

Recruitment of
new trustees



Welcome and introduction from Mike Rebeiro, Chair

Thank you for your interest in learning more about the trustee positions at Spurgeons Family Charity.

Spurgeons was founded over 150 years ago by the great Victorian Baptist preacher, C.H. Spurgeon. His desire was to provide a secure and loving environment so that disadvantaged children had the benefit of a home background where they would be able to flourish as they grew into adulthood.

A great deal has happened since our founding. A small organisation has grown into one that is amongst the largest 500 charities within the UK. The number of children, young people and families that we have been able to assist has grown substantially, to over 30,000 who we had contact with during 2022-2023. Our work has expanded to include Family Hubs, prison work, support for young carers, school counselling, parenting support, and much more besides.

There are constants though. Firstly, the overwhelming passion of our colleagues, volunteers and trustees to make a difference in the lives of children, young people and families experiencing disadvantage. Secondly, the profound Christian faith of our founder continually encourages us to seek to make a difference in today's world.

We very much believe that Spurgeons has a fruitful and impactful future. We are currently implementing a strategy, underpinned by a comprehensive business plan, which is geared towards advancing and further developing our work in the coming years.

The Board is fully cognisant of the scale of the challenges Spurgeons now faces. With a concurrent cut back in local and national budgets as well as many of the most vulnerable children, young people and families that we work with being hit by a cost of living crisis. However, we remain committed to ensure the safe and effective delivery of services to support children and families. As our teams focus on contract mobilisation, stabilisation, and transformation in services in 2024-25, we are getting ready to roll-out our five-year strategy in April 2025, pursuing a growth agenda, as our existing three-year strategy comes to an end in March 2025.

The determination of our loyal and dedicated colleagues, supported by our wonderful volunteers, is undiminished as we continue to adapt to the changing environment and increasing family needs in the areas of parenting, prisons, domestic violence, mental health, and counselling support. These services are needed more than ever, particularly as local authorities with tight budgets make difficult choices on where to spend their limited resources.

Spurgeons has a vision that seeks to establish a family hub in the areas where needed most, delivering care wherever it is needed. This concept sees us working in partnership with the local church and local voluntary organisations, seamlessly integrating into the community, working together to fill the void created by the decline in state-funded social care. In the pages of this year's report, I hope you will find evidence of our commitment to this, such as our multi-year £1 million investment in supporting the many families affected by imprisonment.

As we continue to develop and operationalise our strategy and prepare for the launch and implementation of our new five-year plan in March 2025, we are ambitious and hopeful about how we can use our strong financial position and robust level of assets to make a significant impact on many more children's lives in the future.

The Board of trustees are excited about this new chapter, but we also recognise the significant challenges that lie ahead. This is a moment of change and promise, in which we are embracing innovative approaches to growing and developing our work as we continue to strive towards giving every child the opportunity of a hope-filled life.

The terms of office of several trustees are due to end in the coming months. We are looking to recruit three or four new trustees to support Board succession and bring additional skill sets and diverse perspectives to the Board.

