



A letter to the children and young people

Caring for and supporting you is our great privilege; we are inspired every day by you.

We want to give you the best future possible, and we want to be here for the long term to support children and families.

We have a responsibility to you, for the services and support we provide today and in the future, and for the impact we have on the environment, communities, and world.

We want to play our part in caring for the planet you will live on and the communities you will grow up in. We want to make your world a kinder, more equal, healthier place to live.

**We take that responsibility seriously,
and here is how we are going to start...**


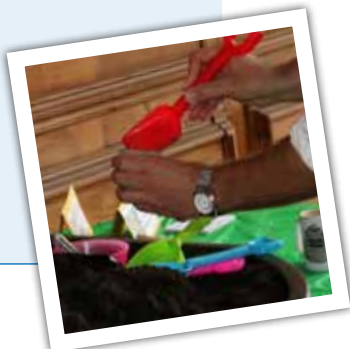


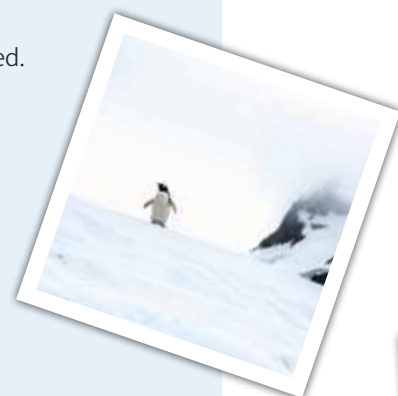


Where have we come from?

Some of the key things that have happened in the world and at The Children's Trust that have influenced where we are today.



Year	At The Children's Trust	In the world
1970-1990	<p>The Children's Trust owes its existence to the community who came to our aid when we were under threat of closure.</p> <p>From 1929 Tadworth Court was a country branch of Great Ormond Street Hospital, it became an important training facility for nurses and had 106 beds until threat of closure in 1982.</p> <p>1985 with much support from the community we became The Children's Trust, establishing a new rehabilitation service for children with acquired brain injury, and a school for children with complex education, health, care and therapy needs.</p>	<p>1972 The UN Conference on Human Environment first significant attempt to reach consensus on environmental issues.</p> <p>1985 Ozone hole above the Antarctic was discovered.</p>
1992		<p>The United National Earth Summit was held in Rio de Janeiro, establishing five international agreements on sustainability, climate change, biodiversity, forests and the Rio Declaration on environment and development. Rio highlighted the vital co-dependence of people and environment and arguably brought the issue of sustainability into the forefront of many people's mind for the first time.</p>
2015		<p>The Paris Agreement is signed – an internationally co-ordinated effort to tackle climate change.</p> <p>The UN introduced the Sustainable Development Goals – a universal call to action to end poverty, protect the planet and work towards peace and prosperity by 2030.</p>
2018	<p>As part of our CHKS accreditation The Children's Trust commissioned the British Safety Council to develop our first environmental strategy and audit. There was appetite for a greater commitment so the environment became part of our Health and Safety team's responsibility and an enhanced strategy was developed.</p>	

