

# Trustee Recruitment Pack

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Closing date: Friday 2nd December 2022



“[At PACT] I’ve had goosebumps in multiple board meetings. Coming from the corporate world, I’ve never had goosebumps in a board meeting before. When you hear that these young children have been placed in their forever homes, it just gives you that real sense of worth.”

- Dean Hunter, PACT Trustee

## Could you become a PACT Trustee?



Parents And Children Together

Building and strengthening families since 1911

# Introduction

## What we do

PACT – Parents And Children Together – is an adoption charity and family support provider helping hundreds of families every year through outstanding adoption and adoption support services and community projects across London and the south east of England.

Established in 1911, PACT is now one of the UK's leading charities in its field and is dedicated to the placement of children with secure and loving families, continued support through therapeutic services, supporting and empowering women facing multiple disadvantages and the recovery of children affected by domestic abuse.

If you are excited by our work, this fantastic opportunity could be for you.

## Our Trustees

Trustees play a crucial role in setting and supporting PACT's strategy. We have an excellent board of 11 Trustees but sadly several of our Trustees will be retiring in the coming months and so we would love to hear from people with skills and experience in the following areas:

- Fundraising and Income generation
- Business strategy
- Digital development
- Legal
- Criminal Justice (including the Violence Against Women and Girls agenda)
- Adoption
- Safeguarding

“My work over many years in the health and social services field has convinced me that the most important gift for any child is a stable and loving home. It is a privilege to be able to offer my experience to support the staff of PACT in their efforts to achieve this for so many children.”

- Stephanie Gibbons, Lead Trustee for Adoption

You can read more about our current Executive Board [here on our website](#).



## Message from the Chair of the Board of Trustees, Wes Cuell

I am very pleased to know that you have expressed an interest in joining our Board of Trustees at PACT.

I have had the privilege of being Chair of this efficient, effective and very enjoyable Board for 4 years and for me it has been a constant source of pride and pleasure to be part of such a successful organisation that achieves so much for children and families.

The role of Trustee is not one to take on without careful thought. As a Board the overall governance of the organisation is our responsibility and we are living in challenging times for everyone but especially for the voluntary sector.

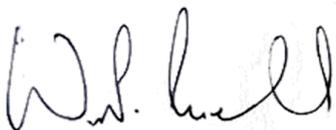
Being a Trustee does require engagement and commitment but the time commitment will fit in well with even the busiest life and the work involved is more than balanced by the great sense of satisfaction and achievement that comes from hearing about the lives that have been changed so dramatically for the better by our committed and very capable team of volunteers and staff.

If you already have experience as a Trustee you will understand what I'm talking about but if this is the first time you have considered such a role I can assure you that in my experience the vast majority of Trustees regard the role as one of the highlights of their lives and careers.

PACT is a great place to work with our staff satisfaction surveys always in the high 90's. Despite the very tough economic situation we are currently in a good place and we are ambitious for the future.

To help our Board provide the best possible support and challenge for our workforce we are seeking some new Trustees who will ensure that we have a full range of skills and experience to inform our thinking and decision making.

If this sounds like what you are looking for we would love to hear from you.



Wes Cuell

Chair of the Board of Trustees



## Message from the CEO, Natausha van Vliet

I am so delighted that you are interested in finding out some more about joining our organisation as a Trustee. I have been a part of PACT for over 9 years and became CEO in April 2021. I am extremely proud to lead this organisation and of the difference that we make every day. The team spirit at PACT and our commitment to our culture and values is threaded through the organisation and integral to our success.

Our Board members play a vital role in ensuring our organisation is well governed and to support the strategic development with our senior management team. We have proven ourselves to be a dynamic and agile organisation in recent years and embraced opportunities to innovate and develop.

This is made possible by our dedicated volunteer and staff workforce and this dedication is also reflected in our Board. Being part of an organisation that makes such a tangible difference every day is energising and engaging and the positive feedback we receive from staff in our annual staff survey supports this.

Our Board bring experience, knowledge and different perspectives that are vital to the ongoing development of our organisation, ensuring we remain beneficiary and outcome focused.

We know that we do a good job, but it is always great to have that externally validated. We have been rated Outstanding by Ofsted in our last 3 inspections and have received numerous awards over the recent years, acknowledging the quality of our work. We were exceptionally proud to receive the Queens Award for Voluntary Service earlier this year, this was specifically for our Alana House volunteers of whom we are so grateful to for the support they provide and the difference they make.

