



# Candidate Pack for Chief Operating Officer



NATIONAL  
CHILDREN'S  
BUREAU



# Welcome

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Dear Candidate,

I am delighted that you are considering joining us at the National Children's Bureau as our new Chief Operating Officer.

For over 60 years NCB has been driving change to improve the systems that keep children safe, secure and supported. We are immensely proud of our legacy – and more determined than ever to meet the challenges of today with integrity, purpose, and compassion.

As our Chief Operating Officer, you will play a pivotal role in the well-established and trusted Strategic Leadership Team helping us to achieve our strategic goals. Leading our Corporate Services directorate, you will ensure we have the robust, agile and inclusive systems, processes and people needed to deliver our mission. You will work closely with me, complementing and supporting me, and working closely with our trustees, to ensure we remain a high-performing, modern and respected organisation that delivers quality and impact at every level.

We are actively seeking to broaden the diversity of our leadership team through this appointment. We know that diverse leadership brings better decisions, stronger teams, and richer insight into the communities we serve. We want our senior leadership team to reflect the full breadth of talent and lived experience in our society — and we warmly welcome applications from candidates underrepresented in charity leadership roles, especially people from Black and Global Majority communities, disabled people, LGBTQ+ candidates and those with lived experience of the issues we work on.

NCB is, in itself, a system — made up of passionate, expert teams connected by a shared vision and a commitment to improving lives. We bring together experience, policy and practice, data and insight. And we're proud to be a place where people collaborate across boundaries, lead with integrity and courage, and create space for ambition, innovation, and reflection.

NCB is a collaborative, ambitious and compassionate workplace. We are serious about staff wellbeing, committed to anti-oppression and anti-racism, and always learning. You will find here a team that cares deeply about the work, and about each other.

This is an exciting time to join NCB. We are embarking on transformative work to strengthen our systems and culture so that we can achieve even greater outcomes for children, young people and beyond into adulthood.

As our COO, you will help shape this future – embedding operational excellence, driving change, and fostering an organisational culture rooted in our values.

Thank you for your interest in this important role. I hope you are inspired to apply and be part of our journey to break down the barriers and create opportunities so that every childhood provides the strong foundation needed for children and young people to thrive, both now and throughout their lives.

Warm wishes,



**Anna Feuchtwang, Chief Executive  
National Children's Bureau**

# About us

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Since 1963, the National Children's Bureau (NCB) has been at the forefront of campaigning for every child's right to a safe, secure and supported childhood. We are a dynamic and multifaceted organisation, working on a broad range of issues that affect the lives of millions of children and young people across the UK.

We champion children's rights by using evidence and expertise to influence government policy and support the professionals who work with children — with a particular focus on those who are most vulnerable or disadvantaged. We bring people and organisations together to drive systemic change and deliver a better childhood for all.

Our [2018–23 strategy United for a Better Childhood](#) provided a framework to respond to the growing number of challenges facing children and young people and underpinned, among other things, our award-winning work to catalyse change in local systems around the country, our policy and influencing work that has won key changes and amendments to legislation and the amazing results of NCB's specialist membership groups.

But our mission doesn't stop at childhood. We know that people's lives don't neatly end or begin at 18 or 25 — so we don't put a box around ourselves either. Childhood shapes everything that comes after, and we understand that to truly support children, we must also support the adults around them: parents, carers, families, and the professionals who help them thrive.

That's why [we work beyond childhood](#), taking a whole-system approach to create impact that lasts. We work across disciplines, life stages and sectors — tackling disadvantage, amplifying underrepresented voices, and addressing the structural factors that shape children's lives from early years into adulthood.

At NCB, our strength lies in connection: between policy, research and practice; between lived and learned experience; and between people, systems and ideas. We convene coalitions and partnerships that unite the sector and create momentum for system-wide change.

We are guided by the values of equity, courage, curiosity and connection — and we are committed to being an anti-oppressive and anti-racist organisation. We are continuously learning and striving to ensure our staff, leadership and culture reflect and represent the diverse communities we serve.

