



# Trustee Recruitment Pack 2026



[www.henry.org.uk](http://www.henry.org.uk) | [info@henry.org.uk](mailto:info@henry.org.uk) | 01865 302973

Registered office: HENRY, 6 Elm Place, Old Witney Rd, Oxfordshire, OX29 4BD

HENRY is a registered charity in England and Wales reg. no. 1132581. Company reg. no. 06952404.



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# Welcome from our Chair of Trustees

Dear Candidate, thank you for your interest in HENRY and joining our board of trustees.

At HENRY, we believe every baby and child deserves the healthiest possible start in life. Yet across the UK, too many families face barriers that make this harder to achieve. Inequalities in health and wellbeing begin early, and their impact can last a lifetime.



For more than 15 years, HENRY has worked alongside families, communities and professionals to help create healthier futures for children. We do this through evidence-based support that builds confidence, strengthens relationships and empowers families to make sustainable changes that improve wellbeing.

Today, HENRY is supporting thousands of families every year and training professionals across health and early years systems nationally. We are proud of the impact we have achieved—but we are equally ambitious about what comes next.

As we enter a new phase of development, with a refreshed long-term strategy and growing national reach, we are looking for new trustees who can help shape the future of the organisation. This is an important moment for HENRY. Like many charities, we are operating in a challenging and changing environment, requiring us to think strategically about sustainability, growth, partnerships and influence.

We are particularly keen to hear from individuals who can bring expertise in areas such as marketing and communications, income generation and fundraising, and legal and contractual matters. Previous trustee or governance experience would be valuable, and we are equally interested in people with lived experience of our work, and those aspiring to contribute at Board level.

Being a trustee at HENRY is both a responsibility and a privilege. Our trustees play a vital role in helping ensure the organisation remains ambitious, well governed and focused on delivering meaningful impact for children and families.

In return, we hope you will find the experience rewarding, collaborative and purposeful. You will join a committed Board and staff team united by a shared belief in the importance of early intervention and the difference that compassionate, evidence-based support can make.

Thank you again for considering HENRY. We hope this pack gives you a sense of both the opportunity and the impact of joining our Board, and we look forward to hearing from you.

A handwritten signature in blue ink that reads "Tracey". The signature is stylized and fluid.

Tracey Chong, Chair of Trustees

# A Healthier Start for every Child

Thank you for your interest in becoming a trustee of HENRY.

Founded in 2009, HENRY (Health, Exercise, Nutrition for the Really Young) is a UK charity working hand-in-hand with parents, carers, and practitioners to transform family life and create healthier, happier futures for babies and children now and for the future.

Our holistic approach supports families in making sustainable changes that benefit physical health, emotional well-being and strong family relationships. Delivery of our work is focused in communities facing the greatest health inequalities.

In the last year:

<b>21,662</b>	Families were supported through HENRY's programmes, workshops, drop-ins and 1-2-1 support, a 25% increase on last year.
<b>11,500</b>	Families attended one of HENRY's workshops or programmes, of which 1,383 and 720 respectively were delivered.
<b>9,608</b>	Parents and babies benefitted from HENRY's infant feeding support – a 59% increase on the previous year. We continue to see local breastfeeding prevalence increasing in the two localities we serve with this service.
<b>88%</b>	Participants reported leading a healthier family lifestyle after attending our sessions.
<b>86%</b>	of workshop participants reported higher confidence around the relevant topic i.e. starting solids, keeping teeth healthy, managing 'fussy eating'
<b>96%</b>	Participants rated the programme or workshop as good or great
<b>38%</b>	Families attending HENRY workshops and programmes were from a minority ethnic background
<b>35%</b>	Families attending HENRY workshops and programmes were from the most deprived 20% of the population (as measured by the Core20)

# HENRY's purpose, vision and values

## Our Purpose

We partner with parents and carers in building healthy habits for lasting family wellbeing.

## Our Vision

A healthy and happy start for every baby and child.

What this means in practice is:

- working in partnership with parents and carers so that they feel confident, skilled, and knowledgeable to nurture their children's healthy growth and development through simple, impactful changes. We do this through our universal programmes and workshops, and through one-to-one support such as our community-based infant feeding support.
- training professionals and practitioners that surround families with babies and young children in having the confidence, skills and knowledge to sensitively raise healthy lifestyle habits and possible change with families.

We are a values-led organisation. In everything we do, we strive to be:

- **Empathic:** We start where people are; with kindness, understanding and without judgement.
- **Respectful:** We foster inclusion, embracing and valuing each other's unique perspectives and experiences.
- **Impact-driven:** We are ambitious active learners guided by data, current evidence and curiosity.
- **Collaborative:** We work in partnership maximising collective strengths, knowledge and experiences.



# Why our work matters

Inequalities in early childhood health are widening. Families want the best for their children but face increasing barriers to making healthy choices. Without support that is family-centred, these inequalities persist across generations.

