learning to enable people – children, young people, families, adults, carers and communities – to live good lives.

Read more at: <https://www.researchinpractice.org.uk/>

### The Schools Wellbeing Partnership

The Schools Wellbeing Partnership is a national network of nearly 50 member organisations that works to improve the wellbeing of all children in education.

Read more at: [schoolswellbeing.org.uk](https://schoolswellbeing.org.uk)

# OUR VISION, MISSION AND VALUES

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## OUR VISION

For every child to thrive.

## OUR MISSION

To build a better childhood for every child.

## OUR VALUES

Our values act as the core beliefs and universal truths that affect how we behave, how we work together as a team, how we structure our internal processes and how we deliver our mission.

### Forever young

- Children are at the heart of what we do. We reflect this energy and optimism in our approach to work.

### Better together

- We collaborate from the inside and outside, living up to the trust our partners place in us to do what's right for children and young people.

### Always learning

- Like an inquisitive child, we always ask 'Why?', the rigour of our evidence drives our work and helps us challenge ourselves and others not to make assumptions and to search for future progress.

### Taking care

- We invest a significant part of ourselves in our work. We respect and value that investment by looking after ourselves and each other.

### Being brave

- We don't shy away from the biggest challenges because that's where children need us most. We speak the truth with the authority of evidence and experience.

# OUR COMMITMENT TO DIVERSITY AND INCLUSION

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NCB is committed to developing and maintaining a Board that is truly representative of its UK wide reach. We welcome applications from anyone regardless of age, disability, ethnicity, heritage, gender, sexuality, socio-economic background and other differences. NCB is committed to ensuring its Board membership includes the depth and breadth of both professional and personal experience required to provide the organisation with the strategic direction and scrutiny required for it to succeed.

We are deeply committed to inclusive working practices, so during the application process we commit to:

- Paying for childcare whilst you're at NCB's interviews.
- Paying for your travel costs to the office and back for interviews, if held in person.
- Making any reasonable adjustments – for example ensuring we have a sign language interpreter organised in advance if you'd like them.
- Providing this document in a Word document format readily available to download.

If there is anything else you're concerned about or think we could provide, please let us know. Read the Board's Statement on Diversity, Equity, and Inclusion [here](#).

## OUR TRUSTEES

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Becoming a trustee can be both valuable and personally rewarding.

Everyone will have their own experience, but to illustrate, Sarah Mullen, who joined the board in 2022 said:



*“Being a trustee for NCB has enabled me to use my skills and experience to contribute to a cause I really care about. It is a great opportunity to continue learning - through meeting people with different expertise and experiences; through seeing how a different organisation works; and by working with experts in the field of supporting vulnerable children. But most importantly, the staff and board at NCB are warm and friendly, hugely knowledgeable and passionate about what they do - it’s a joy and an inspiration to be part of that.”*

Read more about our current trustees [here](#).

Our current Honorary Treasurer, Robert Whelan, is approaching the end of his six-year term and we are therefore commencing the search for his successor.

Robert says about his time with NCB:



*“Being NCB’s Treasurer has been an incredibly enriching and interesting experience, and a genuine privilege. I’ve learned a lot over these past 5 years but also had a huge opportunity to contribute with so much going on, this is certainly a role with constant change. In that time NCB has managed away its biggest risk, a large pension fund deficit and has doubled in size, largely through its recent acquisition of Research in Practice (RIP) which is now being integrated and the wider charity reshaped. It’s been great working with the team at NCB, both staff and Trustees alike and the charity is so lucky to have a high calibre senior leadership team.*

*I’ll treasure my time at NCB and will miss the people and the cause. NCB has a long history of fantastic work stretching back over 60 years, but as always, there’s much more to be done! I wholeheartedly recommend the Treasurer role at NCB and look forward to handing over the baton to a really passionate and driven successor. Being part of NCB’s next stage of development is a great opportunity and we hope you share our excitement.”*



# OUR BOARD AND SUB-COMMITTEES

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NCB's Board is comprised of up to fifteen Trustees. We have been focussed on improving the diversity of the Board and currently have 3 young trustees, representation of a range of socio-economic backgrounds, disabilities, ethnicity and other protected characteristics as well as a range of lived experience and professional expertise.