I would welcome the opportunity to have an informal conversation with you to share more information about the amazing work that we do and how you could help us at PACT to continue to make a difference.



Natausha van Vliet

Chief Executive



# Achievements from 2021-2022



## ADOPTION

**78** children placed with 56 families | **70** families approved as adopters | **75** applications from prospective adopters | **1,327** enquiries from prospective adopters

**88** adoption orders were made | **27** adoption information events were held | **692** prospective adopters attended adoption information events

**21%** of parents who adopted children were of Black, mixed or minority ethnicities | **27%** of parents who adopted children identified as LGBTQ+ | **11%** of parents adopted through the Fostering for Adoption process

**32%** of parents who adopted were families of faith | **13%** of those who adopted were single parents

### Diversity of the adoption panel

PACT's adoption panel is made up of 22% male and 78% female panel members with 44% from Black, mixed and minority ethnicities and 22% identifying as LGBTQ+

*"The work the social worker has done is really impressive and it gave us so much confidence, both going into the panel and beyond."*  
- PACT adopter

*"We have found PACT to be enormously welcoming and supportive. We have found it a very positive experience."*  
- PACT adopter

*"We have found the process challenging at times, but overall really positive and feel really lucky that we have worked with someone who has allowed us to share and reflect in such a safe environment."* - PACT adopter



## ADOPTION SUPPORT

**3,267** users registered on The Adopter Hub | **317,785** views of Hub pages by users

**1,031** users attended live Hub webinars | **1,182** users watched Hub videos and webinar recordings



**182** referrals to the Family And Children Therapeutic Support (FACTS) service | **146** families supported by the Strengthening Families team | **67** families attended a family fun day

**117** families supported by the Adopter Champions team

**594** prospective adopters, adoptive parents and their friends and family attended 35 training courses

*"The input we have had from both [the PACT Education Lead] and the Adoption Support team at PACT has been phenomenal and our lives are certainly better for it."* - PACT family





# ALANA HOUSE

**252** women attended Alana House groups, courses, café sessions or one-to-one support

**15** women engaged with the Enrich programme

**16** women accessed counselling

**36** café sessions were held

**37** women received 47 emergency food parcels



*"Attending ImproVoice has helped me so much. I feel so much better about myself. I have gained skills that I didn't even know I needed."*  
- participant of Alana House's ImproVoice drama workshops

*"I couldn't wait to do these sessions. I finally have my answers to my trauma and feel free and can move forward."*  
- participant of Alana House's Healing Trauma course

*"I feel extremely privileged to be a service user of such a supportive, empowering women's centre."*  
- Alana House service user



# BOUNCE BACK 4 KIDS

**67** children supported by the BB4K team

**73** parents supported by the BB4K team

**13** children received play therapy



*"I've learnt lots of cool ways to show my emotions and stuff like that."* - child who attended a BB4K programme

*"The communication from the Bounce Back team has been excellent... It has been a pleasure welcoming you into our school every week."*  
- school that hosted a BB4K programme

*"My son went into this process believing he didn't have anything to deal with and came out having had huge realisations and is on the path to recovering. Being in a place where everyone has been through similar gives a huge sense of liberation and freedom to talk about what we have been through."* - parent who attended a BB4K programme with their child

*"It helped me to be safe."* - child who attended a BB4K programme

# FUNDRAISING & SUPPORT

**£857.9k** total restricted and unrestricted income secured

**£51.5k** raised by donations from corporate partners

**£8.5k** from Friends of PACT

**£5.1k** raised by donations from churches

**£2.5k** raised by 77 people taking part in the Move Every Day in May challenge

**£1.7k** raised by participants taking more than 10 million steps in the STEPtember challenge



# PACT TEAM

**100%** of staff surveyed believe PACT has a good reputation

**100%** believe people who work for PACT have an obvious desire to help others

**98%** feel highly committed to PACT and have a good understanding of organisational goals

**97%** feel genuinely passionate about working for PACT and are proud to be part of PACT

**1,297** hours of staff time invested towards learning and development goals

**49** new team members welcomed to PACT

## Exciting things that happened this year

Alana House released their own special edition coffee beans in partnership with Anonymous Coffee, with proceeds being split between the café and the Girls Gotta Run project in Ethiopia

