



## **Trustee recruitment pack**

**Closing date: July 13<sup>th</sup>  
2018  
(voluntary roles)**

**Help inspire a new generation  
of active citizens**

## Help inspire a new generation of active citizens

### Trustees needed for Young Citizens (voluntary role)

Young Citizens is a charity which helps to equip and inspire young people to take their place in society as engaged and active citizens.

Formerly known as the Citizenship Foundation, we've been making a difference for almost 30 years; helping young people understand the role of the law and political democracy, and the way society works.

We help:

- Young people to understand their rights and responsibilities as active citizens
- Teachers to deliver engaging education about citizenship
- Professionals to partner with schools and young people to equip them with the knowledge and skills to participate fully in their local communities and beyond.

In the current climate of seismic change - with democracy under pressure from many directions - our work has never been more important.

We are looking for new Trustees to join our talented and energetic board and help steer the charity through a time of exciting change and development.

### Who are we looking for?

- A specialist in citizenship at secondary school level - possibly a teacher, or someone working at local authority level or in a voluntary organisation - with strong knowledge of the secondary curriculum and able to help us refine our offer to best effect for schools.
- An experienced marketer with particular knowledge of the schools sector – helping steer our marketing strategy and supporting and advising our staff members who are selling programmes and services into schools
- A senior solicitor with well-developed national networks to help promote our work within the legal profession and encourage support from industry bodies, law firms, and individual lawyers
- A fundraiser with experience of income generation amongst corporates, high-net-worth individuals, trusts and foundations – advising the board on fundraising strategy and helping our staff develop effective approaches, bid submissions and events

Previous charity Board experience is desirable but not as important as a passion for our work and a desire to make a positive contribution.

We can offer training and support where necessary, as well as a comprehensive induction.

Trustees are expected to attend quarterly board meetings which normally take place from 6pm to 8.30pm. We also ask Trustees to join one or more of our committees (finance, HR, fundraising etc) and to attend other occasional meetings and major events during the year, including one full-day offsite review and planning session.

Young Citizens is fully committed to equality of opportunity and diversity to ensure that we reflect the full breadth of young citizens we aim to support. We welcome applications from all suitably qualified people. However, as black and minority ethnic communities and women are currently somewhat under-represented on our board, we would particularly welcome applications from these groups.

You can read more about Young Citizens and our work here <https://www.youngcitizens.org>

Closing date is Friday, July 13th, 2018 and interviews will be held during the week commencing July 23<sup>rd</sup>.

If you'd like to have an informal conversation about any of the roles, please feel free to contact our CEO, Tom Franklin, on [tom.franklin@youngcitizens.org](mailto:tom.franklin@youngcitizens.org)



# 1. Introduction from the Chair of Trustees



Thank you for your interest in becoming a Trustee. Young Citizens is an enterprising charity. We work to ensure that every young person has the knowledge, skills and confidence they need to become an active citizen. Not only is that good for the individual, it's also essential for strengthening and safeguarding an inclusive society and democratic way of life.

We help young people to understand the law, politics and society. We help teachers deliver engaging education about citizenship. And we help professionals partner with schools and young people to equip them with the knowledge and skills to participate in their local communities and beyond.

Democracy is facing serious challenges. People's faith in the way it operates, and in its ability to bring about positive change, has been seriously challenged, both in Britain and across the world. Healthy scepticism towards elected politicians has turned too often into contempt and even hatred. Trust has been eroded in both elected representatives and in the institutions in which they serve. This cynicism has, at times, spread to other fundamental institutions of democratic society including the legal system.

Since 1989, Young Citizens (under its former name, the Citizenship Foundation) has helped young people understand the democratic structures of our society, and rights and responsibilities of citizens within them. We believe in democracy with a passion, as the best means to create a fair, just, and equal society. But this isn't 'business as usual' for us. There's an urgent need to breathe new life and confidence into democracy, if we're not to witness the destruction of this fragile and precious way of ordering human affairs. Our work has never been more vital.

As part of our ongoing development, we are looking for inspirational Trustees to bring their expertise and networks to further strengthen our Board as we work to grow and develop our offer. We want people who share our passion for our mission of helping young people to be active, engaged and confident citizens. Previous Trustee Board experience would be welcomed, but it's not essential.

