



# Trustee Recruitment Pack

**Application Deadline:**  
Sunday 24th September, midnight



**Empowering** every young person  
to believe in **themselves**

## Introduction

### Thank you for your interest in becoming a Trustee at Yes Futures.

We are a multi-award winning charity, established in 2012, which empowers young people to believe in themselves and discover their personal potential.

Our successful programmes have already made a proven difference to the lives of over 2800 young people through partnerships with 71 schools. We are ambitious about expanding our reach to more young people and growing the organisation's wider impact.

To support us as we build on our strengths, navigate opportunities and plan the future, we are looking for committed, passionate individuals to join our Trustee Board. We are especially interested in individuals who can bring the following skills/experience:

- **School Leadership**
- **Marketing and Communications**
- **Fundraising** (particularly corporate giving)

Alongside these skills we are looking for people who have the insight to help us on our future journey, and have real passion for our purpose – empowering all young people to believe in themselves.

We are committed to improving diversity and are particularly interested in applications from people of ethnic minority backgrounds, first-time trustees and people who can bring experience of best practice, both in terms of provision for young people and organisational life.

With us, you will make a tangible difference to thousands of young people's lives.

#### Andrew Thraves, Chair of Trustees



#### Sarah Sewell, Chief Executive and Founder



We work across

**10**

counties in the South and East of England.

We have supported

**2800+**

young people since our launch in 2015.

We have trained

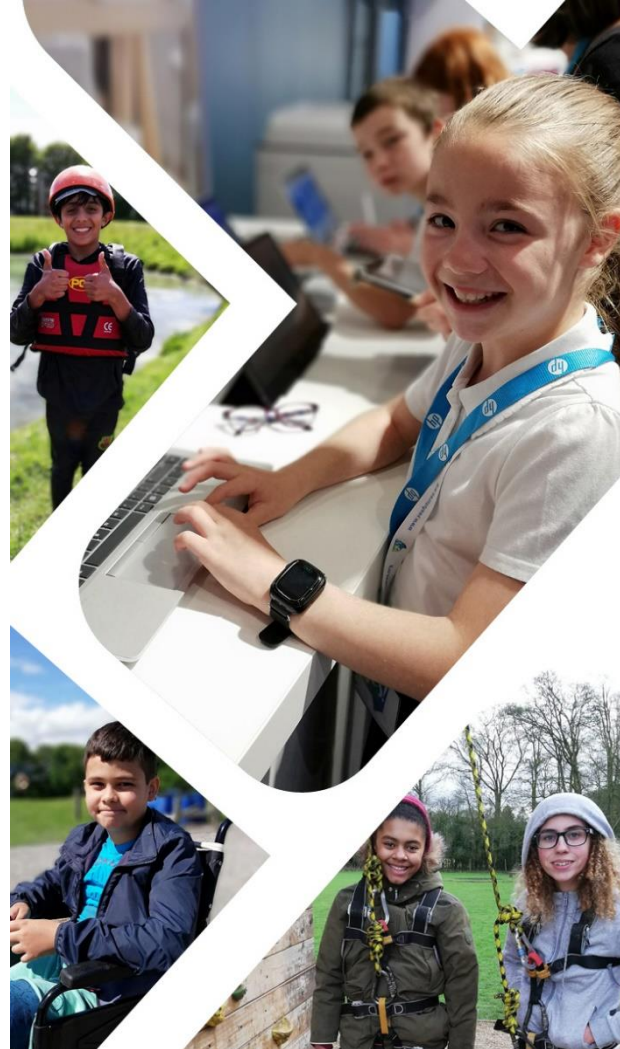
**471**

Yes Futures Coaches since 2015.

We will welcome our

**78<sup>th</sup>**

partner school in September 2023.





## About Yes Futures

**Yes Futures empowers young people to believe in themselves.** We do this through a range of award-winning personal development tools and programmes, which enable young people to develop essential skills and positive wellbeing in school and at home.

