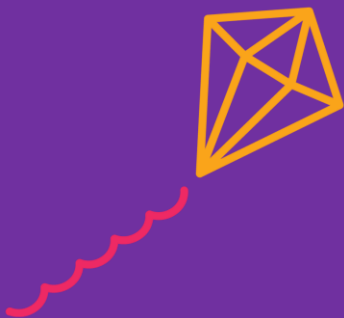


Trustee recruitment pack





Welcome from our Chair

Thank you for your interest in joining the board of Home-Start Manchester.

At Home-Start Manchester we believe that every child deserves the best possible start in life and our goal is to support as many families as possible in Manchester with at least one child under 5 years old.

As we prepare to celebrate our 20th anniversary we are going through an exciting period of transformation and growth, securing more income, employing more staff, recruiting more volunteers, and achieving better outcomes for more families than ever before.

This transformation is the result of a dynamic strategy which has strengthened our governance and leadership, improved community engagement, renewed our commitment to developing our people, developing the quality of our work and significantly, we have developed and diversified our offer to families in Manchester with an increasingly sophisticated service which has recently seen the launch of exciting and new services to Dad's and teenage parents. This is possible because of our ongoing and developing partnerships and work with local government and specifically through Children's Services and Early Help.

As Chair, I can personally testify to the importance of good governance in ensuring that Home-Start Manchester can achieve its strategic objectives and continue to make a positive impact in our community.

Our trustees play a critical role in leading Home-Start Manchester. They are responsible for setting our strategic vision and priorities, ensuring our financial sustainability, and providing guidance and oversight to our operations. Our Board is committed to excellence, and we are looking for skilled and dedicated individuals to join us in this important work.



In addition to general trustees, we are particularly interested in individuals that can strengthen our board in the following areas:

- **Income generation through corporate and community fundraising**
- **Marketing and communications**
- **Relevant professional experience in safeguarding, early years, health or social care**

As a trustee, you will have the opportunity to apply your business acumen, strategic thinking, and leadership skills to help shape the future of Home-Start Manchester. You will work alongside other talented trustees, engage with our staff and stakeholders, and contribute to our collective mission of transforming lives and building communities.

Emile Pinel

Chair of the Board



Who we are and what we do

Home-Start Manchester is a Registered Charity (1105353) and Company Limited by Guarantee (05183477).

Our core activity is for volunteers, supported by staff, to visit families with children under 5 at home. They provide emotional and practical support, and work towards goals agreed with the family. We also offer some support to families with children of primary school age, group support for families (face to face and virtual), family outings, direct home visiting support from paid Family Support Workers, referrals and signposting to other services, and peer support and development opportunities for volunteers.

In 2023-24 more than 200 Manchester families with around 450 children will receive support from us.

We have 12 staff and 80 volunteers, including our Trustees. Our annual budget is around £700k, with funding from a range of income streams including local authority and health, trusts and foundations, community fundraising and donors.

For more information about the organisation, and our strategic objectives for 23-26 please see our Strategic Plan. Please also take a look at our most recent Annual Report and Accounts on the Charity Commission website:

[Accounts and annual returns, HOME-START MANCHESTER - 1105353, Register of Charities - The Charity Commission](#)



Home-Start
Manchester Strategic



Our vision and values

Home-Start Manchester is a volunteer-led empowering, visionary family support service built on trusted relationships and rooted in the community. We believe that every child deserves the best possible start in life and our aim is to be able to support any family in Manchester with at least one child under 5 years old.

Our values underpin everything we do as an organisation – the way we work as a staff/trustee/volunteer team, in partnership with children and families, and with our wider strategic, operational and funding partners:

- Our relationships are founded on trust and acceptance, where the strengths and vulnerabilities of being human are nurtured and not judged
- Our support is based on the sharing of lived experience through a model of parent to parent peer support
- We empower and promote independence to achieve safe, healthy, fulfilled families
- We champion early support and prevention, whilst recognising our impactful place in befriending families in crisis
- We are trauma informed and work from a starting place of understanding what has happened to get people to where they are, including the resilience they have built
- We work with whole families and whole communities, creating opportunities for local people as volunteers and/or recipients of support; supporting in a holistic, bespoke way
- We are responsive and accessible, working in an equitable way and with an ambition to remove barriers and the stigma associated with reaching out for support and/or accessing employment.