Early intervention—during pregnancy and the early years—is one of the most effective ways to improve lifelong outcomes.

Many of the foundations for lifelong health, learning and wellbeing are laid in early childhood. A child's earliest experiences can shape their physical, intellectual and emotional development, influencing their health, happiness, opportunities and life chances well into adulthood.

Yet today, millions of babies and children across the UK are growing up in families and communities facing poverty and disadvantage through no fault of their own. Children's health and development are shaped not only by the love and care they receive at home, but also by the wider conditions around them - including income, housing, access to healthy food, local services, safe places to play and the support available in their communities.

Too many families with babies and children face barriers that can make it harder to access nutritious food, good oral health, positive wellbeing, learning opportunities and the support they need to thrive. These inequalities are not inevitable. With the right support, delivered early and shaped around the strengths and needs of local communities, their impact can be reduced.

By embedding our approach within communities, we are helping to close gaps in health and social inequality, supporting babies, children and families today and helping to transform children's lives for the future.

**90%**

of a child's brain is developed by age 5 — shaped by their early experiences

**1 in 3**

children live in poverty

**1 in 10**

children are living with obesity by age 5

**1 in 5**

children have tooth decay by age 5



## What we do

We focus specifically on the importance of responsive caregiving, a healthy diet and an active life. We work directly with parents and caregivers, delivering programmes, workshops and support to empower them with the confidence and skills to adopt healthy family habits within their family that will enable their children to thrive in childhood and beyond.

Examples include:

- **Preparation for Parenthood** - an antenatal programme for expectant parents/carers
- **Healthy Families: Right from the Start** - a postnatal programme for parents and carers with a child (or children) up to the age of 5y
- **Infant Feeding** - local support for families with a newborn, to support with early feeding
- **Starting solids** - a postnatal workshop supporting the transition from milk to solid foods
- **Healthy Families: Growing Up** - a programme for parents and carers with a child (or children) between the ages of 6-12y

**We also train the professionals** that work with and support parents and caregivers e.g. health visitors, early years practitioners, maternity staff, teachers. We teach the HENRY approach to help them be alongside parents, understand what they want to achieve for their family and support them in the behaviour changes that might be needed to achieve their goals.

**We also work with other organisations** to influence policymakers to play their part in supporting a society that makes it easier for parents and caregivers to provide the healthy start every child deserves.

Our explainer video describes more [here](#).

# About HENRY

## Our Organisation

We are based in Eynsham, Oxfordshire and deliver our work across the UK both directly and in partnership with other organisations. We have a staff team of approximately 48 and 15 sessional staff. We also work with a small team of committed freelance trainers. Our income comes primarily from local authorities, and we have an annual income of approximately £2.2m.

## Our Strategy and Future Direction

Our current strategy runs until 2030 and has a clear focus:

- Reach – expanding access to more families across the UK with impact
- Sustainability – diversifying income and strengthening financial resilience
- Quality and impact – maintaining evidence-based delivery at scale
- Influence – shaping policy and practice in early years health

You can find our latest report to the Charity Commission [here](#).

Our website is here: [HENRY website](#)





## What we are looking for in new trustees

**We will be welcoming up to three new trustees to our board in 2026.**

We are committed to having a **more diverse board, reflective of the communities we serve and with a range of lived experiences**. It is important to us that our Board has the **diversity of thought needed to underpin good governance**.

We are keen to hear from people who might not have previously considered joining a board of trustees as well as those who have some experience either as a trustee or in another governance role. We will support anyone who needs it to acquire new skills.

**We are currently looking for new trustees with specific experience to help us reach more babies, children and their families. You may have additional skills too.**

**We're currently interested in any of the following skills and experience:**

- **Lived experience of HENRY**, either as a family, or as a practitioner working with families
- **Marketing and communications** To help strengthen our profile, articulate our impact clearly, and support engagement with key audiences including commissioners, partners and funders.
- **Legal** Particularly in relation to contracts, partnerships and organisational risk as we expand our delivery model.
- **Income generation**. Our main source of income is through commissioned contracts from local authorities. We welcome experience of fundraising from different streams.




Please note that as a charity working with families and young children anyone offered a role will undergo a DBS check with us. Having a criminal conviction doesn't necessarily prevent you being a trustee with us. You can find out more about this [here](#) including what automatically disqualifies you from being a trustee in any charity.

# Your responsibilities as a trustee

Being a charity trustee is an important leadership role that has specific responsibilities and legal duties.

Our trustees have overall responsibility for the charity but they do not run it on a day-to-day basis - this is done by our staff and volunteers. The board of trustees collectively make decisions about the approach and direction the charity will take and makes sure the charity complies with all legal and regulatory obligations.