NCB's new corporate strategy 2024–2029 [United for a Better Childhood: Building Brighter Futures](#), outlines our ambition around Diversity, Equity and Inclusion (DEI). We have now built on this with a much more detailed [multi-year plan](#) that addresses both internal and external elements of DEI – how we will apply these principles to our staff and working culture – and how we will apply them to prioritising and measuring the impact of our work.

Together with our staff, partners and young people, we are building not just a better childhood — but a better future.

# Job description

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<b>Job title:</b>	Chief Operating Officer
<b>Reports to:</b>	Chief Executive
<b>Directorate:</b>	Corporate Services
<b>Direct reports:</b>	Deputy Director of Finance and Resources Head of People and Culture Assistant Director of Digital & Technology Project Management Compliance & Assurance Lead

## Role Purpose

To lead NCB's operations ensuring that the organisation has high-performing teams through excellent systems, processes and capabilities for finance, people, risk and assurance, data, digital and technology, and physical assets in order to deliver NCB's purpose and strategy demonstrating quality and impact.

To contribute to NCB's strategic aims through the Strategic Leadership Team by pioneering and transforming systems and processes that deliver a respected, modern, highly effective and trusted organisation congruent with NCB's values.

## Key Accountabilities

- Lead, develop and manage NCB's financial strategy, budgeting, forecasting and reporting processes, systems and services in order to meet NCB's strategic and operational business plans, enabling expert and prudent financial management.
- Oversee the external audit process and ensure compliance with all statutory and regulatory requirements relating to financial and taxation, legal, contractual and charity regulation matters.
- Establish and lead NCB's Risk and Assurance strategy, ensuring that our delivery meets the highest standards of quality and compliance.
- Be accountable to the Finance, Risk and Audit Committee of Trustees, and People and Culture Committee providing expert financial, risk, assurance and resource planning advice, to the Treasurer, People and Culture committee Chair and the Board of Trustees, to make informed decisions in meeting strategic goals.
- Lead the maintenance and development of a culture of continuous improvement within NCB in order to meet strategic goals.
- Provide expert professional advice and contributing to the decision making of the Chief Executive and Strategic Leadership Team particularly concerning financial, risk, compliance and assurance.
- Lead the development and implementation of NCB's systems, processes, culture and practice in people, finances, resources and technology, in line with organisational values and to drive operational excellence.
- Responsible for NCB's legal, regulatory & contractual compliance and quality assurance.
- Oversee the maintenance, care and provision of NCB's physical assets, ensuring that they provide a modern working environment to support staff productivity and wellbeing.
- Be accountable for the use of technology and provision of IT services for NCB.
- Provide the Corporate Services Team with clear and inspiring vision and direction.
- Be accountable for delivering NCB's strategic Goal 6 'Building respect and trust as a pioneering and high performing charity' ensuring NCB's processes, practice and culture enable diversity, equity and inclusivity.
- Deputise for the Chief Executive.

# Person specification

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## Knowledge and Experience

### Essential

- A calm and stable leadership style.
- Demonstrable commercial acumen and strong financial forecasting skills, a proven ability to work with and interpret complex financial information and accounting processes with the ability to communicate these to those without a financial background.
- Experience of setting and monitoring budgets at an organisational level and of developing and reviewing business plans.
- Experience with and passion for streamlining operations, systems, and processes and continuously working to identify improvements.
- Extensive experience of strategic management and team building at Director/Board level.
- Successful experience of managing teams across a range of disciplines, including Finance, People and Culture, Technology, Compliance, Data Protection, Project Management and Facilities.
- Demonstrable experience of leading projects, programme and project management expertise and understanding of change management processes including risk management, impact monitoring and evaluation across an organisation.
- Evidence of networking and managing relationships with senior officials and directors/CEOs in other organisations.
- Excellent writing, communication, interpersonal and presentation skills.