Our impact

Parent to parent support is a powerful and sustainable approach to supporting families through difficulties. We are unique in being there for families as long as they need us and our informal approach is well received by families, even those for whom involvement with services in the past has been difficult.

In 2022-23:

- 79% of parents reported improved mental well-being and 83% improved physical health of themselves and their children
- 88% of parents reported improved relationships with their children and increased involvement in their development
- Of the 34% of children that had CP or CiN plans at the start of support, 89% de-escalated during our involvement
- 76% of our families were BAME, 22% had a disability, 12% were seeking asylum or had no recourse
- We provided 160 families with home safety equipment last year
- We saw a 94% increase in engagement with community and health services as a result of our support – this includes universal services, groups, health appointments for dental care, GP care, immunisations
- 87% of parents reported a decrease in isolation
- 20% of our volunteers secured employment

‘Volunteering has given me a new lease of life. After being unemployed after having my kids I lost all my confidence. Supporting a family through difficult times has been so rewarding and empowering. I’m now completing a health and social care course and want to be a Family Support Worker’.

‘Never in my life have I achieved anything and I’ve never had a certificate. Since being with Home-Start I have achieved certificates in induction training, Paediatric First Aid and Oral Health promotion. I have an interview for college next week and I am taking them with me!’

‘My volunteer has been my lifeline. She’s helped me out of a dark place, to see my strengths and what I’m capable of. I enjoy my children now and we are all in a good place.’

‘When my baby was born I had bad post natal depression. I had no attachment to my child and very little hope. My volunteer helped me to realise I was not broken and how normal this is. She helped me go to the GP and access counselling, and supported me to communicate with my baby. Our relationship now is amazing and I feel more able to manage my mood.’



Our Trustees

We currently have 7 Trustees, who bring a vast range of skills, knowledge, professional and personal experience.

Emile Pinel

Emile is our Chair and brings with him over 25 years of experience in the charity and social enterprise sector, including 10 years as a CEO of a regional charity specialising in EU funding and VCS development.

We asked Emile, why Home-Start?

“I want to be involved with a charity where the board is not just a witness to the work of the leadership team, receiving reports in arrears and ticking boxes, but one where the trustees have confidence in the leadership and also understand the need to get in front of the challenges - strategic, financial, environmental. Not completely risk averse, but instead demonstrating a vested interest in the future of ‘their’ organisation and importantly, being a good employer.”

Karin Connell

Karin chairs the Operations Committee and brings with her vast experience, having worked on European funding, business support, regeneration in East Manchester, economic development for Manchester City Council and now work for Manchester Health and Care Commissioning on equalities, diversity, workforce health and wellbeing and social value.

“If you cut me down the middle, you’d see the word ‘Manchester’ - I grew up in Wythenshawe and have spent most of my life here, apart from a few years at university in Birmingham and Cologne, followed by a year teaching English in Prague. I am really committed to making Manchester a better place and to make sure that everyone who lives here gets the same opportunities that I’ve had. I am a mum and understand how important the support of family and friends has been to me. Many parents are without that support and that’s where Home-Start comes in.”

Martin Boaler

Martin is a dad to 3 young children and a financial advisor. He brings both personal and professional experience to the board. Martin is passionate about helping people in need and finding ways to meet the demand for Home-Start’s services.



Rebecca Wright

Rebecca works as an Educational Psychologist based in Manchester schools, supporting children, their families and staff in working towards positive change and resilience. Rebecca's personal areas of interest include emotional health and wellbeing, trauma informed approaches, utilizing therapeutic interventions and considering ways to gather 'child voice'.