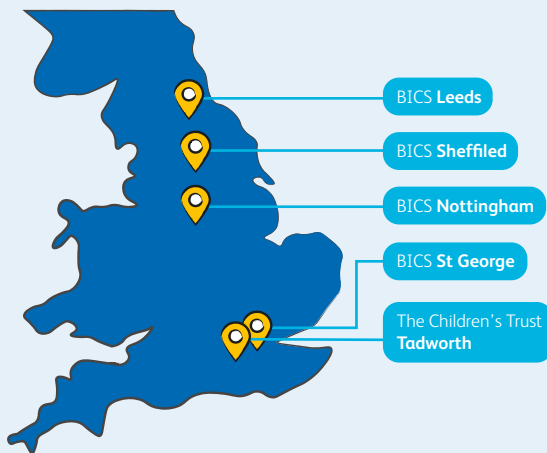




Year	At The Children's Trust	In the world
2019	<p>The Children's Trust committed to embracing six of the UN's Sustainable Development Goals as part of our Environmental Strategy.</p> <p>Our Environmental Strategy saw us aim to:</p> <p>Zero waste to landfill: increasing recycling and saving natural resources</p> <p>Reduction in carbon emissions by 10 % Reduction in transport carbon footprint, targeting a reduction on 20 % in carbon emitting staff travel</p> <p>We worked with The Carbon Trust to collate information on our environmental performance, creating a baseline and undertake an energy audit.</p>	<p>A young person speaks truth to power – 16-year-old Greta Thunberg spoke about Climate Change to world leaders at the United Nations, accusing them of wilful inaction.</p> <p>The UK government declared a climate emergency and committed to being net carbon zero by 2050.</p> <p>In the charity sector: Forster Communications reported that only three charities had publicly available corporate social responsibility information available and only 10 charities had a dedicated Sustainability Lead (out of the top 100 fundraising charities in the UK).</p> <p>'The disciplines of sustainability and corporate responsibility have barely made a dent in the cultures of the largest charities in the UK' (Matching Method to Mission, April 2019, Forster Communications)</p>
2020	<p>As part of our new five year strategy 'Hope and Ambition' The Children's Trust committed to being a Responsible Organisation, looking at the impact we have on the world.</p> <p>The Children's Trust signed up to the ACEVO principles to address the diversity deficit in leadership in the charity sector.</p> <p>We appointed an EDI Officer, and set up EDI working groups to develop a programme of work focussing on how we can be a more equitable and inclusive organisation where diversity can thrive.</p> <p>We appointed a Sustainability Lead to develop this Responsible Organisation Strategy.</p>	<p>The Coronavirus Pandemic changed the world, and saw lives and livelihoods lost.</p> <p>Events in the US highlighted the distance still to be travelled in achieving equity between ethnicities and resulted in the resurgence of the Black Lives Matter movement.</p> <p>In response to The Coronavirus Pandemic nearly half the public, 46 per cent, believe that pursuing a green recovery will help boost the economy.</p> <p>Research by Edelman highlights an international crisis in trust, with neither NGOs, business or government widely trusted by citizens.</p>
2021		<p>The UK Government sets course to cut carbon emissions by 78 % by 2035.</p>

2021 who we are today

We support children for rehabilitation placements or education and care at our national specialist centre in Tadworth, Surrey. We also support children through our Brain Injury Community Service.

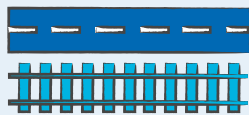


600 staff working from Tadworth and **100 volunteers**.

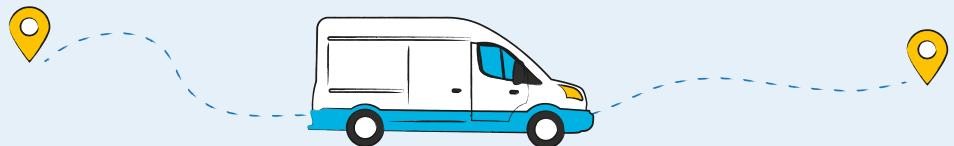


40 retail staff running **17 charity shops** across the south east, supported by **350 volunteers**.

In the financial year 2020/21 we spent over **£1million** within our local economy.

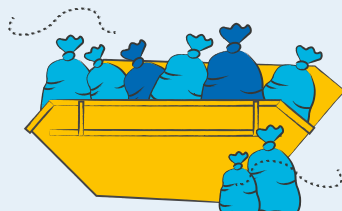


On average our staff travel **13 miles** to get to work.

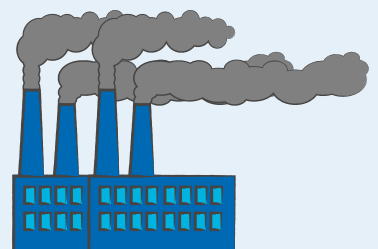


Our fleet did **67,292 miles** this year taking children out, either to hospital or home.

In the financial year 2020/21 we produced **142 tonnes of waste**.



In the financial year 2020/21 we produced **405 tonnes of carbon dioxide emissions** (Scope 1 & 2).