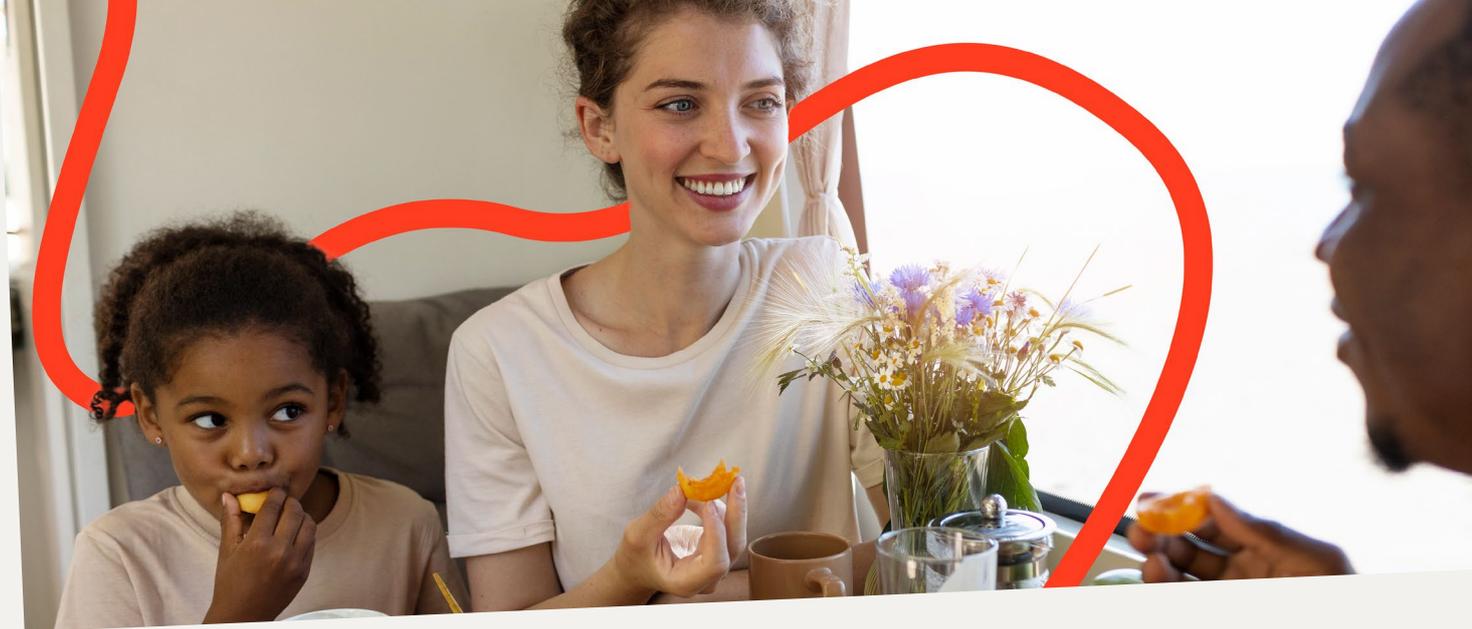
We hope this pack will enthuse and inspire you to consider joining us on the journey ahead.

Mike Rebeiro
Chair

April 2024

Spurgeons 





About us

Our mission: Together, we create Family Hubs in communities where we're needed most, with counselling, early years and family support. We partner with local councils and churches to care for every family, putting children and young people first in everything we do.

Our vision: Spurgeons transforms the nation, one child at a time, by ensuring every family has the support needed to flourish.

Inspired by Christian faith and our founder Charles Spurgeon, we're here for all families.

Spurgeons delivers a range of support services for families, children and young people through our children's centres, Family Hubs, counselling and prison outreach projects. For example, within prisons we support families and provide welcoming environments for children to visit. We help prepare prisoners and their families for release and re-integration. Within our family hubs we provide advice, guidance and activities for children. We run pre-schools predominantly in areas of intense need, providing holistic family care. Our counsellors support young people in schools. And we run Europe's largest online resource for Dads: [Dad info](#).

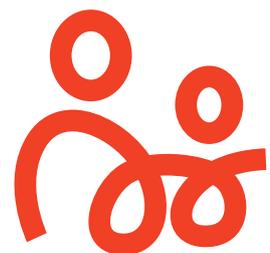
To find out more about our work please see spurgeons.org/how-we-help.

Our values, behaviours and faith basis

Our values: we are fair, committed and compassionate

Our behaviours:

- put children and young people first in everything
- respect and value every individual
- listen to understand, without judging
- be open and honest, with kindness
- persevere to be our absolute best and do what we say we will do
- bring out the best in each other as we work together for the right result