Why Home-Start?

"The value communicated by Home Start regarding access to opportunities for all children and families is something which strongly resonate with my own personal values."

Charlotte Waddington

Charlotte is our Treasurer and chairs the Finance Committee. Charlotte is an experienced Accountant with a wealth of knowledge around all things finance. When Charlotte moved jobs which allowed her to fit in some voluntary work she came across Home-Start and the rest is history.

"I am driven to use my skills and knowledge to support the charity to manage its' finances and expend resources responsibly."

Lorna Jones

Lorna is our lead Trustee for safeguarding and brings vast experience of leadership in the voluntary sector and, currently, within a local authority housing sector. Lorna volunteers with a number of organisations, is a foster carer and a mum. Lorna says she enjoys being involved in making a difference to people's lives in Manchester and is passionate about early intervention.



Trustee Role Description

Our trustees play a vital role in making sure that Home-Start Manchester achieves its core purpose. They oversee the overall management and administration of the charity. They also ensure that the charity has a clear strategy and that our work and goals are in line with our vision. Just as importantly, they support and challenge the executive team to enable Home-Start Manchester to grow and thrive, and through this, achieve our mission.

Board members have a collective responsibility. This means that trustees always act as a group and not as individuals.

Duties:

- Support and provide advice on Home-Start Manchester's purpose, vision, goals and activities.
- Approve operational strategies and policies, and monitor and evaluate their implementation.
- Oversee financial plans and budgets and monitor and evaluate progress.
- Ensure the effective and efficient administration of the organisation.
- Ensure that key risks are being identified, monitored and controlled effectively.
- Review and approve financial statements.
- Provide support and challenge to the CEO in the exercise of their delegated authority and affairs.
- Keep abreast of changes in the operating environment.
- Contribute to regular reviews of the charity's own governance. Attend Board meetings, adequately prepared to contribute to discussions.
- Use independent judgment, acting legally and in good faith to promote and protect the charity's interests, to the exclusion of their own personal and/or any third party interests.
- Contribute to the broader promotion of the charity's objects, aims and reputation by applying your skills, expertise, knowledge and contacts.

As a small charity, there will be times when the trustees will need to be actively involved beyond Board meetings. This may involve scrutinising board papers, leading discussions, focusing on key issues, providing advice and guidance on new initiatives, presenting externally, or other issues in which the trustee has special expertise.



What we are looking for

We are looking for people willing to bring energy, enthusiasm and commitment to the role, and who will broaden the diversity of thinking on our board.

You do not need previous governance experience – we will provide a full induction and training.

In addition to general trustees, we are particularly interested in individuals that can strengthen our board in the following areas:

- **Income generation through corporate and community fundraising**
- **Marketing and communications**
- **Relevant professional experience in safeguarding (please see below role Description for Safeguarding Lead Trustee), early years, health or social care**

Personal skills and qualities

- Willingness and ability to understand and accept their responsibilities and liabilities as trustees and to act in the best interests of the organisation.
- Ability to think creatively and strategically, exercise good, independent judgement and work effectively as a board member.
- Effective communication skills and willingness to participate actively in discussion.
- A strong personal commitment to equity, diversity and inclusion.
- Enthusiasm for our vision and mission.
- Willingness to lead according to our values.
- Commitment to Nolan’s seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.



We currently have a vacancy for the Lead Trustee for Safeguarding and are looking for a candidate with extensive operational and/or strategic experience in safeguarding children. Below is the specific role description for this role.

Trustee with responsibility for safeguarding/child protection

Each scheme nominates a trustee who has a working knowledge of safeguarding/child protection or who undertakes local training in order to fulfil that role.