Hope and Ambition

Our Responsible Organisation strategy is part of our five-year organisational strategy: Hope and Ambition, which is rooted in the hopes and aspirations of the families we support. We are working towards a time when all children and young people with brain injury and neurodisability have the opportunity to live the best life possible.

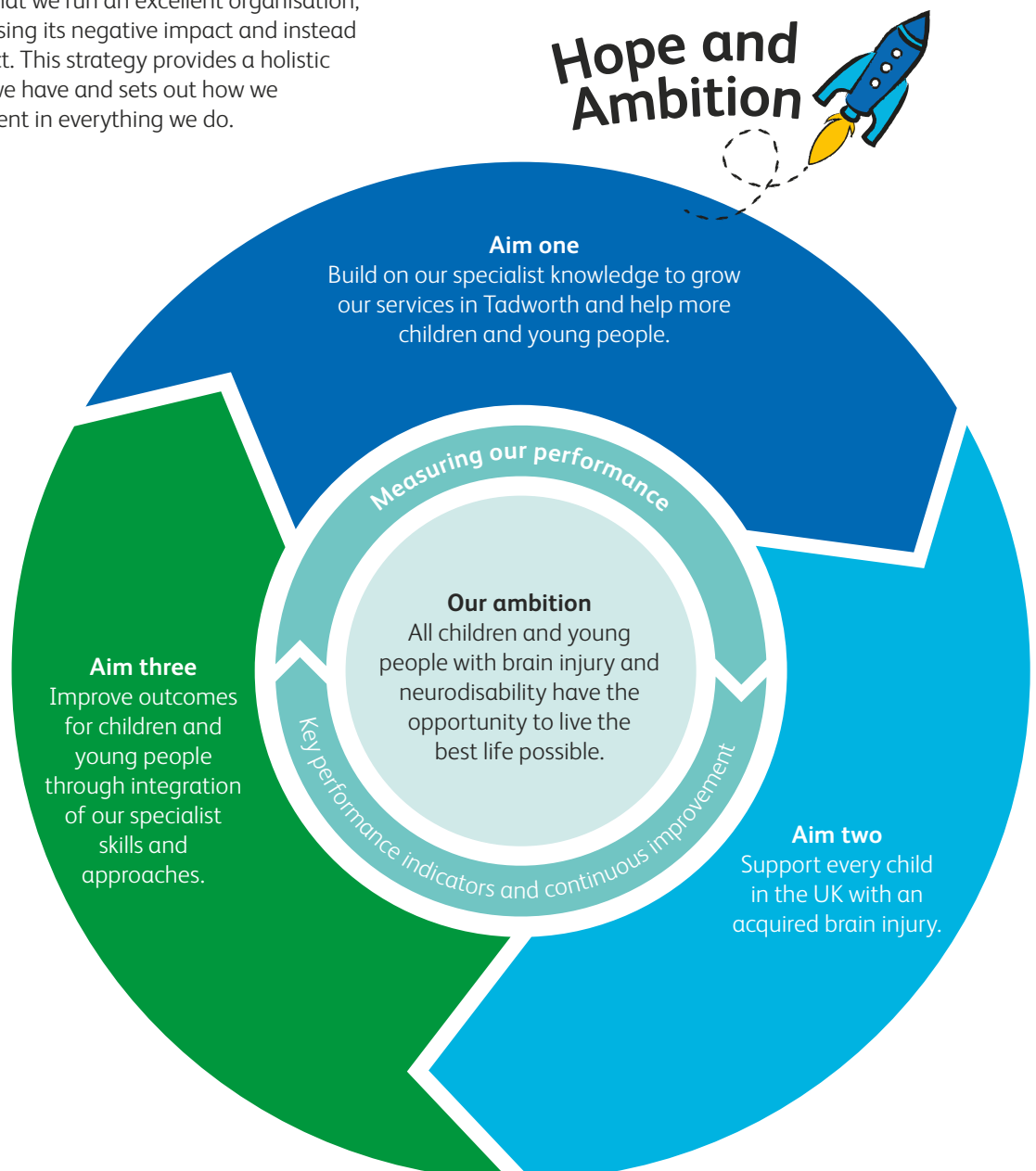
We have a vital mission to ensure the best future for children with brain injury and neurodisability.