The Board meets four times a year and discusses issues as varied as setting the annual budget; reviewing progress on the strategy; monitoring risk; potential future funding etc. Once a year the Board holds a full day retreat which provides an opportunity to take a step back and spend time on key strategic discussions.

The Board is supported by two, formal sub-committees: Finance, Risk & Audit Committee (FRAC) and People & Culture Committee (PCC) which meet in advance of the board and focus in more depth on issues to make recommendations to the board.

## **NCB's Honorary Officers**

The Chair, Vice-Chair and Treasurer serve as NCB's Honorary Officers who, along with the chairs of the sub-committees, are sometimes granted delegated authority to act on the Board's behalf.

## **The Role of Honorary Treasurer**

NCB's Treasurer is an appointed Trustee acting in the capacity of an Honorary Officer of the Board alongside the Chair and Vice-Chair. The overarching role of our Treasurer is to maintain oversight of NCB's financial affairs, ensuring they are sustainable, legal, constitutional and within accepted accounting practice.

As NCB's Treasurer you will oversee the internal financial reporting processes, from the Strategic Leadership Team (SLT) to the Finance, Risk and Audit Committee (FRAC) which you will Chair, and subsequent reporting to the Board of Trustees. You will also oversee the production of NCB's Annual Budget, the Annual Report and Financial Accounts and will be instrumental in the relationships with our external and internal auditors. As Chair of the FRAC you will also oversee NCB's organisational risk management and legislative compliance and, in-line with this, may be the identified Trustee for whistleblowing purposes.

As Treasurer you will be expected to build strong relationships with the other members of FRAC, the Chair, the Chief Executive and, most crucially, the Chief Operating Officer with whom you will work between formal meetings. Whilst all trustees are responsible for the finances of the charity, those with less accountancy knowledge will look to you to provide explanation of technical areas.

# JOB DESCRIPTION

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**Job title:** Treasurer

**Reports to:** Chair

## ROLE PURPOSE:

NCB's Board is responsible for supporting and holding to account the Chief Executive and the executives. This includes ensuring appropriate governance of the organisation, overseeing overall strategy, managing strategic risk, monitoring financial performance and interrogating the big strategic choices and high-level decisions about the running of the NCB. The Board also acts as guardian of NCB's mission and values.

You will be joining NCB at key moment in our 60-year history as we focus on delivery of our new 5 year strategy and the integration of Research in Practice. The Treasurer will play an instrumental role in overseeing a number of planned projects including: the implementation of a new assurance framework for the significantly bigger organisation, ensuring we deliver the synergies/revenue benefits from acquiring Research in Practice and looking at business development cases for investment to support delivery of the new strategy.

## MAIN RESPONSIBILITIES:

**Charity Commission guidance states that Trustees must:**

- Ensure that everything they do helps to achieve the charity's objects.
- Comply with the charity's governing document and the law.
- Act in the charity's best interests.
- Manage the charity's resources responsibly.
- Act with reasonable care and skill and take advice when necessary.
- Ensure the charity is compliant with statutory accounting and reporting requirements.

## KEY RESPONSIBILITIES AND DUTIES:

- Fulfil the legal duties of the Trustee role.
- Set strategy and agree the business and financial plans to support strategic delivery.
- Scrutinise performance, ensuring that everything the NCB does, and all resources spent go towards achieving NCB's charitable objects.
- Undertake regular and detailed scrutiny of NCB's financial position, ensuring financial stability and the proper investment of any funds managed on its behalf.
- Take responsibility for risk management across NCB, ensuring risks are identified, assessed, and mitigated as far as possible.
- Determine and lead the culture of the NCB, ensuring that all behaviours and decisions are in accordance with NCB's Values and that the Values are embedded across the organisation.
- Prepare for and attend all board meetings.