The Charity Commission describes the role as follows:



*Trustees have overall control of a charity and are responsible for making sure it is doing what it was set up to do. They may be known by other titles, such as: directors; board members; governors; committee members. Whatever they are called, trustees are the people who lead the charity and decide how it is run.*

A Trustees play a vital role in the leadership of HENRY.

They are responsible for ensuring that the organisation:

- Delivers its charitable purpose
- Uses its resources effectively
- Complies with legal and regulatory requirements
- Is well governed and strategically directed

Trustees work collectively to:

- Set and monitor strategy
- Oversee financial performance and sustainability
- Manage risk
- Support and constructively challenge the executive team

This is a strategic role rather than an operational one.

Some useful documents to describe the role further:

[The essential trustee: what you need to know, what you need to do](#) (CC3) - GOV.UK (www.gov.uk)

[Short 5 min video guides to being a Trustee](#)

[The Six Main Duties of a Trustee](#)

# Working together

A trustee commits to:

- **Attend trustee meetings.**
  - Our full board meets quarterly. At the moment these happen on a week day and within working hours but we will review this once we have recruited. We typically hold two of these online, and two in person in Birmingham. These meetings usually last about four hours.
  - We currently have one sub-committee, the Finance, Audit and Risk Committee, which also meets quarterly online. These meetings last approximately two hours. We may expand to an additional sub-committee. You may be asked to consider joining a sub-committee.
- **Read the meeting agendas and papers**, which are typically emailed to each trustee a week before, and prepare thoroughly for the meetings.
- **Once a year attend a trustee away day** where we think about our future plans and take part in training. This is in person and usually at our Eynsham office in Oxfordshire.
- **Get to know our work**, consider visiting or joining our colleagues to see HENRY in action.
- **Trustees are appointed for a 3-year term of office.** This can be renewed for a further two terms to a maximum of nine years. Trustees are of course able to resign at any time during this period.

**We have provided a more detailed role description and person specification at the end of this document**

Our commitment to you:

- Being a trustee is a **voluntary** role but the **charity will pay for out-of-pocket expenses**, for example for travel to trustee meetings or childcare costs so you can attend meetings.
- If you haven't been a trustee before we can provide **extra training and you will have another trustee as a 'buddy'** to talk through trustee papers, answer questions you have and provide support.
- Develop your strategic and governance experience in a national charity.
- Our experienced staff team is always on hand to **offer support and information** and we would hope you get to know staff across the organisation.
- To welcome you into HENRY, include you, listen to you and communicate with you respectfully and in a timely way.



# How to apply to become a HENRY trustee.

You are welcome to explore more about the role by having a confidential chat with our CEO Beckie [beckie.lang@henry.org.uk](mailto:beckie.lang@henry.org.uk).

Please complete our [short application form](#). It will ask for some contact details, examples of previous experience/education (this can include work and non work examples), and will explore:

- why you would like to be considered for the role
- what you bring to the role
- what you would like to gain from the role.

You will also need to confirm that you are not disqualified from applying to be a trustee (details can be found [here](#)).

If you need assistance in preparing an application please do let us know via [recruitment@henry.org.uk](mailto:recruitment@henry.org.uk), we are happy to help.

The closing date for applications is **10am Wednesday 19<sup>th</sup> August 2026**.

We will acknowledge receipt of your application so that you know it has been received.

Candidates who are shortlisted for interview will be contacted by telephone during the week beginning 31st August 2026. Unsuccessful applicants at this stage will be contacted by email.

Interviews with 2 or 3 members of our current trustee board will be held at our Eynsham office in mid September.

# Role Description

**Job title: Trustee**

**Reports to: Board of Trustees**

## Main tasks

### Statutory Duties

- To ensure that the organisation complies with its governing document, charity law, company law and any other relevant legislation or regulations
- To ensure that the organisation pursues its objects as defined in its governing document
- To ensure the organisation uses its resources exclusively in pursuance of its objects
- 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 protect and manage the property of the charity and to ensure the proper investment of the charity's funds
- To appoint the directors and monitor their performance

### Other Duties

- Scrutinising board papers
- Leading discussions
- Providing guidance on new initiatives
- Advocate for the charity
- Other issues in which the trustee has special expertise

# Person Specification

**Job title: Trustee**

**Department: Board**

## Qualities

- Enthusiasm for our vision and mission
- Objectivity, respect, confidentiality
- A commitment to act solely in the best interests of HENRY without regard to personal interest or benefit
- Readiness to take and be accountable for decisions made
- The necessary time to be an effective trustee and being responsive
- A good team player
- No significant potential conflicts of interest
- A commitment to safeguarding

## Knowledge & Skills

- Strategic vision and the ability to focus on practical issues
- Awareness of how the world is changing politically, economically and socially
- Understanding of and commitment to equity, diversity and inclusion
- We are looking for people with skills and experience in any one of the following areas:
  - Fundraising
  - Law, as related to contracts
  - Marketing and communications
  - Lived experience of HENRY, either through receipt of services or delivery