New websites were launched for The Adopter Hub and PACT

PACT launched its own intranet, 'PACT Connect', to facilitate better communication and information sharing across the organisation

An Open Garden summer fundraiser was held which raised £4.9k for Alana House



# PACT's vision and strategic aims

Our key strategic aims are:

- **To improve life chances for children, young people, parents and individuals by identifying and responding to unmet need**
- **To ensure that children and families have a highly professional adoption and family support agency**

The headline goals for PACT continue to be:

- Transitioning to a place of increased organisational resilience
- Driving forwards our business diversification strategy, exploring new areas of service delivery and income generation
- Providing safe and high-quality services that deliver best outcomes for beneficiaries
- Ensuring PACT is a great place to work

“I am very impressed with PACT's ability to combine professionalism and passion to support families. I am looking forward to bringing my expertise from business and creating a strong brand to support PACT's future development.”

- Kim Gelling, Lead Trustee for Marketing

The focus of PACT's business plan remains to deliver quality services for children, women and families. Central to the success of this business plan will be good organisational health, a resilient workforce and continued diversification of income.

We have agreed with the Board of Trustees that YE23 needs to be an investment year, as we transition to an expanded sense of PACT's social contribution.

Growing our fundraising and business development teams is part of our strategic plan to work towards the development of our income generation, growth, ambitions and sustainability. We know that to be successful in delivering this plan we will need to continue to ensure our staff and volunteers are well supported and to take an agile and tenacious approach with how we respond to the ever-changing working climate within which we operate.

The continued challenges with the pandemic and uncertainty with the external landscape require a prudent and measured approach with our business plan and budget for YE23. We have carefully balanced our existing business needs with the need for continued investment in our IT, income generation and digital developments.

Our reserves are in a healthy position, which is another considerable achievement and enables us to confidently commit to invest in the development of our organisation in 2023 and the use of some of these reserves to invest in our fundraising and business development.



## The whole organisation will have shared ambitions to:

- Work together to support our fundraising ambitions.
- Ensure good management of budgets and clear communications of early impacts/benefits.
- Continue our investment in upskilling our organisation's ICT capabilities, further enhancing our approaches to how we work.
- Develop our coaching culture, supporting everyone to be their best.
- Continue to embed and embrace opportunities to build on PACT's Wellbeing strategy and PACT's commitment to Equality, Diversity and Inclusion.