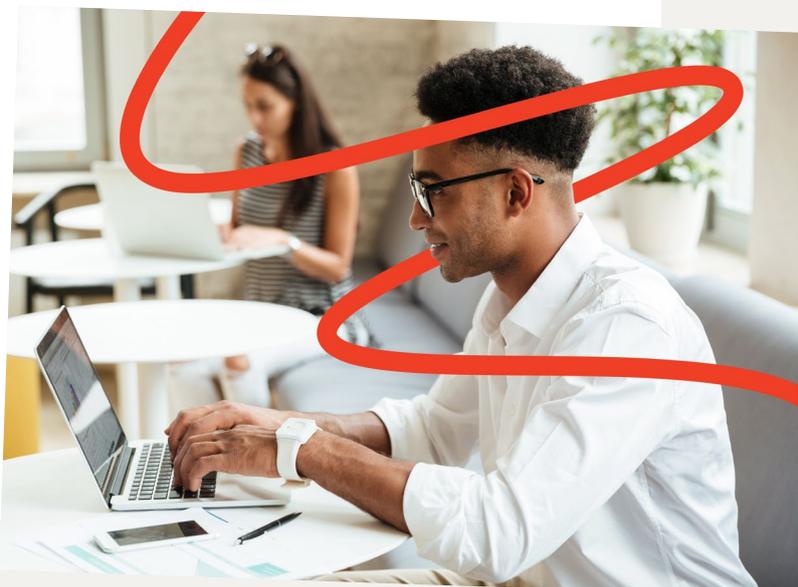


Our values and behaviours are universal for all people of all faiths or none. As a Christian charity since 1867, we are inspired by our faith and find expression in Jesus' life and teaching of God's love. For further details about our faith basis, including our statement of faith, please see spurgeons.org/about-us/our-faith.

Our strategy

Over the coming season we intend to harness the competence, reach and resources of the local church in partnerships with the responsibilities and governance requirements of the state to grow our capacity to respond to those in need. To achieve this, our current strategic goals are:

- **Work with the state and church** - in partnership, we deliver expert and locally integrated Family Hubs.
- **Develop our sustainability** - diversify our voluntary and statutory income base.
- **Empower our people** - be a place of inclusivity and welcome, inspiring colleagues to serve children and families to their full potential.
- **Inspiring excellence in operations** - through a culture of agility and digital transformation.
- **Raise our profile** - known as specialist, faith-motivated provider of high-quality delivery and practice to children and families.



Our impact

Spurgeons is a national charity and during 2022-23 we helped 30,500 families, children, young people and adults.

How did we impact families, and make a difference?

- 2m people reached digitally via our courses, social media and online content.
- 100% of children say they made progress when being supported by our services.
- 98% of service users in 2022-23 would recommend us to friends and family.
- 97% of families make progress across their lives when working alongside us.
- 86% of children made headway with their feelings and behaviour.
- 5,160 two-year-olds were seen in Birmingham completing their early years review; this is more than 92% of two-year-olds in our Birmingham communities.
- 694 children were safeguarded and kept safe from domestic abuse, neglect and the effects of poor mental health.
- We are currently working intensively with 220 prisoners to improve relationships with their families and children.

Our achievements are based on the dedication, expertise and passion of our entire team, made up of 418 employees, 116 volunteers and thousands of faithful supporters.