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If you are interested in this great opportunity, we'd love to hear from you. If you'd like an informal conversation, please contact me via [tom.franklin@youngcitizens.org](mailto:tom.franklin@youngcitizens.org)

I look forward to hearing from you.

**Martin Bostock**  
**Chair of Trustees**

## 2. Introduction from the Chief Executive



Thank you for your interest in becoming a Trustee of Young Citizens.

Young Citizens has an incredibly important mission. We give young people the knowledge, confidence and inspiration they need to make an effective contribution to our democratic society. We help them become active citizens, shaping their own future in a rapidly-changing world.

We achieve this through a series of programmes aimed at giving young people experiences of citizenship which they can build upon throughout their lives. Programmes such as:

- Our 'Mock Trials' competitions, which give tens of thousands of young people the opportunity to understand the legal justice system - held in real courtrooms, supported by legal professionals and overseen by senior judges.
- Our 'Social Action' programme for primary school children, based around our famous 'Go-Givers' cartoon characters, which prepares young children for life in the modern world.
- Our 'Experts in Schools' programmes, where lawyers, finance experts and other professionals volunteer to go into schools to teach pupils about aspects of citizenship which are particularly relevant to young people.
- Our 'Brexit for Young People' pack, which helps young people decide what's important for them from the Brexit negotiations, so they can articulate these as citizens.
- Our new Democracy Ambassadors programme, which will be starting this year, which will train young people to educate their peers about democracy and politics.

We use the experience and knowledge we gain from running these programmes to provide a strong national voice for the importance of active citizenship in the UK. Very recently, we gave evidence to an influential Select Committee of the House of Lords, whose report, [\*The Ties That Bind\*](#), makes a powerful case for the importance of citizenship education for all children and young people.

This is an exciting time for Young Citizens. We have recently finalised our new 10-year strategic plan. We've a new brand, and a clear purpose. We are developing new programmes and reaching out to more schools, as we become more entrepreneurial. We are becoming more enterprising – changing our funding base from relying heavily on government grants a decade ago, to being more diversified with more mission-related commercial income.

I hope you will be inspired by the Young Citizens' mission and work and will be interested in getting involved.

**Tom Franklin**  
**Chief Executive**

### 3. Young Citizens in numbers

**16**

the current edition of our hugely popular and long-running 'Young Citizens Passport', a guide to the law for 14-19 year olds

**20**

the number of Young Citizens staff based across England, Wales and Northern Ireland

**160**

the number of professionally-developed resources, to help primary school pupils develop the trait of empathy and the habit of giving, on our 'Go Givers' website

**1,000**

the number of legal professionals – including barristers, solicitors, magistrates and judges – who volunteer to help with our programmes

**2,570**

the total number of volunteers who have helped us in the course of the past year

**7,000**

the number of secondary school students who take part in our mock trial competitions every year