## Role description and person specification

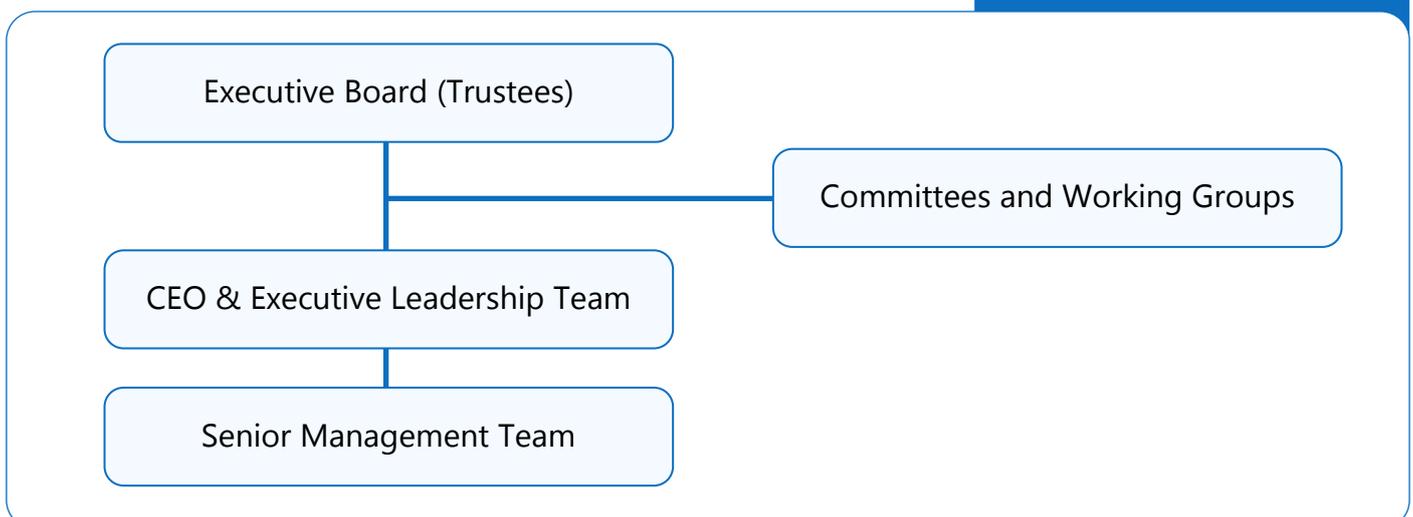
### Summary

As a Trustee your role will be to use your skills and your personal experience to contribute to the work of the Board. The Trustees are volunteers and form a collective body (Executive Board), with shared responsibility for all aspects of the governance of the organisation.

The purpose of the Executive Board is to further the organisation, keeping within its charitable objectives. The Trustee's role is focused on providing strategic oversight of the charity's operations and financial probity with day to day operational management in the hands of the CEO and Senior Management team.

We have agreed with the Board of Trustees that YE23 needs to be an investment year, as we transition to an expanded sense of PACT's social contribution.

### Governance structure



## Main tasks

- Ensuring that the organisation pursues its stated objects (its purposes) as defined in its governing document
- Agreeing the organisation's long-term strategy, associated business plans and budget
- Ensuring the organisation applies its resources exclusively in pursuance of its charitable objects for the benefit of the public
- Ensuring that the organisation defines its goals and evaluates performance against agreed targets
- Providing support and challenge to the CEO, ELT and SMT through sharing their experience and offering advice when appropriate
- Working collectively and cooperatively with other Trustees to govern the organisation
- Mentoring less experienced Trustees as appropriate
- Acting as Lead Trustee for a specific area of operation, using their skills to help guide PACT policy
- Attending and contributing to meeting of the Board and Committees as relevant
- Monitoring the risks inherent in PACT's operations through regular review of the organisation's risk register
- Ensuring that the Chair reviews the Chief Executive Officer's (CEO's) performance and development annually
- Representing the Board's agreed position when speaking publicly on behalf of PACT
- Contributing towards an annual review of the Board's performance and skills and diversity audit
- Publicising PACT and supporting its fundraising efforts whenever possible, sharing these with their networks as appropriate
- Upholding the values and reputation of the organisation

“Joining PACT for me was driven from a place of giving kids the best chance in life, which is a great passion for me... having met most of the team now, it is an incredible group of people who have come together with the same interest in mind, the welfare of the children. It's a very special place.”

- Dean Hunter, Lead Trustee for HR



## Person specification

We are particularly interested to hear from people with the following knowledge, experience, skills and qualities. We are also happy to consider applications from people who have potential and are willing to learn and we intend to offer training and, where required, mentoring.

### *Knowledge and experience:*

- Open to sharing new experiences and offering different perspectives
- Experience of using specific skills, knowledge and experience to help others reach sound decisions (ideally at Board level but not essential)
- Understanding of the legal duties, responsibilities and liabilities of Trusteeship (desirable – training will be provided)
- Current knowledge of policy and best practice in chosen field

“During my 47 years practicing in the law I have been convinced that a secure and loving home is the first essential for ensuring that all children have the best start in life and are able to face the future with confidence. I hope to play my part with PACT in helping children and carers to achieve this.”

- Anthony King, Lead Trustee for Criminal Justice

### *Skills and qualities:*

- Ability to influence and set a strategic plan
- Able to build effective working relationships
- A willingness to devote the necessary time and effort and to participate in training offered
- A willingness to speak your mind and challenge appropriately
- Able to build external relationships and build support for PACT
- Appropriate level of IT skills or willingness to undertake training
- Committed to the values of PACT; leading by example in upholding these values and demonstrating the utmost integrity
- Abide by the Trustees’ Code of Conduct and declare your business interests, as appropriate
- Highly effective communication and interpersonal skills
- Strong ambassadorial and influencing skills to inspire trust and confidence quickly
- Satisfactory DBS check
- Committed to safeguarding children and vulnerable adults
- Committed to equality of opportunity and to supporting PACT on its journey towards becoming a more diverse organisation

# Becoming a Trustee at PACT – FAQs

## What is a Trustee?

Trustees are the people who have overall strategic oversight of and responsibility for our charity. Trustees are volunteers and form a collective body, the Executive Board, with shared responsibility for all aspects of the governance of the organisation.

