



# CHAIR RECRUITMENT CANDIDATE INFORMATION PACK



The  
Caldecott  
Foundation

Trustees  
Unlimited

# ABOUT US

## Helping children build a future

The Caldecott Foundation, based in Kent and Nottinghamshire, is dedicated to transforming the lives of children and young people who have faced challenging beginnings. With over a century of experience, we provide therapeutic residential care, foster families, and tailored education through our purpose-built schools, which support pupils with identified educational needs. Our schools offer a nurturing environment, with personalised learning, home tutoring, and weekly boarding options to help children thrive.

At the heart of our approach is the 'Caldecott Relational Model', which fosters secure, reparative relationships, ensuring that every child feels safe, supported, and valued. Our highly trained professionals, including therapists and educators, deliver therapeutic care and bespoke education, creating pathways to mainstream schooling where possible.

Founded in 1911, we have continuously adapted to meet society's changing needs, caring for vulnerable children, including refugees, through significant historical challenges. As we remain committed to building positive futures, we are inviting applicants for the role of the Chair of Trustees and help us continue providing life-changing support for children who need it most.



## VISION

Helping Children  
Build a Future



## MISSION

Leading the way in  
therapeutic care and  
education



## CORE VALUES

- Maintain integrity in everything we do
- Commit to continual development through learning
- Build positive relationships based on mutual respect
- Be socially responsible in our actions



## RESIDENTIAL CARE

The Caldecott Foundation has been committed to providing outstanding childcare for more than a hundred years. We have seven registered children's homes across Kent and Nottinghamshire, most of which are rated by Ofsted as 'Outstanding'. We recognise that caring for children who have experienced extreme trauma in their young lives is a challenging and complex task. The basis of our approach is the creation of a secure base for each child which we achieve through our relational model of care.

For us this work begins with the key worker. We believe it is important for the child to initially build a safe, secure, trusting relationship with one individual rather than expecting them to manage multiple relationships as soon as they arrive. Indeed the key worker plays a crucial role for our children and young people throughout their placement and beyond.

We also recognise the importance of providing a warm, safe and emotionally containing home for our young people and invest in the environment as a family would. Having school photos on the bookshelf and toys in the living room to play with. A bedroom which they can personalise to create a space where they feel comfortable and can enjoy spending time. Mealtimes together to talk about their day at school and what they would like to do at the weekend.

Routines, structure and boundaries are there to support and nurture the unmet needs of the children. Regular meetings, study days and case management meetings are all in place to maintain a culture of containment and space to consider each child's progress.

## FOSTERING

Caldecott Fostering, rated Outstanding by Ofsted, is committed to child-centred practice and personalised packages of care and support to our Foster Carers. Becoming a Foster Carer with them means joining a community dedicated to transforming young people's lives.



**"Fostering agency staff have high morale and hold young people at the centre of their work. They are passionate and committed in doing their best for them." –Ofsted, January 2019**


## CALDECOTT THERAPY

The Caldecott Foundation has a long-standing tradition of caring for children who have suffered pervasive trauma and attachment disruption throughout their early lives. To address these trauma symptoms The Caldecott Foundation provides a safe, containing and facilitative therapeutic environment. All staff are trained in attachment informed, psychodynamic therapeutic care theory and practice. They are supported through regular mentalisation consultation to understand the meaning inherent in the child's behaviour, so to respond in an attuned and reflective manner to meet the child's emotional, psychological and behavioural needs, as they change through their individual therapeutic and developmental process.

To ensure continuity of therapeutic focus across all areas of the child's life, an individualised integrative treatment plan is completed, to guide intervention, and reviewed every six months to ensure treatment efficacy longer term. This plan is informed via extensive reading of background information, observations of the child in all contexts of their life, and is augmented through a range of assessment protocols/scales relevant to the child's unique trauma experience, behavioural presentation and assessed therapeutic needs.

## CALDECOTT SCHOOL

The Caldecott School is a non-maintained special school catering for young people with social, emotional and mental health difficulties, including a range of communication needs, between the ages of 8 and 18. Governors, senior leaders and all staff teams work tirelessly to provide a safe, stimulating and nurturing learning environment where boys and girls can develop their full potential. Through a personalised curriculum offer, underpinned by a holistic approach to therapeutic interventions we aim to re-engage each and every learner. Our approach supports rapid improvements in pupils' behaviour and builds the key competencies and skills pupils need for the next stage of their learning, be that moving between a key stage, re-integration to a new school or transition to college or work.



There is a strong correlation between improvements in pupils' behaviour, the school's excellent work to promote pupils' personal development and welfare, and the good and improving outcomes now evident for the majority of learners.' - Ofsted, March 2017

# OUR 2023-2028 STRATEGIC PLAN

Our Strategic Plan 2023-28 is presented under the three pillars of Inclusion, Community and Sustainability. Structuring in this way will give us a plan which focuses on fundamental issues and can be effectively communicated to all stakeholders as it builds on our existing Core Values.

## COMMUNITY

Community is so critical for our culture, providing a sense of belonging, connection and acceptance which is something that many of our children, and of course some adults, will never have experienced. The boost to happiness, motivation and general mental health which comes from doing something for someone else, or achieving something significant together, can be a life-changing gift that all of our young people deserve.

