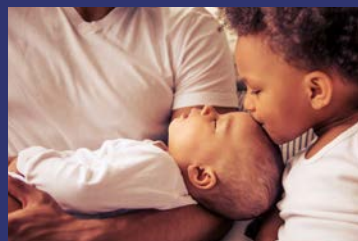


Chair of trustees recruitment pack





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Introduction from our Vice-Chair of Trustees

Objectively, the knowledge and importance of parent-infant relationships has reached a new high. Across Government, there is a growing understanding of the importance of investing in the earliest years of life. For instance, in England, and Scotland they have prioritised the development of new parent-infant relationship and infant mental health services in their national programmes. Meanwhile, in Northern Ireland and Wales their governments have explicitly identified the importance of babies' brain development in ensuring the future mental health of the nation.

The Parent-Infant Foundation is at the forefront of ensuring the new evidence and growing awareness translates into the creation of services which help those in greatest need. We deliberately prioritise partnership working to bridge the gaps between policy, research, and clinical practice to ensure services can deliver for babies and families, especially those in crisis situations.

Research and evaluation show that specialist clinical interventions and specialised parent-infant relationship teams can have a positive impact on babies and parents' wellbeing and mental health and improve the relationships between them. Independent evaluations of the Foundation's development expertise in supporting the establishment of new services show it is highly valued and works. With pride, we can provide examples of working with partners to ensure parent-infant relationships are included in national and local policies too.

The charity is in a healthy financial position with a strong executive leadership team and board of trustees united in delivering against a clear vision and strategy. We have good, open, honest and welcoming relationships as we think, learn and take decisions together. As the vice chair, I am hugely excited about what we can achieve.

Our excellent chair of trustees, Nick Wilkie, is standing down and we are now recruiting their replacement.

We would welcome a range of diverse candidates from different socio-economic, cultural, and geographic backgrounds across the UK. We understand that sometimes these and other protected characteristics intersect and welcome those who are currently underrepresented across boards within the UK. We have also identified that the board would benefit from candidates with experience in; charity governance or executive leadership; early childhood policy or practice; health or social policy and practice; creating and enacting legislation; and capacity-building small to medium sized organisations. If you do not have experience in these areas but believe you bring other strengths and perspectives, please do not be deterred in applying.

We see recruitment as a two-way conversation. If you would like to discuss the role prior to applying please contact CEO Keith@parentinfnatfoundation.org.uk. There will also be an opportunity to speak to our outgoing Chair, Nick Wilkie.

We very much look forward to hearing from you and receiving your application.



Nicola Cosgrave
Vice-Chair of Trustees



About us

The Parent-Infant Foundation is a national, UK based charity proactively supporting the growth and quality of specialised parent-infant relationship teams and services across the UK. We bridge the gap between research, frontline delivery, local commissioning, and national decision-making when it comes to parent-infant relationships.

Our Vision is of a UK in which all parents and carers are supported to create sensitive, nurturing relationships with their babies to lay the foundation for lifelong mental and physical health.



Our Aims are to:

1. Support the quality and practice of existing specialist parent-infant relationship teams across the UK.
2. Grow the number of specialised parent-infant relationship teams across the UK.
3. Work with parent-infant relationship specialists in other services (such as safeguarding midwives, specialist perinatal and infant mental health visitors, social care, and perinatal mental health) to help them support babies' relationships with their primary care givers.
4. Make the case for investment in babies' emotional wellbeing – working in close partnership with and convening friends and allies across the First 1001 Days Movement.
5. Raise public awareness of the critical, life-long importance of early relationships.
6. Develop our organisation to deliver maximum impact.

And we fulfil these Aims through three inter-connected **Means**, facilitating:

- **Expertise:** providing information, advice and guidance – both directly to professionals and by convening networks enabling the free exchange of knowledge, ideas and insight
- **Evidence:** contributing to knowledge and understanding of impact and effectiveness of services
- **Influence:** winning support from decision-makers and opinion-formers



Our history

A baby's brain develops more in the first two years of life than any other time and a baby's earliest experiences, in particular the quality of the relationship with their main caregiver, is the most influential factor for their development and future outcomes.