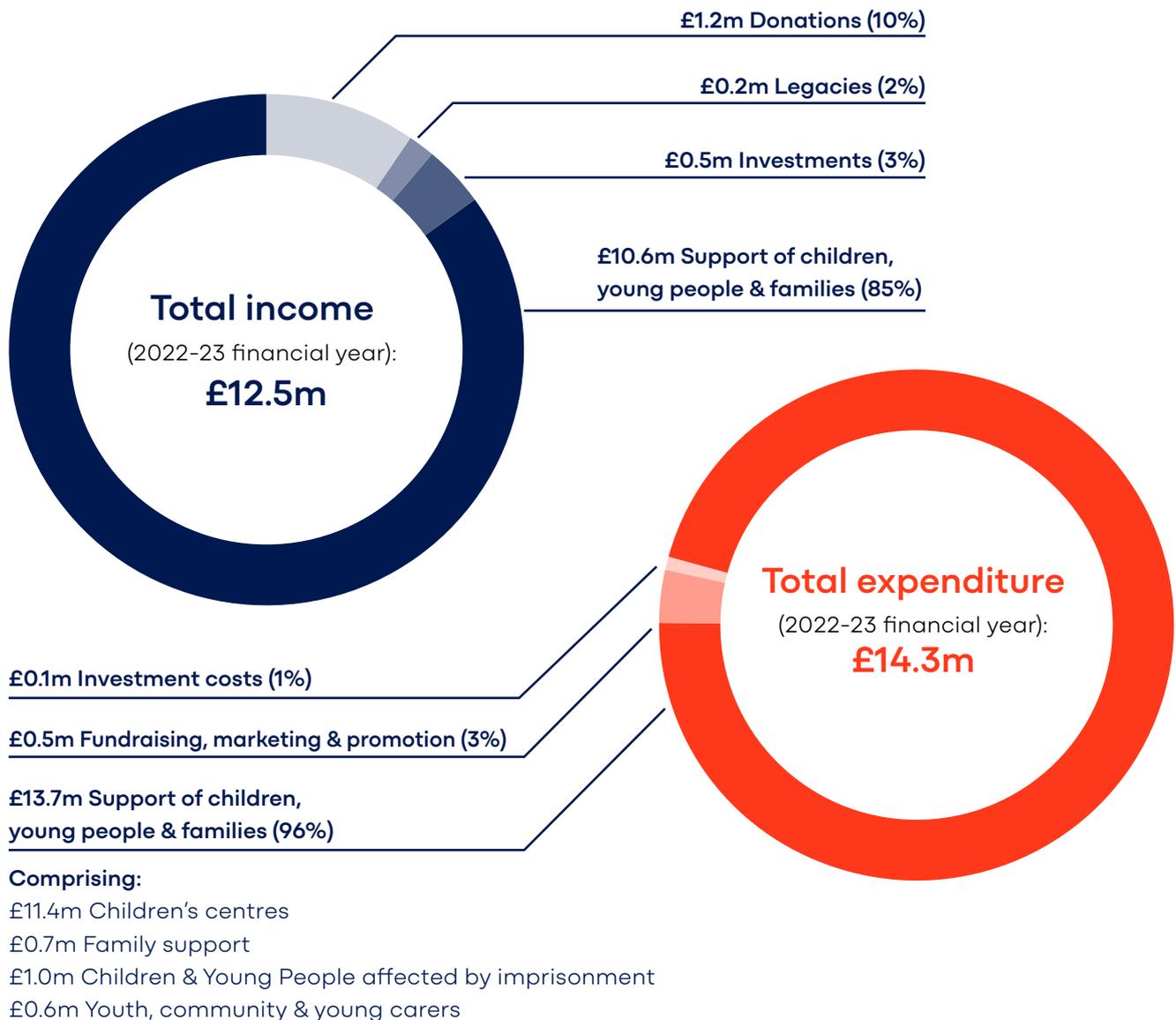
To discover more about the various aspects of our work, please explore our website at spurgeons.org.

Our most recent annual report and accounts is available at: spurgeons.org/about-us/annual-reports-and-policies.

Our finances

In 2022-23 we contended with inflation, subsequent cost of living increases, high employment cost increases linked to the National Joint Council for Local Government services pay reviews, as well as minor investment losses. This, along with purposed growth and diversification aligned with the strategy, resulted in a decrease in funds of £1.9m.

However, despite unprecedented external economic factors, our financials continue to reflect stability and resilience with reserves positioned at £20.9m.



Most of our income comes from contracts with the public sector. Our large government-funded contracts contributed 76% of the annual turnover in 2022-23. We have successfully re-tendered for a number of large contracts in recent months, whilst at the same time focusing on delivering Family Hubs in ways that are not dependent on statutory support.

Partnering with supporters, churches and local communities is extremely important to us and we are seeking to grow in this area. We are significantly investing in our fundraising, communications and digital capability, as our strategy focuses on growth and diversification of income sources to fund a greater impact and influence in support of vulnerable families and children.

Appointment of trustees

Spurgeons has a strong Board of trustees who work effectively together as an interdependent and complementary team. The Board includes individuals from a broad range of backgrounds who are very committed to the work of Spurgeons and bring energy, enthusiasm and fresh thinking. Please see spurgeons.org/about-us/the-team.

The Board of Spurgeons play a key role in the stewardship of our mission and in enabling the sustainable growth of our services. Trustees serve Spurgeons by contributing their time to help set and oversee the strategic direction of the organisation. They prayerfully support and hold to account the executive team by reviewing plans and performance and any major issues bearing on the wellbeing of the organisation and deciding important new directions.

Please refer to the Appendix for more details about the principal duties and main tasks of trustees.

We are now seeking three or four new trustees to join our current Board in bringing prayerful wisdom, strategic guidance and skilled service over the coming years.

Given an occupational requirement for these roles to be filled by Christians, we are seeking candidates with a personal and active Christian faith who are comfortable and aligned with the [statement of faith](https://spurgeons.org/about-us/our-faith) outlined at spurgeons.org/about-us/our-faith.

Spurgeons values diversity, promotes inclusion, and encourages applications from a diverse range of candidates, including those with lived experience of children's support services e.g. as a child, young person, parent or carer. We recognise the need to increase the diversity of the Board, for example in terms of age, ethnicity, disability, gender and LGBTQ+ representation. Our goal, and a key priority in this recruitment process, is for the Board to become more closely representative of our service user community.