### Desirable

- Recognised financial management qualification (ACA, ACCA, CIMA or equivalent).
- Knowledge of charity accounting procedures.
- An understanding of the systems and infrastructure that support the delivery of services to babies, children, young people, their families and beyond into adulthood.

### Other

- The post requires some out of hours travelling and occasional overnight stays may be required, with reasonable notice given.
- This post requires a DBS check.

## Role Description

### Decision Making

- Lead NCB's strategic decision making on financial sustainability ensuring proper stewardship of resources.
- Lead NCB's strategic decision making on systems, processes, policies, practices and culture that drive quality improvement and change.
- Responsible for the directorate budget.

### Analysis and Initiative

- Working at the highest levels of initiative and autonomy.
- Identifying and Implementing best practice and innovation in finance, people, compliance, facilities, technology, systems, processes, culture and working practice.
- Assessing risk, assurance and opportunity and recommending mitigation and plans to the Chief Executive and SLT to improve the running of the organisation.

**Working Relationships**

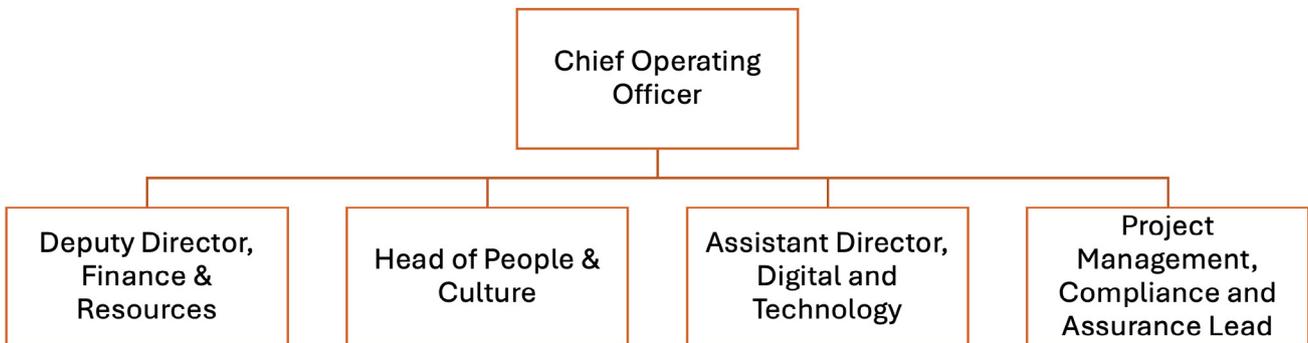
- Operate as an effective member of the Strategic Leadership Team contributing advice and recommendations to the board of trustees.
- Co-ordinate and bring together communities of practice across NCB relating to corporate services.
- Provide leadership and effective management support to the Chief Executive, problem solving in all areas of staffing and people, administration, project completion.

**Developing Others**

- Lead the motivation and development of staff in Corporate Services to create a high performing team that is responsive to the needs of the organisation.
- Initiate and manage contracts and suppliers as appropriate for the team.
- Lead the innovation and implementation of all NCB staff development in terms of People and Culture policies and practice, strategic change programmes.
- Role model reflective, safe and inspiring leadership including anti-oppressive and anti-racist behaviour.

**Resource Management**

- Ensure NCB has the right resources in place to deliver its strategy.
- Safeguard NCB's long-term financial sustainability.
- Oversee the financial performance of the Corporate Services team.
- Lead and direct NCB's investment in new areas of Corporate Services.
- Approve and manage contracts supporting the delivery of NCB's operations.



## Working at the National Children's Bureau

NCB is an equal opportunity employer and implements a programme of positive action to make this policy fully effective by ensuring that no job applicant or employee receives less favourable treatment on the grounds of protected characteristics or attributes.

We're here to bring about a world where children are safe, secure and supported. In order to achieve that vision, we must tackle inequality and oppression in all its forms, including in the voluntary sector and in our own organisation, and demonstrate our commitment to diversity, equity and inclusion.

Making NCB an inclusive place to work for all our staff is a priority.