It is estimated that up to 15% of babies born in the UK are living with concerning levels of fear and distress in their first two years. This equates to 104,000 newborn babies leaving hospital each year. These babies' experience of home life is characterised by feeling scared, overwhelmed, even traumatised, by disturbed relationships with their caregivers which can be defined by unpredictability, hostility and neglect.

These disturbed relationships, which are strongly associated with maltreatment and neglect, can lead babies to develop a 'disorganised attachment' pattern. Babies are left feeling chronically afraid and this predicts the poorest outcomes with immediate consequences on brain development, and a life-long impact on cognitive, social and emotional development.

The Parent-Infant Foundation was set up in 2012 to test if specialised parent-infant relationship teams could support families who struggle with these issues.

2012-2018: We started by funding seven teams (Liverpool, Enfield, Brighton, Croydon, Newcastle and Dorset, Essex) to see if these innovators would have a positive impact. We worked directly with them to provide clinical leadership including mental health expertise. There were multiple evaluations of these first teams, finding significant improvements in both parent-infant relationships and parents' mental health.



2019-2022: Based on the evidence from the early teams, we decided to move from hands on delivery to focusing on expertise to scale up new teams and provide connections for a growing network. At the same time, we campaigned for parent-infant relationships to be incorporated into national policies. We established the First 1001 Days Movement as a formal campaigning alliance with 200 organisations; created Infant Mental Health Awareness Week; and have provided the secretariat to the All-Party Parliamentary Group: Conception to Age Two.

By 2023, there were 45 parent-infant teams across the UK, as well as 14 more teams in development. However, estimates suggest that more than a tenfold increase would be needed to provide access to specialist support in all parts of the UK. There is considerable variation in funding and structures between the different teams. There has also been a significant increase in parent-infant relationship work delivered by other services.

We updated our strategy in May 2023 to incorporate these changes. We have agreed our plans for the year ahead and continue to diversify our funding to ensure a secure and sustainable future. We move forward from a position of strength.



Parent-Infant FOUNDATION

Vision

Our Vision is of a UK in which all parents and carers are supported to create sensitive, nurturing relationships with their babies to lay the foundation for lifelong mental and physical health.



Our work

We work to support the growth and quality of specialised parent- infant relationship teams across the UK.

We are the only charity proactively supporting these teams and sharing the importance of their work. We do this regardless of how teams are funded or where in the system they are situated by:



Enabling and expanding specialised parent-infant relationship teams



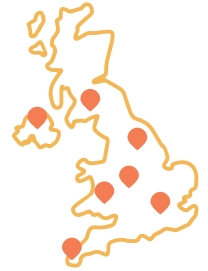
Promoting and driving quality across the network of parent-infant relationship teams



Giving babies and the services that work with them a clear and compelling voice

Coverage

We work with existing parent-infant teams around the UK and areas interested in setting up a team.



What we can offer

For established and emerging teams we can offer:



Arm's length support during their development journey



A comprehensive, web-based development and implementation toolkit



Bespoke consultation and advice

What we do

Membership of the Parent-Infant Teams Network for established teams



A free, multi-disciplinary collective that provides:

- A space for shared learning and information
- Peer support
- Free, regular events including networking days and webinars
- Regular briefings and newsletters
- Every individual team member is invited to join



Access to the Network area of the Foundation website, a repository of team resources contributed by teams around the UK



Focused evaluation and research commissioned to highlight the need for parent-infant teams, the value of their work and to inform development



Assistance for teams to collect and use data and evidence to ensure high quality services

Policy and campaigning



We lead the First 1001 Days Movement and co-ordinate the Conception to Age 2 All-Party Parliamentary Group



We advocate for specialist parent-infant provision at a national level



We organise Infant Mental Health Awareness Week to showcase more widely the importance of early relationships and to campaign for change