Trustee roles and person specifications

We are looking to appoint three or four new trustees who bring experience and skills in the following areas:

- **Lived experience:** we are particularly looking to hear the voice of young people on our Board and especially of those with lived experience of children and young people's support services. For example, you may have experience of being a young carer, being excluded from mainstream education at some point in your life, been a young offender or have experience of the care system. You may feel you do not have the necessary skills to be a trustee but please do not let this deter you as we will provide the necessary training, mentoring and support to fulfil the role.
- **Children's services:** we run a wide range of services for some of the most vulnerable children and families across England. We have a dedicated team working on a day to day basis to deliver our services, and we also need to ensure we have the right expertise on our Board to support governance accountability in this area. We are looking for someone with leadership experience in the children's services sector. Relevant professional backgrounds include senior management or leadership roles within social services/ the care sector, health, education, local authorities or charitable contexts.
- **Counselling:** our qualified counsellors provide individual child counselling in schools, community settings, in our own centres and online. Our counselling team deliver exceptional work to meet the individual needs of the children and young people that are referred for help, to give them the tools to manage their mental health in the future. We are looking for someone with understanding and/or experience in counselling to bring wisdom and insight at a governance level.
- **Fundraising/marketing:** this trustee will bring expertise developed in fundraising and/or marketing contexts to help us not only meet the considerable challenges currently present within the sector, but to position us for an upward revenue trajectory and even greater impact in the years ahead. We seek to balance managing the risks and challenges around unpredictable funding streams and budget cuts in statutory services with our ambition to provide more and better services to children, young people and families. We are committed to continuing significant investment in fundraising and marketing development in order to raise our profile and increase income through a number of key revenue streams such as high value donors, trusts, foundations and digital campaigns. This trustee will bring a clear understanding of best practice in fundraising and/or marketing, a command of the associated complex issues, and an appetite for helping Spurgeons to maximise all the opportunities available to us as we seek to grow and increase the reach and impact of our work.
- **Digital:** this trustee will provide a strategic view of how Spurgeons' internal and external operations can thrive within a digital, audience-focused context. We seek to develop into a more agile organisation, where digital and technology are central to our core strategy. We seek to improve how we proactively market ourselves and to develop new service and fundraising offerings for digital platforms. To this end, we seek a leader whose experience of digital transformations and entrepreneurship lends itself to Spurgeons' continued evolution.





In addition to the skills and experience outlined above, all members of the Spurgeons Board of trustees will require:

- A passion for and commitment to serving the mission of Spurgeons - together, we create Family Hubs in communities where we're needed most, with counselling, early years and family support. We partner with local councils and churches to care for every family, putting children and young people first in everything we do.
- A personal and active Christian faith - comfortable and aligned with our [statement of faith](#).
- A clear understanding of the role of a trustee and the willingness and ability to devote the necessary time and effort to the proper discharge of the responsibilities of a trustee.
- Strategic vision, good judgement and a prayerful approach to leadership.
- Ability to speak one's mind, challenge constructively and the confidence to engage and contribute in areas outside your specialism.
- Ability to think creatively and flexibly about the needs of young people and the resources of Spurgeons.
- Ability and willingness to represent Spurgeons in an ambassadorial capacity.
- Strong integrity and honesty, with the ability to be proactive.

Time commitment

The time commitment required of a trustee is likely to equate to approximately 12 days per year. This will include:

- Preparing for and participating in four board meetings and one two-day residential per year (the residential includes one of the four board meetings).
- Sitting on one sub-committee, which meets four times per year.
- Occasional visits to Spurgeons programmes to keep you informed of the work that we do and the way that we work.
- Supporting senior staff in certain initiatives or areas in which you have specialist skills, knowledge or experience.

Key dates ahead

- **11th July 2024 from 9.30-16.30** - Full Board Meeting in London
- **15th October 2024 from 9.30-13.00** - Standards & Outcomes Committee Meeting (online via Teams)
- **22nd October 2024 from 9.30-13.00** - Finance & Risk Committee Meeting (online via Teams)
- **5th November 2024 from 9.30-16.30** - Full Board Meeting in London
- **21st January 2025 from 9.30-13.00** - Standards & Outcomes Committee Meeting (online via Teams)
- **28th January 2025 from 9.30-13.00** - Finance & Risk Committee Meeting (online via Teams)
- **Thursday 6th February 2025** - Board Residential Day 1
- **Friday 7th February 2025** - Board Residential Day 2

At present, Board meetings take place in London and committee meetings take place virtually via Teams.