The role of the trustee is to:

- liaise with HSUK, Manchester Safeguarding Partnership and other national bodies including the NSPCC to be kept up to date with national and local policy, and to work with the Strategic Lead for Safeguarding to ensure scheme procedures are reflective of this
- support the Strategic role to use local procedures appropriately (e.g. for referral, for escalation or dispute resolution)
- contribute to Board discussions about the Home-Start’s capacity in working with more complex families, including those where there are child protection concerns
- support the Board and Strategic Lead to monitor and review systems, policy and procedures to ensure good safeguarding/child protection practice within the Home-Start and compliance with the Home-Start Quality Assurance Standards
- Support staff and volunteers when a serious incident or death has occurred, including supporting involvement in serious case reviews

The responsibility for conducting audits and reporting to Trustees (HRC) sits with the Senior staff member (CEO).

Terms of appointment

Terms of office

- Trustees are appointed for a 3 year term of office, renewal for 2 further terms to a maximum of 9 years.
- This is a voluntary position, but reasonable expenses are reimbursed.

**Time commitment**

- Completion of induction and initial training, including online Safeguarding training at a time that is convenient (totalling approximately 6 hours).
- Attending 4 full Board meetings annually. Currently meetings are held remotely and last a maximum of 2 hours.
- Attending at least 1 sub-committee, meeting 4 times a year, remotely and lasting 1 hour.
- Attending 2 strategy/training days (around 5 hours) per year, in person.
- Pre-meeting preparation – reading through and giving consideration to meeting papers and proposals (approximately 1 to 2 hours per meeting).

Committee membership

Ad hoc and occasional support through working groups and / or support to the executive team.



TRUSTEE CHARTER

Home-Start's responsibilities to you:

- Provide extensive induction and training to fully prepare you for the role
- Provide on-going training and information sessions to further enhance your role
- Reimburse all out-of-pocket expenses
- Ensure full access to all Home-Start policies, procedures and guidance
- Ensure dates, times and location of meetings are planned 12 months in advance
- Ensure agendas and papers for meetings are provided at least 1 week prior to each meeting (2 weeks for AGM and for papers requiring more preparation)
- Provide a safe and supportive meeting environment within which challenge and debate is encouraged in a professional manner
- Encourage and support you to utilize your skills and experience, and where possible your ideas are taken forward
- Communicate clearly and frequently via quarterly Trustee bulletins and meeting schedule
- Provide opportunities for you to appraise and reflect on your own contribution and Board effectiveness

Your responsibilities to Home-Start:

- To complete the Home-Start Trustee induction and initial training
- Complete a DBS check and provide 2 references
- To complete additional mandatory training
- Endeavour to attend additional training to further enhance your role
- Sign relevant policy declarations
- To perform your role to the best of your ability and within the Standards and Methods of Practice of Home-Start and Home-Start Policies
- To prepare for meetings by dedicating time to the agenda and papers in advance of meetings
- To contribute to meetings, to ask for clarification where needed and to provide constructive challenge
- Provide challenge and enter debate in a respectful and inclusive manner
- To volunteer to take the lead on fulfilling actions where your skills and experience fits, and within the timeframes agreed
- To provide feedback on Trustee information and communications
- To attend all meetings wherever possible and ensure the meeting Chair and CEO are informed if your apologies should you not be able to attend. In such cases, your questions or comments on agenda items may be submitted to the meeting Chair in advance.
- To respond to email or telephone requests from the CEO or Chair in between meetings
- To attend annual performance review meetings with the Board Chair
- To inform the Board Chair of any problems, difficulties or changes within your own circumstances which may affect your role



- To maintain the Home-Start guidelines on confidentiality
- To be aware of and work within Home-Start's guidelines on safeguarding children

What happens next?

We welcome an opportunity to speak or meet with you informally prior to submission of your application and CV. Equally, you are welcome to observe one of our meetings.

That being said, this is not mandatory and if you are keen to submit your application and CV please use this link to the application:



Trustee%20Application%20Form.docx

Please note that this post is subject to an Enhanced DBS check, 2 satisfactory references and eligibility checks with Companies House and the Charity Commission.