We also want to ensure that we run an excellent organisation, that goes beyond minimising its negative impact and instead maximises positive impact. This strategy provides a holistic view across the impacts we have and sets out how we plan to pursue improvement in everything we do.

How we work

Building excellence

- People and culture.
- Adding value to our communities.
- Systems and processes.
- **A responsible organisation.**



Responsible Organisation Strategy Overview

We exist in a world of great inequality, where peace and justice are a privilege, and the climate crisis threatens our life on earth as we know it. We face huge challenges as a human race, and we all have a role to play in overcoming them.

Young people are inheriting these global challenges. They are some of the leading voices in the campaign for change. Organisations and businesses face increasing pressure to take action from their employees, shareholders, customers and legislation.



We believe we have a responsibility to increase the positive social and environmental impact of our organisation, to help tackle local and global challenges. We think this will:

1.

Ensure that our organisation can thrive in the long term to give children and young people with brain injury and neurodisability the best possible future.

2.

Uphold our reputation as an organisation, ensuring we are trusted by the children and families we support, as well as our partners, suppliers, and funders.

3.

Influence others in our sector to consider these issues as part of their responsibility.

4.

Help make the world a better place for the children we support.

How are we going to do this?

To be a responsible organisation we need to make sure our practices are sustainable, from the top of our supply chain, through to our impact on our people, the environment, and communities in which we operate.

We have used social value frameworks to create an organisational impact assessment framework, with a 2020 baseline.

We will take responsibility for our impact, working to improve it across five themes with action plans and targets. We will be open and transparent in sharing how we are doing against these targets.

In some cases further investigation is required before we set a target, instead we will indicate a direction of travel.



"It is important to do something about this crisis now. The Children's Trust is about children, and our future. It's important that The Children's Trust focuses on the problems that will impact the future of children, including protecting the world they will live in."



Lydia
Alumni

"We all have a responsibility for improving our impact. I am proud that The Children's Trust is setting out an ambitious plan to protect our planet, ultimately for the benefit of the children and families we support."



Dalton Leong
Chief Executive

"Being a responsible organisation is part of our organisational strategy, Hope and Ambition. We've established a Strategy and Transformation team and appointed a Sustainability Lead to facilitate this work. However, sustainability cannot be delivered by one person or one team, it will be a cross-organisational effort with sustainable practices designed into our work."



Ruth Wilkinson
Sustainability Lead



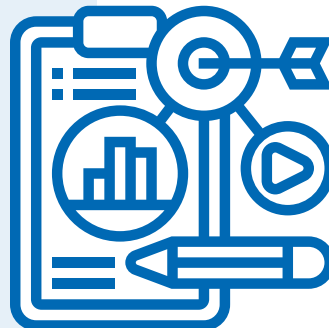
Nicola Smith
Director of Strategy & Transformation

Approach and management principles

Strategic principles

The following principles will be used to develop and guide our approach, and to inform the strategy:

1. **Evidence-based** – our approach is based upon the best available scientific evidence.
2. **The concept of ‘value’** – In the past many economic decisions have discount or excluded non-financial capital. However, climate change, science-based targets and changing social expectations demand a different approach to understanding value. We need to take a longer-term, more rounded and inclusive view.
3. **Recognised best practice** – our approach is grounded in/informed by:
 - The B-Corp Impact Assessment
 - National TOMS
 - The Cabinet Office Social Values Framework
 - Social Value Engine
 - The GRI (Global Reporting Initiative) standards for sustainability disclosure and reporting.
4. **Our organisational values** – We will be informed and driven by our organisational values.
5. **Risk** – We recognise there are risks and opportunity costs for changing the way we work, but also risks if we do not change. We will consider and balance these while pursuing our objectives.
6. **Prioritisation** – We will prioritise efforts that are most likely to achieve significant, lasting and multiple benefits, where we can lead and demonstrate best practice.



Mechanisms

These are the key means through which we intend to deliver our vision for 2025.