We provide tools and resources to aid local conversations

What we don't do



We don't fund, manage or regulate teams

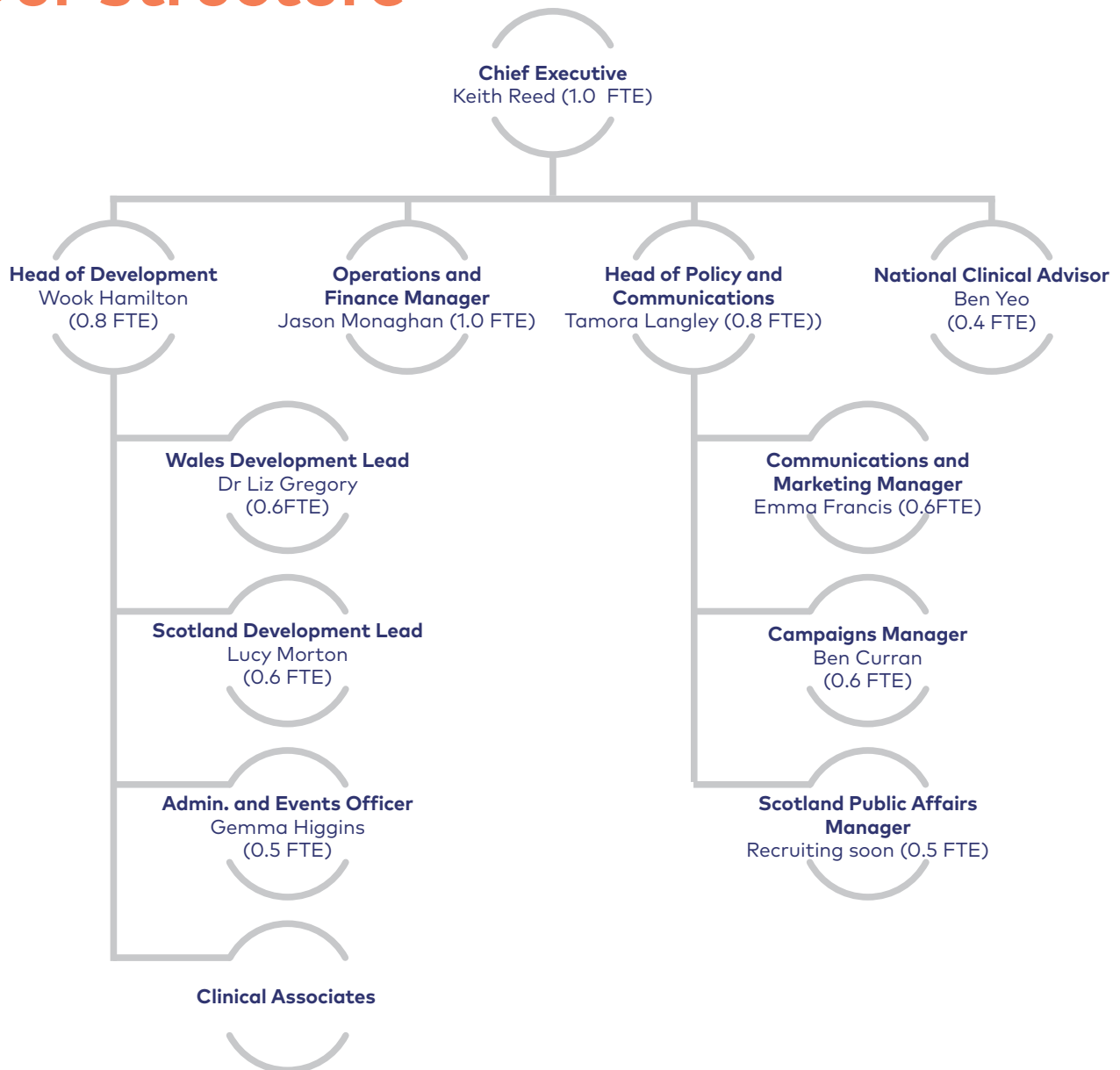


We don't deliver content for individual practitioners outside of specialised teams (Other organisations do this, such as AIMH UK, ACP, UKCP, BPS, etc.)



We don't deliver services or content directly to the public

Our structure



The charity is governed by a small team of six trustees and managed by a team of eleven staff (FTE 7.0) and a freelance fundraising consultant.

The team are all home based. The team meet together every month. The board currently meets every other month.

You can find out more about our staff and trustees at www.parentinfantfoundation.org.uk/people

Our financial health

The organisation has received funding from a range of charitable trusts and foundations. Many of these grants are long-term commitments, which help the charity deliver its work with greater certainty. We are grateful to them all.

Our annual income last year was approximately £550k and our official accounts for 2022-23 are currently in preparation. We are budgeting on our income being over £650k this year. Our latest financial accounts can be found [here](#).

