



RIGHT TO  
SUCCEED

# TRUSTEE & CHAIR OF FINANCE COMMITTEE

OCTOBER 2020



Dear Candidate,

Thank you for your interest in Right to Succeed. We are excited to be recruiting a new Trustee to also act as Chair of the Finance Committee and to build on the great work the charity is doing and to help us achieve more.

Right to Succeed is all about bringing the community together to transform outcomes for children. Why? Because we believe every child deserves the right to succeed, no matter where they live.

### How We Work

We work in two ways: to overcome a major educational issue - across a whole district or local authority; or to drive focused, but whole system improvement in a smaller place, bringing together education, services, families and communities to transform children's outcomes from cradle to career.

It is complex work, but we are learning quickly how best to deliver this and are fortunate to have an incredible team that embodies our values of humility, curiosity, integrity, commitment and collaboration. We are far from the finished article, but we pride ourselves on the speed at which we are learning and improving our work.

### Our Journey

We launched in 2015 with a mission to bring a coordinated effort to removing the barriers facing young people. We are now delivering programmes across 43 schools in 4 areas of the country; Blackpool, Doncaster, Manchester and North Belfast. We are also in the process of launching our first whole system improvement programme across the community in North Birkenhead.

We are still a young charity, but have our first large-scale interim impact data set which shows significant average improvement in reading age across all 11-14 year olds in Blackpool, and hope this is the first of many illustrations of the power of collective working in place. We are well financially managed, as previous accounts and auditors' reports attest to, but like many charities, we are on the constant treadmill of fundraising.

We are growing quickly, and expect that to continue for the next few years as Place-Based change becomes a national focus. Now is an inspiring time to join Right to Succeed and help us transform outcomes for children. We are keen to encourage applications from those with lived experience of overcoming one or more of the issues our programmes seek to address, as we understand the extra value that this brings to understanding our programmes.

We look forward to meeting you.

Yours sincerely,



Jo Owen  
Chair of Trustees



Graeme Duncan  
Chief Executive



## More about Right to Succeed...

### The problem

The wealth of your parents still determines how well you do – we don't think that's right. Too many children in the UK are not getting the right start in life leaving them vulnerable and unable to realise their full potential. The system is fragmented and not used to working collectively to solve problems. The costs are huge, to the individual and society with hundreds of thousands of 16-24 year olds not in employment, education, or training.

### Who we are

We are a charity with a collective approach to creating positive change for children. Everyone who works with and for our charity is dedicated to trying to solve the challenges and overcoming the barriers. We bring local and national partners together to overcome the barriers that are preventing children living in poverty doing well at school and beyond.

### How we work

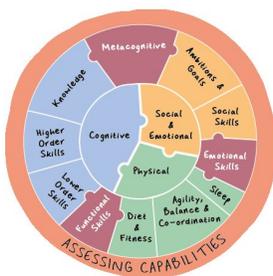
Together with our partners we design and enable positive change for children, and base our reputation on its impact. We develop frontline staff to ensure the effective delivery of improvement and embed great practice. We improve a community's ability to implement positive change in response to children's needs. We work where we are needed most, in areas where high numbers of children are living in poverty. No single organisation can solve the problem of an unfair system on their own – but by working together towards shared goals, we can.

**Our focus over the coming years:** Learning how to deliver effective place-based change (whole system improvement across one place), codifying and sharing the approach.

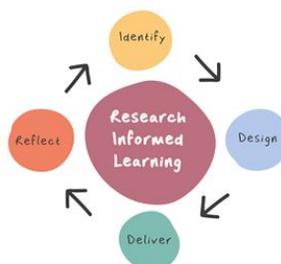
We believe there are 3 key strategic pillars required to deliver effective place-based change for children:

- 1) Focus all partners on developing **capability, well-being and connectivity to opportunity** of children and young people
- 2) Deliver great **implementation** of intervention
- 3) Become expert at the **collective** approach

### Capability and well-being



### Implementation



### Collective

01	A Common Agenda
02	Shared Measurement System
03	Mutually Reinforcing Activities
04	Continuous Communication
05	Backbone Support Organization

And we propose to work at 2 levels to develop practice around these 3 pillars:

- 1) **Locally** - growing and developing our programmes on the ground, constantly building in learning into our work on the ground
- 2) **Nationally** - working to advocate and support the adoption of these 3 pillars in changing practice nationally

## More about our Programmes...

### The Key Stage 3 Literacy Project (Blackpool)

This is an innovative approach to thematic school improvement that aims to support underperforming schools to become world class, research-informed deliverers of outcomes for their young people. Moving forward we aim to utilise the learning from this focus on specific thematic improvement to roll out a collective impact, evidence-led approach to improvement with schools in new areas of the North West and surrounding regions.

### The Reach Programme (Blackpool, Doncaster and North Belfast)

The Reach Programme is a collective impact approach to preventing young people from being excluded from schools. It focuses on supporting schools that commonly exclude children to identify the needs of the pupils most at risk of exclusion, working with them to embed interventions and strategies that are proven to meet those needs. The programme is being delivered across approximately 30 primary and secondary schools in Doncaster, Blackpool and North Belfast. We are now two years into our three year programme.