1. **Direct management** – pursuing our objectives directly where we have the resources and control to do so.
2. **Extending influence** – working indirectly through collaboration and by influencing the decisions of others.
3. **Collaboration** – developing capacity and capability – developing and enhancing the in-house skill base for sustainable management across our activities.
4. **Building knowledge and understanding** – developing wider knowledge and understanding of sustainability management to provide effective practical guidance and case studies to support better decision making.
5. **Good governance** – the strategy identifies where responsibility lies for each of our key themes and the reporting mechanisms for these. Ultimately this programme will report into the Building Excellence Board, through to the Senior Leadership Team and then the Board of Trustees.



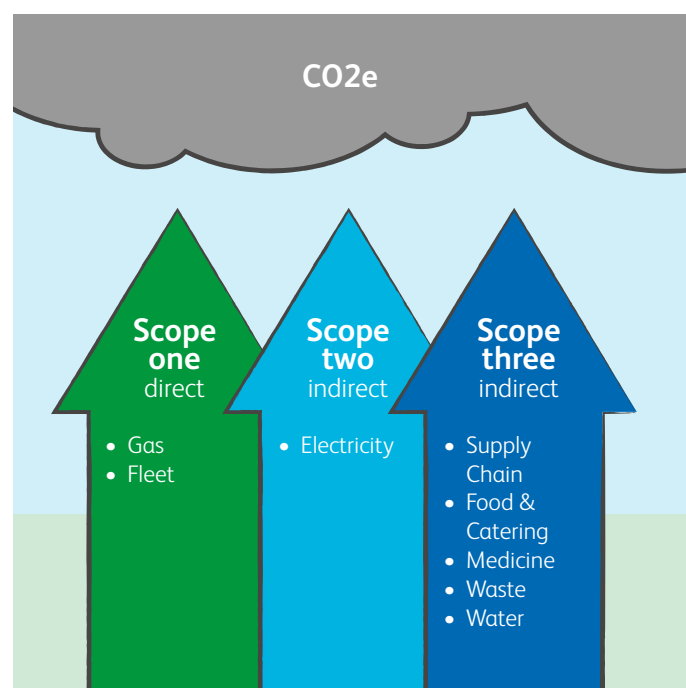
FOR THE
WORLD

Environment

In the course of our work at The Children's Trust we know we have an impact on the environment. We want to take responsibility for that impact. Every organisation has a part to play in achieving the UK's target to be net carbon zero by 2050.

The last decade was the hottest on record and by 2050 there will be more plastic than fish in the ocean. The climate crisis is already ravaging our natural environments, threatening lives and causing widespread destruction. It is man-made, driven by ever increasing Carbon Dioxide emissions and waste.

As part of our commitment to improving our impact we have measured our carbon footprint to set a baseline, against which we will measure change.



We aim to

Reduce our carbon emissions, creating a long term plan to reach net carbon zero

To do this we will look at:

- our energy use and how our energy is generated
- our vehicle fleet and whether this can be more efficient
- our waste and water use
- our supply chain emissions.

(KPI: every year we will report on our carbon footprint against our target to net zero) We need to do some further investigation and work to be able to commit to a year when we will reach net carbon zero, but when we have done this work we will publish this commitment.

Reduce waste by focusing on resource efficiency and circularity

1. Valuing efficiency when we make choices about the products we buy in high volumes or where we have large expenditure. (KPI: resource efficient procurement policies focussing on high volume/high expenditure will be in place by 2022).

2. When we can no longer use something we will find the best option for its onward life (re-use where possible, or recycled) (KPI: disposal practices will prioritise re-use/recycling and we will explore options for more efficient routes of disposal by 2023).
3. When something must be disposed of, we will find the best possible waste stream, whether that's composting, diverting into energy from waste or recycling (KPI: we will have zero waste to landfill by 2030).

Nurture and protect our natural environment

We will protect our 25 acres of land, ensuring wildlife and ecosystems can exist in harmony with us. The children, young people, and families we support will have access to green spaces to support health and wellbeing. (KPI: we will implement a Horticulture Strategy which will see action plans to maintain and develop key areas such as tree preservation, conservation and restoration, facilitating wellbeing and supporting children and young people. KPIs will be developed as part of the Horticultural Strategy implementation plan).