## Wellbeing, inclusion and diversity in the workplace

NCB is a Disability Confident Committed organisation, a Living Wage Employer, and MIND-accredited. We are currently working towards ISO accreditation in Quality Assurance, Environmental Management, and Information Security. NCB has also signed the Halo Code—a pledge to prevent discrimination based on natural hair and protective hairstyles linked to racial, ethnic, and cultural identities.

You can view all our accreditations [here](#).

## Background Checks

To ensure we effectively safeguard the children and young people that we work with, NCB will carry out a number of pre-employment checks as part of our recruitment and selection process to enable us to make informed recruitment decisions. After interview we may ask potential staff members in relevant roles for consent to a Disclosure check which will be carried out by the Disclosure and Barring Service (DBS).

In order to process the Disclosure check, NCB is required to confirm the identity of any potential staff members. For this reason, we will seek documentation as evidence of identity and a list of the documents required will be discussed with the potential staff member by the Human Resources team. You do not have to consent to these checks being carried out. However, if consent is withheld NCB will have the right to withdraw the offer of employment.

## Data Protection Statement

The information that you provide on this form and that obtained from other relevant sources will be used to process your application for employment. We may also use the information if there is a complaint or legal challenge relevant to this recruitment process. We may check the information collected, with third parties or with other information held by us. We may also use or pass to certain third parties' information to prevent or detect crime, to protect public funds, or in other ways as permitted by law. By signing the application form you are agreeing to the processing of sensitive personal data in accordance with our registration with the Data Protection Commissioner.



# Terms of appointment

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## Salary

The salary for this role is £90,820 per annum on a full-time permanent basis. Flexible working arrangements are welcome.

## Location

Hybrid with regular attendance in London office. We offer a range of benefits to employees.

## Family-friendly and work-life balance policies

We regularly review our policies to ensure they reflect the changing lifestyle patterns of our staff with family or other commitments. We offer a number of posts on a part-time basis and flexible working arrangements as well as hybrid working for all staff.

## Annual Leave

We offer an above sector average annual leave entitlement of 30 days per year (pro rata for part-time staff), and three fixed 'extra' days holiday to be taken at Christmas in addition to statutory Bank Holidays.

## Pension Scheme

We offer a competitive pension scheme where your contributions are enhanced by NCB—up to 8%. After three years of service, you'll receive an enhanced employer contribution of 10% when you contribute 5%.

## Employee Assistance Programme

We provide a confidential external advice service run by qualified advisors.

## Learning and Development

We offer a wide range of training and development opportunities for those within post.

## Diversity, Equity and Inclusion

We are committed to promoting equality of opportunity. This is reflected in our work and employment practices.

We support and lead [Open to All](#) – a campaign to encourage charities to only require degrees from applicants when strictly necessary for a role.

Staff recruitment is carried out by a panel and is based on the selection criteria designed for each post.

# How to apply

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We hope you will consider making an application and we will be holding a **webinar at 12pm Tuesday 13th May 2025**, please join us to ask any questions, or better understand the COO role at NCB.

We are taking a positive action approach to this key appointment, and as part of that, we would like to ensure that the shortlist reflects strong representation from Black and Global Majority candidates.

If you have questions about the appointment and would find it helpful to have an informal conversation, please contact Usma Collins at [Usma.Collins@starfishsearch.com](mailto:Usma.Collins@starfishsearch.com) and we will be happy to arrange a call. To make an application, please go to <https://starfishsearch.com/jobs/ncb-coo/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- Respond to the following key questions, to illustrate your experience and expertise
  1. Describe how you have driven change across an organisation's systems, policies, culture, and practices.
  2. How have you led organisational approaches to risk management and assurance?
  3. What is your approach to developing and delivering a financial strategy within an organisation?

We would also be grateful if you would complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

<b>Closing date:</b>	Friday 6th June 2025
<b>Preliminary interviews:</b>	w/c 16th June and w/c 23rd June 2025
<b>NCB two-stage, final interviews:</b>	Tuesday 1st July and final round Monday 7th July 2025