Our **Finding Futures** (primary) and **Rising Futures** (secondary) programmes offer targeted support for selected students, inspiring them to fulfil their potential through personalised coaching sessions and real-world experiences. We focus on building four fundamental skills, which enable young people to be successful in school and beyond: Confidence, Resilience, Communication and Self-Awareness. We have also developed toolkits and resources for parents and teachers.

**Every child deserves the opportunity to fulfil their personal potential.** Through our work, we develop young people's skills to prepare them for whatever future they choose. Ultimately, we aim to create a cultural shift in education: where non-academic skills are developed with the same focus as academic skills, enabling students to be successful both at school and beyond.

Find out more on our website: [www.yesfutures.org](http://www.yesfutures.org)

## Our journey so far

**In 2013**, with just a couple of start-up grants, and a small group of passionate volunteers, we piloted a programme that changed the lives of 16 young people. We knew that we had something special, and in 2014 we launched our first 'Five Year Plan'. This set out our ambition to expand our impact to many more young people, better target the students who most needed our support, and make our charity more self-sustaining by growing our earned income.

**By 2019** we had achieved well beyond our expectations. We had worked with over 40 school partners, expanding beyond London into new regions, and into primary schools as well as secondary. We had established a financial model which provided 75% earned income with the majority of our programme costs funded by the schools that we worked with. We had grown our staff base from 0 to 9 employees, recruited and trained over 200 incredible volunteers, and improved the lives of over 1500 young people. We had also developed our own impact measurement tool, the 'Talent Toolbox', which involves young people in measuring and recording their progress. We had won three awards and were making ambitious plans to grow our reach across more parts of the country.

**In 2020** the Coronavirus pandemic changed everything. School closures meant that all our delivery had to suddenly cease. We worked hard to adapt our services so that we could support young people and schools at a time when wellbeing and personal development were more important than ever. We launched two new products: Home Grown Skills, a free resource bank for students, parents and teachers which was accessed by over 10,000 people in its first three months; and The Strengths Toolbox, a self-guided personal development tool which we piloted with 29 schools alongside a rigorous independent evaluation.

**Since 2021** we have been able to get our programmes back up and running in schools and fairly quickly reached pre-pandemic levels. 2022 saw our highest-ever level of delivery, and we survived the challenge of a year with the Chief Executive on maternity leave! We also realised that there were important improvements to make to our programme design and financial model, and took time to before expanding further.

**In 2023** we find ourselves considering various strategic questions. What are our unique strengths as an organisation? What is the optimum level of expansion of our own delivery of our school programmes? How should growth be prioritised, as compared to expanding our impact through other methods? What role might we have in contributing to 'system change' within schools? This is an exciting time to join our Board to help us think through these questions and shape plans for the future.

## More about our programmes

Our school programmes - **Finding Futures** (for primary students) and **Rising Futures** (for secondary students) offer an intensive 12-month programme of personal development. The students are selected by the school and the programme takes place during the school day. The programme is based around a framework for personal development, with the four Yes Futures 'Talents': Confidence, Resilience, Communication and Self-Awareness. Students receive personalised coaching from a volunteer Yes Futures Coach throughout the programme. They also attend two experience days: an 'Into the Wild' day at an outdoor education centre; and a 'World of Work' day with an employer.

You can read more about our programmes, and their impact, on our website: [www.yesfutures.org](http://www.yesfutures.org)

Trustees are encouraged to see our programmes in action for themselves, by volunteering to help as a volunteer on at least one experience trip in their first year.



## Our financial model

Yes Futures aspires to a self-sustaining financial model where the bulk of our income comes from schools and corporate partners who are directly involved in our programmes. Our Rising Futures and Finding Futures programmes are available to schools that can fund the bulk of the cost, many of which do so using 'Pupil Premium' funding (from central government) that they receive for disadvantaged pupils. It is usually these students who are targeted for the programme – across all our schools, at least 70% of students are eligible for Pupil Premium.