Caldecott's community includes all of our children and young people who are currently with us, all those who have been supported in the past, staff, carers, parents, volunteers and supporters. However, collectively and individually we are also part of other communities whether local, regional, national and indeed international. These might include clubs, societies, groups, teams, professional bodies, business networks and so on. It is equally important for us to support and develop these connections as it is within Caldecott's own community.

## INCLUSION

Inclusion means valuing and supporting individuality allowing everyone to feel part of our community. Seeking to improve inclusion means identifying and tackling structural barriers and individual biases which lead to an individual feeling unvalued, unheard and excluded.

Existing and prospective employees want to be part of an organisation they can be proud of and be free to be the best version of themselves with no barriers. We need to be authentic. Inclusion without exception. This will ensure that we are able to reach our own staff, children, and volunteers and those within the local, national and international community.

## SUSTAINABILITY

As a charity supporting children, we should rightly place a high significance on how the choices that we make today will impact on their future as well as our local, national and international community. But there are also sound business reasons for making sustainability a focus for our strategy. Building resilience as a defence against the impact of unforeseen or unlikely events is critical given the pace of change in the world. Although sustainability is most closely associated with the environment and financial performance it is an equally important concept when applied to our people, culture and reputation and each of these aspects will have its own projects and measures for success.

# CHAIR OF THE BOARD OF TRUSTEES

## ABOUT THE THE ROLE

The Chair of the Board plays a pivotal role in providing strategic leadership and ensuring effective governance for the Foundation. The primary purpose of the role is to guide the Board in making impactful decisions that align with the Foundation's charitable objectives, while maintaining the highest standards of integrity and accountability. You will foster a collaborative and high-performing Board culture, support trustee development, and ensure strong relationships with key stakeholders, including funders and partners. Acting as the Foundation's ambassador, you will advocate for vulnerable children and young people, ensuring their needs remain central to the Foundation's mission and operations.

## KEY RESPONSIBILITIES

- Provide strategic leadership to the Board, ensuring effective governance, decision-making, and alignment with charitable objectives and regulatory requirements.
- Chair meetings, fostering a collaborative Board culture, and ensuring all trustees contribute.
- Support trustee recruitment, development, and oversee committee structures for efficient delegation.
- Act as an ambassador for the Foundation, building relationships with stakeholders and advocating for vulnerable children and young people.

## PERSON SPECIFICATION

### *Essential Skills & Experience:*

- Proven experience in a senior Board role, with strong governance and strategic leadership skills.
- Expertise in managing the interface between executive and non-executive teams.
- Excellent communication, diplomacy, stakeholder management skills and the ability to work collaboratively.
- Strong integrity, independent judgement, and commitment to charitable values.

### *Desirable Skills & Experience:*

- Background in charity governance, business leadership, or professional services.

## WHAT IMPACT THE OPPORTUNITY WILL HAVE

As Chair of the Board, your experience and leadership will be invaluable in guiding the organisation's strategic direction. This role is pivotal to the success of the Caldecott Foundation, ensuring effective governance and long-term impact. As part of a dedicated team of volunteer Trustees, you will play a crucial role in shaping our vision and driving outstanding outcomes for some of the most vulnerable young people in society. Your expertise will help strengthen our leadership and enhance the support we provide to those who need it most.

## WHAT'S IN IT FOR THE VOLUNTEER?

This is a pivotal time to join the Caldecott Foundation as Chair, bringing your leadership and expertise to guide the organisation's strategic direction. In this role, you will play a key part in shaping the future of the Foundation, influencing critical decisions that enhance our impact and ensure the highest standards of care and service delivery. This is a unique opportunity to work alongside dedicated Trustees, strengthening governance and driving meaningful change for vulnerable children and young people.

## TIME COMMITMENT

- Approximately 2 days per month.
- 4 Board meetings annually, with 50% held in person, in Kent.

**“Staff have really invested in the young people and this is shown in the strength of relationships. The young people have made significant progress all attending mainstream schools and achieving their full potential.”**  
Ofsted, November 2019



# HOW TO APPLY

If you are passionate about joining The Caldecott Foundation and believe you have the skills and experience we are looking for, please apply with the following:

- An up-to-date CV
- A supporting statement of no more than 2 sides of A4, detailing why you would like to be considered, your relevant experience and expertise and what you think you can bring to the role.

All applications are being handled by our recruitment partner, Trustees Unlimited (part of the Russam group).

**All applications should be sent to [applications@trustees-unlimited.co.uk](mailto:applications@trustees-unlimited.co.uk) with your full name and The Caldecott Foundation in the subject heading.**

For an informal discussion about the role, please contact Melissa Baxter, Managing Partner - Charities on:

[melissa.baxter@trustees-unlimited.co.uk](mailto:melissa.baxter@trustees-unlimited.co.uk) / 07789 985229.

Closing date for applications: Friday 25th April 2025

Interview with The Caldecott Foundation: w/c 19th May 2025 (dates TBC)



**HELPING CHILDREN BUILD A BETTER FUTURE**

Children's Homes • Education • Fostering • Boarding

[www.thecaldecottfoundation.co.uk](http://www.thecaldecottfoundation.co.uk)



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Registered Charity Number 307889  
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