Community

We have operated in Tadworth for over 37 years and our history is intrinsically linked to our community. The Children's Trust owes its existence to the community support that we have received, and we continue to hold strong relationships with the people, organisations, and businesses around us. Community is not just about those geographically near us, it is also about those who engage in our digital communities.

Examples of the way we work within our communities

- Hosting events and community gatherings on our site, such as fairs, heritage days, fireworks night and local community groups hosting their own activity. Primarily these events help us raise the much needed funds to keep our services running, but they also serve to give our local community the chance to hear more about the work we do.
- Programmes like our School's partnership with the local Tadworth Primary School,
- Providing volunteering opportunities for local schools, groups and businesses.

We have a presence in the wider community across the UK through the Brain Injury Community Service and online Brain Injury Hub. As part of our ambition to reach every child in the UK with a brain injury we are about to embark on a public engagement campaign to raise awareness of brain injury in schools and with families.

We also have a number of charity shops in the South East, they not only provide local communities a way to support our work through purchasing donated goods, extending the life of clothing and other goods, but also provide valuable community engagement spaces that help tackle social isolation for volunteers and customers.



We want to be responsible in the communities in which we operate, geographically and digitally, ensuring that we are actively engaging in and working with these communities, recognising the positive we can have on people and places around us, and that they can have a positive impact on us.

We aim to

We want to build on our existing work by:

- **build on our existing relationships and awareness in the community of who we are and what we do,** (KPI: we will bring together all our teams who engage with communities to understand how we reach out and what we talk about, we will create a plan to engage with communities such as councillors, Rotary Clubs, businesses and beyond)
- **support local communities through work and volunteering opportunities; we want the communities in which we operate to see us as a great place to work and volunteer,** (KPI: we will use community engagement to share opportunities to work and volunteer at The Children's Trust)
- **where practical, support local economic growth by purchasing from local suppliers,** (KPI: we will report on how local our suppliers are, and where possible will value locality as part of our procurement processes)
- **explore further ways to open our facilities for the benefit of communities, businesses and residents.** (KPI: We will host events and offer opportunities for external groups and organisations to host events with us at our Tadworth site).

Ethics

At the Children's Trust we believe that taking responsibility for 'how' we do things matters alongside 'what' we do. We want to uphold ethical principles across our organisation including in our supply chain.

We know there are injustices in the world

40 million people were in modern day slavery in 2016. Countless more workers face human rights abuses, unfair wages, gender inequity and unsafe working conditions. This can all be hidden in the supply chains of the everyday goods and services we buy.

A spotlight has recently been shone on the manufacturing of medical commodities, including surgical instruments, latex gloves, uniforms and surgical masks. Factories were shown to have unsafe working conditions, pay well below a living wage, have little or no worker rights and use labour from children as young as seven.

The Children's Trust spends over £2million a year with suppliers, buying vital goods and services to deliver care, education and rehabilitation for children with brain injury and neurodisability. We recognise our responsibility in ensuring our supply chain does not lead to any human rights injustices.

The Children's Trust also raises around £5million each year from voluntary fundraising streams such as trusts and foundations, companies, and philanthropists. We uphold a duty to fundraise ethically and also undertake due diligence about where the funds come from. We hold a Corporate Social Responsibility policy and an Acceptance of Donations policy to ensure that we accept money ethically.



We also recognise the role we can play in supporting our staff to understand the impact of their pension investments. In total around £12million is currently invested in pension funds for our employees, we will work with our pension provider to ensure we provide information and training on responsible investment choices.

We aim to

- **Ensure that our procurement policies protects human rights and fair practices:** we already hold a modern day slavery policy and we will assess suppliers in relation to ethical risk. Where there is a risk of unethical behaviour we will undertake due diligence, following a set process, to ensure that we are not enabling unethical behaviour through our supply chain. (KPI: by 2022 we will have reviewed our modern day slavery possible and updated our procurement processes in line with best practice).
- **Base our investment decisions on long-term economic, social and environmental sustainability,** (KPI: by 2022 we will have an ethical investment policy and be able report on the impact of our investments, we will have delivered information and training to all staff about how to make personal choices about where their pensions are invested).
- **Hold ourselves to the highest standards of ethical practice and transparency,** (KPI: we will quality assure that our ethical practices are robust, from the policies we set, to the cascade, education, and training on these policies, reviewing implementation when policies are acted on and embedded into practice).