We believe our strategy can be delivered at this income level in the years ahead, but we will take opportunities, when they arise, to do even more. This means we spend time and resources to actively build relationships with existing and new funders.



Our impact and the impact of teams

While the first two years of a child's life is a period of the upmost vulnerability, it also offers a window of opportunity. There is a growing body of evidence that specialised parent-infant relationship teams and the interventions they use can help babies by identifying and treating these disturbed patterns of relating, including with the most complex and vulnerable families, by making a positive impact in three vital areas:

- Strengthening relationships between babies and caregivers
- Supporting babies' development and wellbeing (including those most at risk)
- Improving the mental health of caregivers.

We have committed to continue gathering the evidence of parent-infant teams and the interventions they use going forward and publish an annual summary of the latest evidence.

We routinely gather feedback on the development support we provide to professionals and commissioners through our resources, learning events and consultancy advice. Our key resources were viewed over 10,000 times during the past year.

- Our development implementation toolkit, which helps guide professionals on how to set up services and teams, was rated as useful or very useful by 100% of respondents.
- 96% of learning event respondents found them to be useful or very useful and 84% said their understanding had improved or improved significantly.
- Feedback on our consultancy advice has confirmed it has been extremely useful in helping professionals set up new services or improve their existing practice. An independent evaluation of our support in Scotland has verified this.

Our work with the leading children's charities through the First 1001 Days movement has seeded parent-infant work more widely with inclusion in UNICEF's infant mental health toolkit and NSPCC Scotland's report. Our collaborative approach has engaged partners beyond the movement to share our surveys, speak at our conferences and invite us to contribute to their publications and events.

Our close working with the English Government's Start for Life team has influenced guidance for Local Authorities, and the outcome measures they use in the programme. Furthermore, NHS England's Maternity and Neonatal single delivery plan includes prioritising Start for Life and Baby Friendly initiative adoption (which focuses on infant feeding and relationships). In the past year, we have supported ministerial visits to teams and won new supporters in government. A debate, on infant mental health in 2022 in Westminster Hall saw MPs from all parties participate. And we have been appointed, by Governments, to expert groups in England, Scotland, and Wales.





Our commitment to diversity, inclusion, and you

The Parent-Infant Foundation is committed to supporting diversity and inclusion in its structures, the staff members it employs and in the families that parent-infant relationship teams and services work with. It consciously works to build a culture where every staff member is recognised and valued as an individual, with the ability to grow and develop.

We are interested in hearing from passionate and experienced people across a diverse range of backgrounds, particularly those from historically under-represented groups amongst trustees.

These include applicants from ethnic minority backgrounds, those who may have a disability, or have experienced parent-infant relationship challenges themselves, or live and work within communities where this is a significant challenge. You do not require previous trustee experience

to apply. We are happy to organise a trustee to shadow and learn from to help you settle in.

The Parent-Infant Foundation recognises that some groups of potential applicants may face barriers to taking on a trustee role. Where possible, we would like to work with you to break these down. As such, we are happy to consider any reasonable adjustments that potential trustees may need to be successful, including adjustments through the interview process.

We like trustees to be present in person and look at accessibility to enable this. We hold meetings in the late afternoon and early evening. We are happy to pay for childcare costs. We offer remote attendance via video if in person attendance is impossible on the day. All expenses for taking part in meetings and training are covered.



Role description

Salary	Voluntary position with expenses provided for travel, childcare and training.
Location	Board meetings take place in London six times a year. Attendance in person is strongly encouraged, though colleagues do attend some meetings remotely where in real life this is not possible.
Time commitment	Approximately 12 days a year inclusive of board meetings and pre-reading.
Term of office	3 years, renewable for a second 3-year term.