### Every Child (Manchester)

The Every Child Project adopts an asset-focused approach to increasing knowledge, awareness, capability and use of evidence-informed strategies around inclusion in order to develop sustainable change that identifies and responds flexibly to the needs of children supporting them to achieve. Initially focusing on Year 7 the project provides a safe platform for front line professionals to work collectively and learn from each other's impactful strategies and approaches in order to ensure positive school transition and effective inclusive practice, ultimately resulting in reduced risk of exclusion at Key Stage 3.

### Pathways for All (Blackpool)

The Pathways for All project is aiming to reduce the number of vulnerable young people becoming NEET (not in employment, education or training). By adopting a research-informed approach and working collectively with Blackpool Council, the Pupil Referral Unit, two mainstream secondary schools and the two mainstream post-16 providers, the project will identify the barriers young people face resulting in them becoming NEET and put in place specific interventions to successfully overcome them.

### Cradle to Career (North Birkenhead)

The community faces many challenges. Cradle to Career will bring together the community, families, education sector and local organisations and services in a place-based, collective impact approach to improving outcomes for children and young people, by:

1. Developing a long-term vision and plan for children and young people in North Birkenhead
2. Promoting a community of practice around some of the key issues
3. Building capacity within front-line staff supporting the dissemination of programme learning



## Role Summary

We are seeking a Trustee and Chair of our Finance Committee, who will play a key and central role on the Board scrutinising and supporting the Executive on the charity's finances. For this role, a qualified finance professional, with skills and experience in accountancy, audit and strategic financial management will be essential with the right level of motivation and commitment to join the Board.

Equally important, the successful candidate must embody and act in accordance with Right to Succeed's values and should be able to demonstrate understanding of the challenges facing children, young people and communities that Right to Succeed aims to overcome.

## Person Specification

- The ability to act with credibility and authority in their role as Treasurer – preferably with some experience of working in a governance or board context.
- Fully able to commit to attendance at Board meetings and to chairing the Finance Committee – working closely with the CEO and the COO in preparation for these meetings
- An audit or accountancy background – this could be in a range of sectors (commercial, public or non for profit)
- A relevant financial qualification with financial responsibility at a senior level
- Able to embody and act in accordance with Right to Succeed's values of humility, collaboration, commitment, curiosity and integrity
- A demonstrable understanding of the issues disadvantaged children and young people face in the areas we work in, and the methods with which Right to Succeed are undertaking to make systematic place-based change and improve outcomes for these children
- Desirable - understanding of data protection, internal audit and risk management

## Key Objectives of the role

In addition to the general responsibilities of a Trustee set out below, the Treasurer will:

- Oversee the financial affairs of Right to Succeed and ensure they are legal, managed in accordance with good governance and maintained within accepted accounting practice
- Seek assurance from the Executive that proper financial records are kept and that effective financial controls and procedures are in place
- Chair the Finance Committee which includes in its terms of reference an oversight of financial affairs (including external audit), HR, data protection, IT and Health & Safety
- Report to the Board on the financial health of the organisation
- Provide a sounding board for the Chief Operations Officer
- Make fellow Board members aware of their shared financial responsibility for the charity and take a lead in interpreting financial data to them
- Regularly report the financial position at Board meetings and at the AGM
- Inform and provide advice to the Chair on financial matters including the annual report and accounts
- Appraise the financial viability of programmes, plans, proposals and other initiatives which may have a financial or corporate structure implication
- Lead on appointing and liaising with auditors

### Trustee responsibilities (general)

- Ensure Right to Succeed applies its resources exclusively in pursuing its objectives
- Contribute actively to the Board of Trustees' role in giving firm strategic direction to the Executive setting overall policy, defining goals, setting targets and evaluating performance against agreed targets
- Providing challenge and support to the Executive in delivering Right to Succeed's strategy
- Safeguard the charity's good name and values
- Declare any conflict of interest while carrying out the duties of a Trustee
- With the other Trustees, take collective responsibility for the actions of the organisation
- Ensure the charity's effective and efficient administration
- Ensure the charity's financial stability and the proper investment of the organisation's funds
- Protect and manage the charity's property
- Prepare for and attend Board and Committee meetings
- Actively participate as a member of Committees or sub-groups as required
- Participate in other tasks as may arise from time to time, such as interviewing new staff, helping with fundraising etc
- Keep informed about the charity's activities and wider issues which may affect its work, including at least two programme visits a year
- Work with fellow Trustees in a collaborative way, using feedback to improve the Board's performance and agreeing individual objectives with the Chair to shape personal contribution

### Equal opportunities

Right to Succeed is an Equal Opportunities Employer. We welcome applications from all suitably experienced or qualified people, and make appointments based on merit, irrespective of age, sex, race, ethnicity, disability and other factors that have no bearing on an individual's ability to perform their role. We apply the same principle when making appointments to the Board of Trustees.

### How to Apply

To apply for this position, please send a CV and a one-page covering letter covering your motivation for applying and suitability for the role by 18 November to: [recruit@righttosucceed.org.uk](mailto:recruit@righttosucceed.org.uk)

### Timetable <sup>1</sup>

Applications deadline: 18 November 2020

Interviews: w/c 23 November 2020

Start date: March 2021 (although ability to join Board/Committee meetings in January 2021 would be desirable)

### Queries

For queries about the role or, for additional information, please contact:

Beth Matheson  
COO, Right to Succeed  
[recruit@righttosucceed.org.uk](mailto:recruit@righttosucceed.org.uk)  
0208 099 5171

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<sup>1</sup> These dates may be subject to change