People

The future of The Children's Trust is in the hands of our people. We are a team of 641 employees and over 1,000 volunteers, committed to supporting children with brain injury and neurodisability.

We already do a lot of work to look after wellbeing, rights and professional development.

But society is still facing huge challenges of injustice – because of race, gender, religion, disability, class and more. Many people in our society face mental health challenges, inequity and barriers to opportunity.

As an organisation that supports those living with brain injury and neurodisability, we understand how important it is to actively advocate for the rights of those who are disadvantaged by systemic inequity. We have a responsibility to the children and families we support, our staff and volunteers, the people who work for our suppliers. All deserve to live lives free from discrimination and have opportunities to thrive.



We aim to

- **Provide an equitable and inclusive environment where diversity can thrive**, within The Children's Trust as a place of work and as a home for the children and families we support. (KPIs: we will collect data about the diversity of our people to better understand any progression barriers, satisfaction, or wellbeing issues. We will ensure our reporting process is clear, accessible, and easy to engage with, to allow people to report discrimination safely and with confidence. We will provide training to our people to ensure they understand equity, diversity and inclusion and their role in upholding our values).
- **Support the wellbeing of our people, ensuring they can give their best and be their best** (KPIs: we will explore undertaking the Investors in People Wellbeing Accreditation, as well as Investors in Volunteers. We will ensure training, resources and support pathways for our people on wellbeing issues such as resilience, financial, emotional and physical wellbeing. We will embed wellbeing into our culture and values to create an environment that embraces and promotes wellbeing).
- **Provide jobs offering security, rights, fair income, personal development and progression** (KPI: we will develop a leadership development programme to facilitate personal development and progression, we will review our staff handbook and continue to judge our employment rights and practices against best practice and update them as required, and we will develop an early career programme of work experience, graduate development and voluntary placements to promote diversity within our talent pipeline).
- **Develop a generation of responsible future leaders** (KPI: our leadership development programme will support leaders in understanding what a responsible organisation is and their role in this).

Leadership at every level

There is power in every decision, we can shape society, and the future of our planet and people, in every choice we make. Every single one of us can be a leader. Sustainability and responsibility are mainstream concerns in the corporate world, but the charity sector is falling behind. Charities are driven by their charitable mission, but also need to consider the broader impacts, ethically, socially and environmentally, of their work.

We can all

- **Commit to positive change of The Children's Trust's social, economic and environmental impact,** (KPI: we will have implemented a Responsible by Design programme that will see a Responsible Impact Assessment completed for each new project, with negative impacts mitigated or designed out and positive impact optimised. We will integrate Responsible Organisation into our culture and values work and leadership development programme).
- **Understand the impact of our work across our beneficiaries and communities** (KPI: we will develop impact reporting as an organisation, focussing on the impact we have on children, young people and families, as well as on the wider world. We will publish these impact measures and develop them in line with best practice).
- **Engage stakeholders, being transparent and accountable,** (KPI: we will develop our stakeholder strategy work to ensure that children, young people, and families' views inform the Responsible Organisation work. We will empower staff and volunteers through democratisation, engagement, empowering staff to lead agendas and to talk about our Responsible Organisation work to anyone who asks by providing appropriate information and resources).
- **Set an example to influence others to align with responsible values and action** (KPI: we will use our platforms to talk about this work, sharing our aims where appropriate).



We can all take action

"My role as youth workers means that I work with young people receiving rehabilitation, helping with personal and social development. During one-to-one sessions with the young people I get their views on climate change, inequity and the challenges they think we're facing in the world. We also discuss these issues during group activities like 'Have Your Say'. We always try to take actions based on their opinions and what is important to them."

Donna
Youth Worker



"In my role, I naturally talk with many other organisations and their leaders. I will proactively speak about our work as a Responsible Organisation, to influence others to pursue similar goals. That way, we are improving our own impact and encouraging others to improve theirs. I love a 'win, win'."