By 2019 we were earning 70% of our income from fees paid by schools. During the pandemic when school closures meant we had to pause our main programmes, we temporarily lost most of our earned income. However we were fortunate to replace our lost income with grant funding, enabling us to offer resources for free and proactively develop toolkits for use at home. A 5-year loan from the Coronavirus Business Support Scheme has secured our cashflow enabling us to focus on re-starting and growing our school programmes.

Since the pandemic we have been focused on improving our financial model by bringing the cost and price of our school programmes closer together. We have also sought to manage the tricky balance of keeping control of costs whilst investing in the things that will enable us to grow. We are proactively developing our corporate funding contribution within our income mix.



## Our People

Yes Futures is led by our Founder and Chief Executive, Sarah Sewell, an 'Outstanding' qualified teacher with over 20 years' experience in a range of formal and informal education settings and youth engagement. Passionate about the power of extra-curricular activities in boosting the confidence, resilience and life skills of young people, she established Yes Futures in order to have a greater impact on the young people who need it most. Sarah is supported by a dedicated team of 12 other employees. Our organisational chart is an upside-down pyramid, with our Trustees and Leadership Team at the bottom supporting the front-line team members, volunteers and ultimately, the young people we work with - who are at the top to signify their importance.

## Our Board

Yes Futures is fortunate to benefit from a current Board of five Trustees who share our vision, bringing a broad range of relevant experience and backgrounds, within the fields of education services, social investment, innovation and brand strategy, education and social mobility and fundraising.

### **Andrew Thraves, Chair (joined: 2020)**

Andrew is the Chief Executive at RSAcademics Ltd, an appointments and consultancy businesses for senior leaders in the education sector. Passionate about ensuring all young people are supported to identify and then go on to achieve their potential, he has over 30 years' experience in the development of products and services to education, including at senior levels in private, public and third sectors. Andrew is also Trustee of the Academies Enterprise Trust, one of the largest multi-academy trusts in England. Andrew joined our Board in August 2020

### **Holly Piper, Treasurer (joined: 2017) - outgoing**

Holly is Investment Director at Fair4All Finance, a financial inclusion organisation established in 2019 to transform the financial wellbeing of people in vulnerable circumstances. Prior to this, she was Head of CAF Venturesome, a leading social investment fund, providing loans and investment to social enterprises and charities. Holly had previously worked at the management consultancy firm Oliver Wyman, specialising in the retail sector. Holly is a member of the inaugural WISE100 (Top 100 women in social enterprise and impact investment).

### **Jess Badley (joined: 2021)**

Jess is Director of People and Resources at the British Society for Rheumatology. With a wealth of experience working in the education and charity sectors, she was previously Head of HR and OD at Blood Cancer UK. She is an independent expert workplace verifier for London Healthy Workplace Award and a Fellow of the CIPD. Jess is passionate about empowering young people to fulfil their potential. Jess will be taking over the role of Treasurer from Holly in Autumn 2023.

### **Emily Ramji (joined: 2021)**

Emily is Chief Operating Officer for a global recruitment firm, working closely with the CEO, CFO and management team to drive strategy, business performance, operations and team development. She has 15 years of experience as a global HR and Operations leader living in the UK, Australia, Singapore and Hong Kong working for both large MNCs and smaller start-ups. She is an Associate Certified Coach (ACC) and a Chartered Member of the Chartered Institute of Personnel & Development (CIPD). Emily is passionate about enabling young people to understand and unlock their potential.

### **Laurie Cuthbert (joined: 2021)**

Laurie has 10 years' senior experience in the charity sector, heading up fundraising and communications. He is currently Director of Fundraising, Marketing & Comms at Kidney Care UK, and previous to this was Director of Development at Ambition Institute, a charity that develops and trains expert teachers and school leaders, improving the education of more than 1m disadvantaged children nationwide. Laurie is passionate about ensuring disadvantaged young people get access to a fair education and have the support they need to thrive as adults.