Main responsibilities

The Chair leads the Board of Trustees and works closely with the CEO and Senior Leadership team of the Foundation to achieve its goals. The Chair is responsible for key areas, including:

Strategy and Governance

- Ensuring that the Board operates effectively in the consideration, iteration and approval of the strategy proposed by the CEO and Senior Leadership team in support of the Foundation's vision
- Ensuring, with Trustees, that the Foundation Trust operates efficiently and effectively to fulfil its objectives
- Ensuring high standards of governance and risk management
- Ensuring that the Board is as diverse as possible and provides the range of knowledge, skills and experience necessary to deliver the Foundation's aims including regular appraisal and review of the Board and its Trustees.
- Ensuring the organisation is accountable and transparent in its activities
- Ensuring compliance with relevant charitable and company legislation

Lead Board Meetings

- Lead all on all aspects of meeting management including: encouraging discussion at Board meetings, summarising key points and ensuring decisions are made and implemented

Guidance and support to the CEO

- Appointment and appraisal of the CEO
- Regular formal and informal 1-2-1 meetings with the CEO
- Work in partnership with the CEO to support them achieve the aims of the Foundation
- Support and guidance on operations, including personnel management as appropriate

Financial

- Ensuring, with the Board, sound financial oversight including review and approval of the annual budget
- Oversight of high standards of financial management

Advocacy

- Using personal and professional networks to help the executive with access/ insights to relevant stakeholders and supporters including government, civil society, funders and other partners
- Advice and assistance in raising and maintaining the Foundation's profile in the UK

Experience

Chair – specific experience required

- The willingness and capability to devote the time needed to fulfil the role
- Non-executive and/or executive leadership experience at Board level either in the private or Not for Profit sectors
- Experience of chairing boards, or multi-disciplinary groups
- Ability to think strategically, provide constructive challenge and build cohesion
- Requisite financial acumen
- Bi-partisan ability to represent the Board of Trustees appropriately and effectively across a wide range of stakeholders

Expectations of all Trustees

- Act in the Foundation’s best interests, ensuring the charity complies with its governance responsibilities, charity law, company law and any other relevant legislation or regulations, and ensure the effective management of resources and of risk;
- Bring personal experience and professional expertise to the Board; contribute to key strategic debates within the organisation; and help to strengthen Board governance; to, challenge and have Board-level strategic oversight of the Foundation’s work across the UK;
- Provide thought leadership and strategic insight into the Foundation’s development, research and influencing activities;
- Ensure that all the Foundation’s work is informed by the needs of babies, families and the professionals who work with them.

Time commitment

Approx 10-15 days per annum.

The board meet six times per year in person meetings including an annual away-day.

The Chair would be expected to establish a regular pattern of formal/informal contact with Keith Reed CEO.



Qualities sought

- Ability to think strategically on the key issues facing the Foundation and provide constructive challenge to Board colleagues and the Executive team
- Good communicator with the ability to work collaboratively and contribute as part of a team
- Understanding of charity governance and for the role delineation between Executive and non-Executive functions
- Ability to think things through and probe strategic issues in a systematic manner, and provide detailed and factual advice
- Organised, ability to work hard, to high standards, and with attention to detail
- Shrewd decision-maker, accompanied by a sense of what is achievable, feasible and valuable



Qualifications

We are open to a wide variety of backgrounds, expertise and perspectives and do not seek any formal qualifications for this role. (For context, we do ask for formal qualifications for specific roles on our Board: our Treasurer is a qualified accountant; our Vice Chair is a senior clinician registered with their appropriate professional body, as is one other Trustee.)

Above all, we want to work with low-ego, self-aware, mission-driven people and need you to demonstrate the following capabilities and values:

- Commitment to our work and ambition
- Commitment to working in a culturally-

informed way and to valuing equity, diversity and inclusion

- The ability to communicate clearly and work collaboratively with fellow Trustees and our colleagues on the Staff Team
- Personal integrity

Applicants do not need to declare any criminal convictions at this stage. We will ask successful candidates to complete a criminal self-declaration form prior to appointment. This is to ensure candidates can fulfil trustee fiduciary, safeguarding and reputational responsibilities towards the charity.

Recruitment process

Please send a CV and cover letter (of no more than two sides each) setting out your motivation and suitability for the role. These should be sent to our Chief Executive, Keith Reed, keith@parentinfantfoundation.org.uk

Recruitment timetable

Closing date for applications
Monday 8th January 2024

Pre-application calls with our CEO
Prior to 8th January 2024

Shortlisting deadline:
Wednesday 10th January 2024

Notify candidates for interview
Wednesday 10th January 2024

Interview date
Friday 19th January 2024

These will be held via zoom. Candidates will be short-listed by three Trustees, who will also conduct interviews. Appointments will be made by the whole board following verbal references.

There will be an opportunity to observe a board meeting.

Trustee meeting attendance
23rd January 2024