The new trustees will be invited to attend and be appointed at Spurgeons' Board meeting on 11th July 2024.





Terms of appointment

Trustees are appointed for a term of 3 years with an expectation of a second term. There is scope for a further term of one year to meet specific organisational needs, as defined and agreed by the Board and where it was felt that a suitable and timely external appointment might not be possible.

The role is unpaid but reasonable expenses are reimbursed.

Successful applicants are required to undertake an Enhanced Disclosure via the Disclosure and Barring Service (DBS) and to provide satisfactory references on request, in order to meet Spurgeons' due diligence and safeguarding requirements.

How to apply

Spurgeons is working with Macaulay Search on this appointment process.

Your application should be sent by email to laura.bagley@macaulaysearch.com. The closing date for applications is 12 noon on 24th May 2024.

Your application should comprise:

- A full CV, including educational and professional qualifications, showing the more significant positions, responsibilities held and relevant achievements;
- A covering letter of not more than one and a half pages outlining your motivation and relevant experience related to the role and person specification; and
- Daytime, evening and/or mobile telephone numbers (to be used with discretion).

The process

Following a shortlisting process in early June, shortlisted candidates will be invited to take part in a mutual discernment process with the Spurgeons team through meeting with a panel of Spurgeons trustees for an interview on either 12th or 13th June (in person).

Please contact Laura Bagley on the email address above if you have any questions about this opportunity.

Many thanks for your interest in the work of Spurgeons.

APPENDIX

GENERAL TRUSTEE RESPONSIBILITIES

PRINCIPAL DUTIES

Each trustee should work with other trustees and senior staff to prayerfully:

- Establish, develop and promote Spurgeons' vision, principles, strategic aims and objectives.
- Ensure that policies, operations and priorities are in keeping with the aims of Spurgeons.
- Monitor and review Spurgeons' performance against the strategic aims and ensure that all activities fall within the Charity's stated objects and that it is carrying out its purposes for the public benefit.
- Monitor and assess performance for Spurgeons' key activities, and the long term outcomes and impact of Spurgeons' work.
- Ensure that Spurgeons functions within the legal, risk and regulatory framework of UK charity law and strives to achieve best practice in governance.
- Ensure the effective and efficient administration of Spurgeons and in particular the performance of the Chief Executive.
- Ensure the financial stability of Spurgeons and manage its resources responsibly.
- Uphold the fiduciary duty invested in the position, undertaking duties in the best interests of Spurgeons.
- Monitor significant changes in the external environment and ensure an appropriate response.

MAIN TASKS

Each trustee should:

Strategy

- Take part in formulating and regularly reviewing Spurgeons' strategic aims and objectives.
- Contribute where appropriate specific skills, knowledge and experience in support of Spurgeons' operations, fundraising, financial and administrative activities.

Policy

- Be adequately informed about the work of Spurgeons.
- Play an active part in ensuring that the Board of trustees exercises its responsibilities and fulfils its functions.
- In any discussion or communication with third parties, adhere to the trustee Board's decision and Spurgeons' policies and safeguard the good name and values of Spurgeons.

Practice

- Regularly attend and adequately prepare for meetings of the trustee Board and any Committees and Away Days.
- Periodically visit Spurgeons' operations.
- Participate in seminars offered for the benefit of trustees and undertake training.
- As appropriate, promote awareness of Spurgeons to third parties.
- Perform such other tasks as may be requested from time to time by the Board of trustees, the Chair or the Chief Executive.
- Respect and observe in practice the distinction between the duties of trustees and those of senior staff.
- Maintain good relations and communications with other trustees, acting together at all times.
- Maintain good relations and communications with senior staff.
- Declare an interest in any matter in which s/he or any individual or organisation with which s/he is "connected" stands to gain an advantage and take no part in the decision made by the Board of trustees on that matter.
- Adhere to the Code of Conduct for trustees of Spurgeons and act with reasonable skill and care.

Spurgeons is a registered charity (No. 1081182)