Trustees are the people responsible for ensuring there is a clear strategy, that remains true to the charity's purposes as well as safeguarding the charity's assets.

## How much of my time will be required?

On average, the time commitment will be approximately a day per month made up of preparation for, and attendance, at quarterly board meetings and time to input on other charity matters. The Board aims to offer flexibility and tries to accommodate personal availability wherever possible.

You may also be asked to join or champion a specific project, participate in a specific working groups or sub-committees or be invited to attend one-off events, such as All staff Get togethers or fundraising and networking events such as the Annual Garden Party or Christmas Carol concert.

## How much travel is involved?

The role will be home based, with occasional travel to our head office in Reading for which we pay reasonable travel expenses.

## If I become a Trustee, how long will this be for?

Trustees are appointed for 3 years, the maximum number of consecutive terms a Trustee can serve is three, unless it's considered it is in the best interests of the Charity for a particular Trustee to serve beyond that period.

## What will I get from being a Trustee?

You will benefit from becoming an important part of one of the UK's leading charities in its field providing outstanding and award winning services.

You will have the opportunity to work alongside and network with other skilled and committed Trustees and colleagues who are passionate about what they do.

You will be able to give something back, by using your skills and knowledge, collaborating with individuals who are fully engaged with doing their very best for our beneficiaries.

If you are new to the charity sector or being a Trustee you will be able to develop your career by expanding your knowledge and experience in a new environment or context.





Often our beneficiaries will join board meetings to share their first hand, lived experience of the difference that PACT has made to their lives. Their stories are powerful and moving. On a personal level, you will have the satisfaction of knowing your contribution will make a real difference to the lives of many vulnerable children, women and families.

## What support will I receive?

You will receive high-quality induction, training and support from us and other charity-support organisations. You will have regular reviews with the Chair of Trustees and support from your fellow Trustees.

## Who are the other Trustees?

We currently have 11 Trustees on our Executive Board, who collectively bring a vast wealth of knowledge and experience. Sadly several of our Trustees will be retiring in the coming months and so we would love to hear from people with skills and experience in the following areas:

- Fundraising and Income generation
- Business strategy
- Digital development
- Legal
- Criminal Justice (including the Violence Against Women and Girls agenda)
- Adoption
- Safeguarding



You can read more about our current Executive Board [here on our website](#).

## Do I need to have been adopted or be an adopter to become a Trustee?

No you don't. We would love to hear from people who can bring different experiences, knowledge and ideas to PACT. You will link with the relevant individual member of the Senior Management Team and there will be many opportunities for you add value by using your work experience and professional skills to make a difference.

We welcome people of all ages, backgrounds, cultures and levels of experience to apply for this role. In particular, we recognise that we are missing out on valuable contributions and perspectives from people from ethnic minority backgrounds, people of different faiths, disabled people and people from LGBTQ+ communities.

# Application and appointment process

If you would like to learn more about our charity or have an informal discussion about the role with our CEO, Natausha van Vliet, please contact Natalie Derkatsch, Executive Assistant to the Senior Management Team ([Natalie.derkatsch@pactcharity.org](mailto:Natalie.derkatsch@pactcharity.org)).

If you believe you can contribute to the skills and diversity of our Board and would like to apply, please visit our website: <https://www.pactcharity.org/about-us/careers/volunteer-roles-pact> where you will find an application form. Please email your completed application form to [PACT\\_HR@pactcharity.org](mailto:PACT_HR@pactcharity.org). The closing date for applications is Friday 2<sup>nd</sup> December 2022.

*PACT is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults. Anyone joining our team is subject to PACT's Safer Recruitment pre-appointment enquiries. These include Disclosure Barring Service (DBS) check, overseas police check where applicable and references covering a minimum 5 year period.*

Our safer recruitment policy is available on our website. If you have any queries about our safer recruitment processes, please contact our friendly HR team who will be available to help you from the first step and through the recruitment process. Please email [PACT\\_HR@pactcharity.org](mailto:PACT_HR@pactcharity.org) or telephone 0118 402 1681.

Thank you for considering joining our fantastic PACT team. We look forward to hearing from you!



PACT is the trading name of the Oxford Diocesan Council for Social Work Inc, a Company limited by guarantee, registered in England (No. 1636098). Registered Charity (No 285214)

Updated November 2022



Parents And Children Together