**12,000**

the number of primary school children reached by our social action programmes

**20,000**

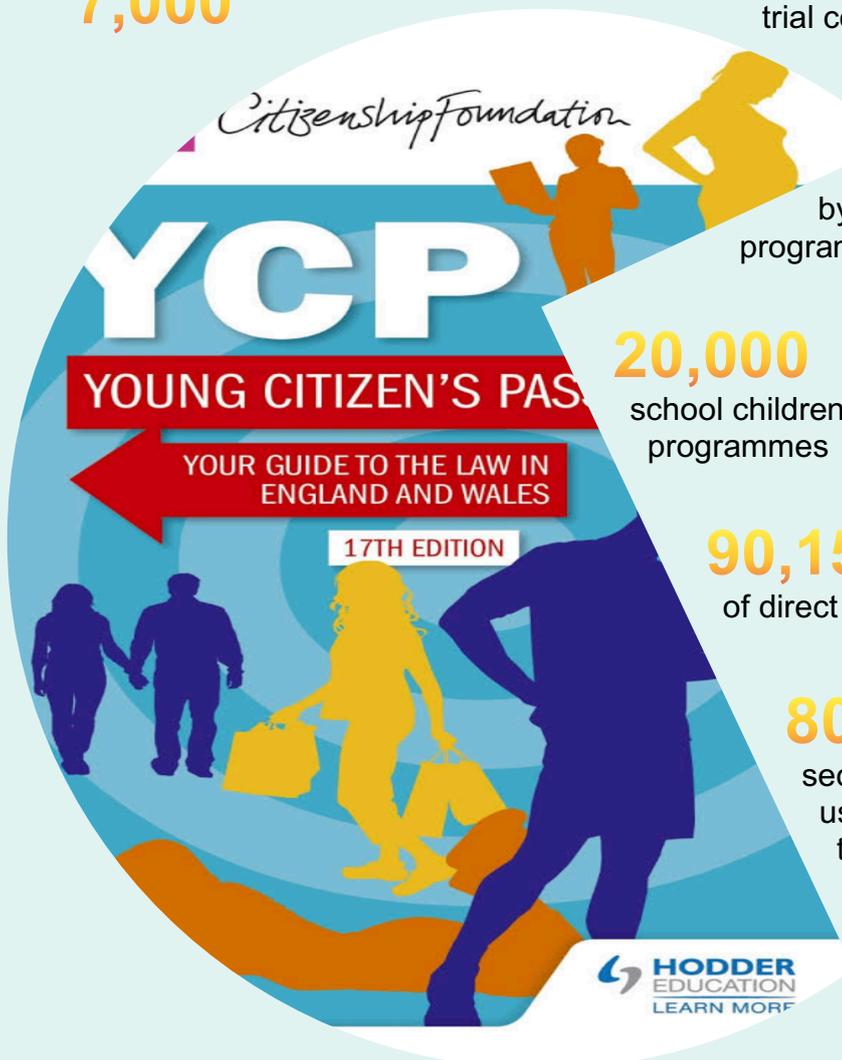
the number of secondary school children reached by our social action programmes

**90,150**

our estimation of the number of direct beneficiaries in the past year

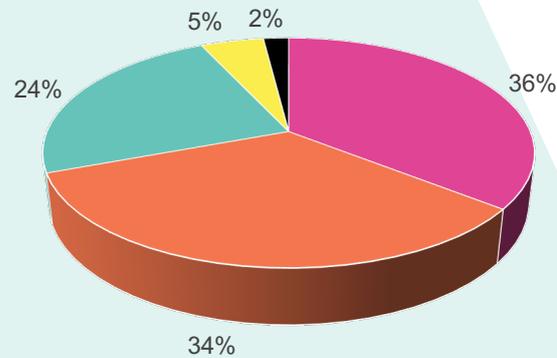
**80%**

the proportion of secondary schools which have used the Young Citizens' teaching materials.



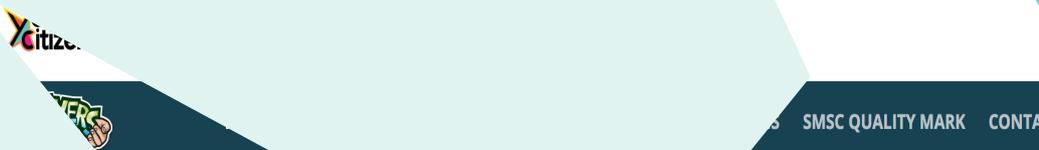
## 4. Sources of income for Young Citizens

In 2010, around 60% of our income came from central government grants. This has reduced dramatically. We have successfully diversified our income sources, as we have developed a new business model.



- Grants, particularly from trusts and foundations - 36%
- Commercial income from schools - 34%
- Support from corporates - 24%
- Consultancy and training - 5%
- Fundraising and donations - 2%

Over the next few years, we are aiming to grow the proportion of our income from our mission-related commercial activities, and from fundraising and donations, and to put the charity on a sustainable footing for the longer term.



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Partnership and PSHE resource that supports SMSC development

RESOURCES →

## 5. Why Young Citizens?

Being a Trustee at Young Citizens is a rewarding and exciting experience. With 24 employees based in our London offices and around the UK, and more than 2,500 volunteers across the country, you'll join a strong network of people dedicated to spreading the citizenship message.

Each year we reach tens of thousands with our educational resources and supported programmes, and we put the case to politicians, policy makers and practitioners on why every young person needs the education and experiences to be active, engaged and confident young citizens.

### Governance

The Young Citizens' Board of Trustees is responsible for the charity's strategy and financial security. While the day-to-day running of the organisation is delegated to Tom Franklin, the Chief Executive, who is supported by a senior leadership team, trustees are ultimately legally accountable. The Board currently consists of 11 trustees.