Dalton
Chief Executive



"I'm leading the school to achieve an Eco School Silver award and we have created a school eco club made up of staff and students to undertake this. They work on different projects like potato planting, plant rubbing and gardening, all to contribute towards improving and protecting our environment."

Anne
Teacher



"I am trying to reduce our family's use of plastic. It's an everyday thing, that you don't even think about it, but it has such a big impact. It's an easy thing to swap and change, like we've changed our toothbrushes, plastic bags, straws and now face masks. We've got to stop using things once and then throwing them away."

Lydia
Alumni



"I'm always looking out for small ways we can improve our impact on the environment. Before COVID19 I was collecting crisps packets in our office for the Terracycle recycling scheme, there were about 50 of us contributing and we ate a surprising amount of crisps between us! This saved hundreds of crisps packets going into landfill just through my simple act of collecting them and getting them to a Terracycle collection point. It doesn't have to be hard work or time consuming, if we all make small changes then together we can make a big impact."

Liz
Fundraiser



What you can do

- If you work at The Children's Trust then you can join the MS Teams group to hear more about what's going on and how to get involved.

We will report on our progress through the annual report and accounts, as well as annually in a Responsible Organisation Strategy update.

Please email: enquiries@thechildrenstrust.org.uk for more information. Thank you!

Summary of activity

Environment

We will create a Carbon Emissions Footprint across all scopes and create a map to Net Zero Carbon, including timescales.

Set up a Net Carbon Zero Working Group who will look at:

- Reducing energy use through efficient equipment and infrastructure and behaviour change.
- Procuring renewable energy, including generating this on our Tadworth site.
- Reducing travel emissions through:
 - transitioning to electric vehicles when the market meets our needs, implementing a cycle to work scheme and supporting staff to travel less both through commute and business travel.
- Reducing waste by looking at procurement, improving the efficiency of unavoidable waste by optimising waste streams.
- Implementing a Horticultural Strategy that will preserve trees, conserve and restore our natural environment.
- Create partnerships to offset residual carbon emissions.

Community

We will map out the different ways we engage with and impact the communities in which we operate.

We will use this map to create an action plan to improve our impact and increase engagement.

This is likely to include:

- engaging local communities in discussion about developments happening on our Tadworth site
- building on our existing on-site events programme to raise vital funds and give people the opportunity to learn about what we're doing
- partnerships with local organisations to advocate for positive change in the local communities
- procurement policies that allow us to support local businesses where practical
- report annually on our impact on the local communities such as £ spent with local businesses.

People

We will continue to develop our equity, diversity and inclusivity work to provide an equitable and inclusive environment where diversity can thrive.

We will develop an early career programme that promotes diversity within our talent pipeline.

We will deliver our wellbeing strategy to ensure all our people can give their best and be their best.

We will create a leadership development programme that supports leaders to develop personally and successfully deliver our strategy.

Leadership

We will embed our Responsible Organisation thinking through:

- our Leadership Development programme,
- our culture and values work,
- our programme management frameworks.

We will create an informal network of interested people to share information within the organisation.

We will develop an organisational impact report, thinking about the impact we have on children, young people and families and our impact on the wider world.

We will seek opportunities to share learning and influence others to take on responsible organisation values.

Ethics

We will review our modern slavery policy in line with best practice.

We will develop procurement practices that ensure the ethical implications of purchasing is factored into decision making.

We will report annually on the Environmental, Social and Governance (ESG) impacts of our investment portfolio.

We will review policies in line with responsible organisation best practice.

We will build on training, education and awareness to ensure policies are embedded within the organisation.

We will give training and information for staff to make personal choices about the ESG impact of their pensions.





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Charity registration number: 288018
Company registration number: 1757875

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Accredited and Certified by



Inspected and rated



The Children's Trust is registered with the Fundraising Regulator, accredited by CHKS with ISO 9001 certification (for organisational and clinical management systems), inspected and rated 'Outstanding' by CareQuality Commission and rated an 'Outstanding Provider' by Ofsted Care (for residential houses). The Children's Trust School is rated a 'Good Provider' by Ofsted Education. TCT_1052 05/21.