**In addition to the general responsibilities of the Trustees the Treasurer's particular duties are to:**

- Chair the Finance, Risk & Audit Committee (FRAC).
- Monitor NCB's financial resources and management in order to meet its present and future needs in-line with its strategic objectives.
- Ensure that NCB has an appropriate reserves policy and that this is reviewed and approved by the Board on an annual basis.
- Ensure that the Annual Report and Financial Accounts are prepared and disclosed in the form required by relevant statutory bodies (including the Charity Commission and Companies House).
- Recommend NCB's Annual Report and Financial Accounts to the Board of Trustees.
- Receive recommendations from the internal and external auditors and to ensure these are implemented as appropriate.
- Recommend NCB's Annual Budget to the Board of Trustees.
- Scrutinise NCB's quarterly accounts as presented to the FRAC and the Board of Trustees.
- Ensure that NCB has robust and practical financial processes and controls in place.
- Keep the Board informed about its financial duties and responsibilities.
- Ensure NCB has an appropriate risk management framework in place and that controls and are effectively implemented and maintained by the Board and the SLT.
- Ensure NCB executes its operations in-line with the requirements of relevant statutory bodies and legislation and the requirements of relevant statutory bodies (including, for example, data protection, safeguarding, health, and safety).



# PERSON SPECIFICATION

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## KNOWLEDGE AND EXPERIENCE

### Essential:

- Recognised accounting qualification (ACCA, CIMA, ACA or similar).
- Demonstrable financial experience and management at a complex, strategic level.
- Experience of accounting and reporting/auditing processes.
- Demonstrable risk management and assurance expertise with the ability to make sound judgement of organisational wide risks and assessment of mitigation mechanisms.
- Ability to be an effective Chair of FRAC.

### Desirable:

- Charity finance and/or business development experience.
- Knowledge of charitable governance obligations, practices, and principles.

## SKILLS AND ABILITIES

- Ability to provide constructive challenge, effectively contribute to debates and be able to balance priorities and competing demands of the organisation.
- Excellent communication skills and an ability to persuade and influence to promote the interests of the NCB.
- Ability to act as an effective ambassador for the NCB, at all times enhancing and protecting the reputation of NCB.
- A team player, with good listening skills and an openness to other views and feedback on own contribution.
- Able to think differently, drawing on personal and professional expertise to come up with new ideas and challenge existing thinking.
- Able to bring to life financial concepts and information to those on the board who are less financially literate.

## STYLES AND BEHAVIOURS

- Genuine alignment with NCB 's mission and values to create better lives for all children and young people.
- Commitment to upholding high standards of ethics and transparency.
- Commitment to planning, preparation, and management of FRAC meetings to ensure they are as effective as possible. Ensuring post meeting actions are understood and implemented and willingness to provide ad hoc advice or act as a sounding board for the Chief Operating Officer.
- Commitment to self-development and reflection, and to developing an understanding of NCB and accounting for charities.

# TERMS OF APPOINTMENT

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## SALARY

This appointment is unremunerated and offered on a voluntary basis. Reasonable expenses will be reimbursed.

## TERM LENGTH

The Treasurer will be elected to serve a three-year term and will be eligible for re-appointment for a second term of three years.

## TIME COMMITMENT

These are the meetings currently scheduled for the rest of the financial year ending 31 March 2025:

Quarter	Meeting	Date	Time
Quarter 2	FRAC	4 Sept 2024	15.00 – 17.00
	Board Business Meeting	18 Sept 2024	12:00 – 17:00 in person *
Quarter 3	Honorary Officers	2 Oct 2024	15.00 – 17.00
	FRAC	27 Nov 2024	15.00 – 17.00
	Board Business Meeting	4 Dec 2024	14:00 – 17:00
Quarter 4	Honorary Officers	5 Jan 2025	15.00 – 17.00
	FRAC	5 March 2025	15.00 – 17.00
	Board Business Meeting	19 March 2025	12.00 – 17:00 in person *

All meetings are virtual unless otherwise stated.

\* In person meetings take place at the NCB Office at 23 Mentmore Terrace, London, E8 3PN, and will adhere to the following timetable:

12:00 – 13:00	Deep Dive Session
13:00 – 13:30	Lunch
13:30 – 17:00	Board Business Meeting

## 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 [Szymon.Podgorski@starfishsearch.com](mailto:Szymon.Podgorski@starfishsearch.com) and we will be happy to arrange a call. To make an application, please go to <https://starfishsearch.com/jobs/ncb-treas/> 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 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 28th June 2024

**Preliminary interviews:** w/c 8th July 2024

**Final Panel interviews:** Wednesday 17th July 2024