The Board has a Chair, Vice Chair and Treasurer, chosen by the board. There are also two board committees: the Finance and Audit Committee and the HR and Remuneration Committee. The board also currently has a working group to review governance and to ensure the board has the strategic skills and experience needed to govern the organisation effectively.

The Board usually meets four times a year. The remaining dates in 2018 are:

- 20th September 2018 (6pm)
- 13th December 2018 (6pm)

The Board has the following minimum expectations of all Trustees:

- Attendance at quarterly Board meetings, and occasional strategy meetings. Board meetings take place in the evenings at our offices in Aldgate. Strategy meetings are usually held during the working day. There is usually one all-day Board awayday during the year, to review progress and discuss strategy.
- Availability via phone or email to the Chair or Executive for advice from time to time.

In addition, Trustees will normally be expected to undertake membership of a Board Committee, requiring attendance at about four meetings each year, usually held during the working day. Attendance at some of our showpiece events (such as the finals of the Mock Trials competitions) is strongly encouraged.

Trustees are appointed for an initial term of three years with the option to renew for a further three years.

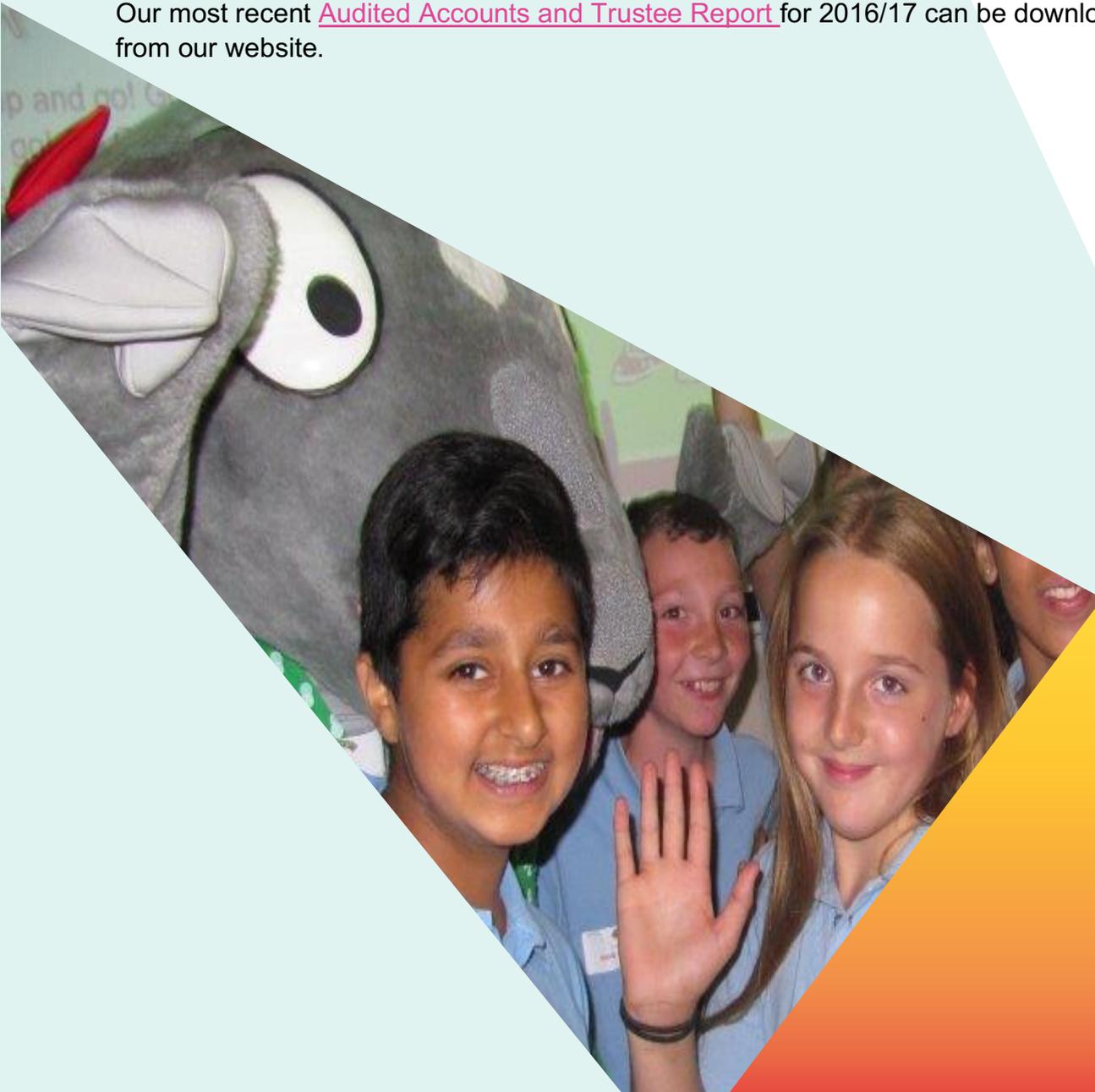
### Financial Strength

Our projected turnover for the current year is likely to be between £800k-£1 million, with income coming from a variety of sources:

- Grants from partner organisations and charitable trusts.
- Donations from organisations and individuals.
- Subscriptions from schools.
- Contracts for consultancy work.

Before 2010, most of our income came from central government funding. As with many other charities, this has been progressively withdrawn. We have been successful in switching our model to include a strong social enterprise element, with several new and successful mission-related commercial income streams. Our challenge is now to embed this, build up our reserves, and develop further income streams to increase our resilience to future income changes.

Our most recent [Audited Accounts and Trustee Report](#) for 2016/17 can be downloaded from our website.



## 6. Trustee - Role Specification

### Trustee responsibilities

- ensure that Young Citizens complies with its governing document, charity law, company law and any other relevant legislation or regulations.
- ensure that Young Citizens pursues its objects as defined in its governing document.
- ensure that Young Citizens uses its resources exclusively in pursuance of its objects: the charity must not spend money on activities which are not included in its own objects, no matter how worthwhile or charitable those activities are.
- contribute actively to the board of trustees' role in giving firm strategic direction to Young Citizens, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets.