## Trustee Role Profile

- Remuneration:** Trustee positions are not remunerated, but reasonable out-of-pocket expenses incurred fulfilling the duties of the role can be reimbursed.
- Location:** Meetings are usually held at the Yes Futures office in Brixton, with away days held at a corporate partner venue in central London. Some meetings are moved online if circumstances require it. We expect trustees to be able to attend most of our meetings in person.
- Time commitment:** Five board meetings per year (2-3 hours each, typically on a Thursday between 5-7pm), plus an annual away day; and occasional expert support in between.
- Term of office:** All Trustees serve an initial three-year term, which can be extended for a further three-year term.
- Reporting to:** Chair of Trustees



## Purpose of the role

This is a unique opportunity to have an incredible impact on a growing charity. As a Trustee you will be responsible for the overall governance of Yes Futures, including oversight of our strategic direction, regulatory requirements and financial management. You will contribute to shaping strategy, setting organisational goals and high-level monitoring of performance. You will also be expected to act as an ambassador, championing the organisation where opportunities arise for you.

All Trustees are expected to attend meetings regularly and contribute additional time where the charity would benefit from their expertise. To be successful, you will understand the role of a Trustee, be able to meet the expectations in terms of time commitment and level of responsibility and be committed to the Yes Futures vision.



## What we are looking for

We are looking for individuals who:

- Are passionate about supporting children and young people;
- Are ambitious about the huge social impact Yes Futures can have, driving the strategy for future growth while ensuring maximum impact for our beneficiaries;
- Will be committed to the duties of a Trustee and will build a strong working relationship with the rest of the Board;
- Will be a proactive champion for Yes Futures, acting as an advocate for the charity's work and growing our profile.

We are especially interested in individuals who can bring the skills/experience in the following areas:

- **School leadership** (particularly with experience of state-funded schools, academies, and MATs)
- **Marketing**
- **Communications**
- **Corporate fundraising**
- **Safeguarding**

Supplementary areas of expertise may include: **sales, education policy and influencing, grant fundraising, and legal**. We are interested in people who can bring experience of best practice from both within and outside of the education sector.

Positive IMPACT is at the heart of everything we do. We are looking for individuals who demonstrate our organisation-wide 'Positive IMPACT' values of:

**Inclusivity** - We value the input of our entire community and embrace diversity.

**Motivation** - We are inspired by the results we achieve.

**Professionalism** - We are dedicated, passionate experts who deliver excellence.

**Ambition** - We inspire ambition in all the people we work with.

**Collaboration** - We work together to create lasting impact.

**Trust** - We believe in our programmes and trust each other.

**Yes Futures is committed to improving diversity and are particularly interested in applications from people of ethnic minority backgrounds and first-time trustees.**

## Person Specification

### Personal Qualities

- Passion for Yes Futures and its vision.
- Commitment to Yes Futures and a willingness to devote the necessary time and effort to conduct the role well.
- Leadership ability, being able to offer independent thought and constructive challenge, alongside the ability to work effectively as a member of a team.
- Integrity, strategic vision and good judgement.
- Tact and diplomacy, with the ability to listen and engage effectively.
- Excellent interpersonal and relationship-building abilities, including being comfortable in an ambassadorial role.
- Strong networking capabilities within relevant sectors that can be utilised for the benefit of the charity.



## Experience and Knowledge

- An understanding of the legal responsibilities and liabilities of a charity Trustee (or a willingness to quickly develop this understanding).
- At least three years' professional experience with a successful track record of achievement through their career.
- Experience of external representation, delivering presentations and developing positive relationships with a range of stakeholders.
- A history of impartiality, fairness and the ability to respect confidences.
- A track record of commitment to promoting equality and diversity.

## Meets legal requirements for a charity Trustee

- Not barred from being a charity trustee under the 'automatic disqualification' rules\*
- Completion of a satisfactory DBS check. (This is a requirement for Trustees of children's charities).