- safeguard the good name and values of Young Citizens.
- ensure the effective and efficient administration of Young Citizens.
- ensure the financial stability of Young Citizens.
- protect and manage the assets of the charity and to ensure the proper investment of the charity's funds.
- appoint the chief executive and monitor their performance.

## 7. Trustee – Person specification

### Specific skills and experience relating to the Trustee role

- Commitment to Young Citizens and its mission.
- Understanding of the legal duties, responsibilities and liabilities of trusteeship.
- Willingness to put time and effort into the trustee role.
- Commitment to Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

### Personal qualities

- Good, independent judgement.
- Impartiality, fairness and confidentiality.
- Willingness to speak his or her mind
- Tact and diplomacy
- Respect for others.

- Willingness to learn new skills

### Specific skills and abilities

- Strategic thinker
- Creative thinker
- Effective team member
- Excellent communicator and strong interpersonal skills

This is an unpaid role, although reasonable expenses are available.

## 8. How to apply

Please send us a CV with a statement (maximum two sides of A4) about why you want to be a Trustee of Young Citizens and how you meet the requirements of the role. Please include the names and details for two referees who will not be contacted until we have your express permission.

The application should be sent by email to Tom Franklin on [tom.franklin@youngcitizens.org](mailto:tom.franklin@youngcitizens.org) with the subject: *Trustee Application*.

The closing date for applications is 5pm on Friday 13<sup>th</sup> July 2018. Interviews with those shortlisted will take place in the week beginning July 23<sup>rd</sup>.

The recruitment process is overseen by a Board Working Group chaired by Martin Bostock, who is the Chair of the Board.

Please let us know if you will require any special provision because of any disability should you be called for interview.

### Queries

If you have any queries on any aspect of the appointment process, need additional information or would like to have an informal discussion, please contact Tom Franklin on [tom.franklin@youngcitizens.org](mailto:tom.franklin@youngcitizens.org)

## 9. Further reading

Our new website [www.youngcitizens.org](http://www.youngcitizens.org) contains much information about the charity. Our [new strategic plan](#) is available on the website, as is our latest [annual report and accounts](#).

You may also wish to look at some of our other resources websites:

[www.gogivers.org](http://www.gogivers.org)

[www.smartlaw.org.uk](http://www.smartlaw.org.uk)

[www.smscqualitymark.org.uk](http://www.smscqualitymark.org.uk)

You may also be interest in our latest 'Brexit resource' as an example of what we do: [A Better Brexit for Young People](#). This resource helps those working young people to facilitate discussion about what is important for them in the forthcoming Brexit negotiations.