*\* Yes Futures actively seeks to recruit people from a range of diverse backgrounds. However the Charity Commission has rules on who cannot be taken on as a trustee of a charity. These 'automatic disqualification' rules, and apply to those with unspent convictions for certain offences and certain other circumstances. Where the automatic disqualification rules apply they have the effect of 'disqualifying' that individual from trustee roles; though it is possible to apply for clearance from the Charity Commission. You can get more guidance [here](#). Therefore we ask you to confirm in your application that you are not barred under these regulations; or that you are or may be barred but would seek with our support to apply for a waiver from the Charity Commission.*

For more information on the statutory duties of a Trustee, please see the Appendix.

## How to apply

**Finding out more:** If you would like a conversation about the role before applying, you can contact us by email: [applications@yesfutures.org](mailto:applications@yesfutures.org) and we will arrange a time to speak.

**Application:** If you would like to apply, please send a CV and cover letter (max 800 words) to [applications@yesfutures.org](mailto:applications@yesfutures.org) quoting 'Trustee Application' and your name in the subject line.

Your cover letter should explain why you are interested in becoming a Trustee of Yes Futures and what skills and experience you could bring to the role.

**Closing date:** All applications must be submitted by midnight on Sunday 24<sup>th</sup> September.

**Interviews:** We will shortlist applications based on the CV and cover letter and invite shortlisted candidates to an interview. Interviews will be held in October 2023.

After the interviews we will confirm if you are being invited to the final stage of the process, which is to shadow a board meeting.

**Shadow board meeting:** Before being formally appointed you are invited to shadow a board meeting. This is an opportunity for you and the current trustees to meet each other, and for you to experience a board meeting. The forthcoming board meeting dates are:

Thu 20 October 2023 (5-7pm)

Thu 7 December 2023 (5-7pm)

Both are scheduled to take place at the Yes Futures office in Brixton.

**Appointment:** After the shadow board meeting we will confirm the offer of a Trustee role.





## APPENDIX: General responsibilities of a Trustee

To be a Trustee of an organisation is an exciting and fulfilling role. The most effective Boards are ones which benefit from individuals from a diverse range of backgrounds, experiences and skill-sets.

The Board of Trustees are jointly and severally responsible for the overall governance and strategic direction of the charity, its financial health, the probity of its activities and developing the organisation's aims, objectives and goals in accordance with the governing document, legal and regulatory guidelines.

All Trustees should also be aware of, and understand, their individual and collective responsibilities, and should not be overly reliant on one or more individual Trustees in any particular aspect of the governance of the charity.

The statutory duties of a Trustee are:

- To ensure the organisation complies with its governing document.
- To ensure that the organisation pursues its objectives as defined in its governing document.
- To ensure the organisation applies its resources exclusively in pursuance of its objectives - the charity must not spend money on activities which are not included in its own objectives, no matter how 'charitable' and 'worthwhile' those activities are.
- To contribute actively to the Board of Trustees' role in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets.
- To safeguard the good name and values of the organisation.
- To ensure the effective and efficient administration of the organisation.
- To ensure the financial stability of the organisation.
- To protect and manage the property of the organisation and to ensure the proper investment of the organisation's funds.
- To appoint the Chief Executive Officer and monitor his or her performance.

In addition with other Trustees to hold the charity "in trust" for current and future beneficiaries by:

- Ensuring that the charity has a clear vision, mission and strategic direction and is focused on achieving these.
- Being responsible for the performance of the charity and for its compliance; ensuring that the charity complies with all legal and regulatory requirements.
- Acting as guardians of the charity's assets, both tangible and intangible, taking all due care over their security, deployment and proper application.
- Ensuring that the charity's governance is of the highest possible standard.

As well as the various statutory duties, any Trustee should make full use of any specific skills, knowledge or experience to help the Board make good decisions.



**For more  
information**

[www.yesfutures.org](http://www.yesfutures.org)  
[info@yesfutures.org](mailto:info@yesfutures.org)

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to believe in **themselves**



Charity number: 1155082