



palliative,
neurological
and bereavement
support



APPOINTMENT OF TRUSTEES

CANDIDATE APPOINTMENT BRIEF
NOVEMBER 2019

Saxton Bampfylde

AN INTRODUCTION FROM OUR CHAIR

Thank you for your interest in becoming a Trustee at Sue Ryder.

Sue Ryder is a large and complex charity delivering over 3 million hours of care in the UK each year from our community services and 11 care centres. We are also now the country's second largest provider of specialist end-of-life care and a leading provider of complex neurological and long-term condition care.

Our new Trustees will be joining at a busy time. Last year we published a new 5 year strategy – *More care for more people*. Within the strategic refresh is an ambitious growth strategy, the significant expansion and development of end-of-life care services, and repositioning and growth of our neurological services. We have also launched our new brand which includes our new strapline palliative, neurological and bereavement support.

Sue Ryder delivers services through our people: 3,200 staff and 11,000 volunteers, service users, supporters (those who donate stock to our shops, participate in our events, donate funds and promote us positively in the community), commissioners (large government organisations through to private individuals), and those who we lobby to influence government policy or raise issues on behalf of our service users.

We have worked hard over the last 4 years to make sure we are financially sustainable and now have a real confidence that we are uniquely placed to deliver more high quality and much needed care. However, we need very high quality leadership to ensure the huge ambition is matched by robust strategies and measurable plans.

Last year we established new workstreams led by a Programme Manager which ensures we continually prioritise and balance our many ambitions. For the first time in our history we secured a loan that has enabled the land purchase and construction of a new neurological centre in Preston opening in 2020.

Recently we launched a review of our culture and ways of working and have now embarked on an extensive programme of culture development, to empower, mobilise and develop our people to ensure all our staff and volunteers are fulfilled by their experience of being part of Sue Ryder and able to contribute effectively.

The trustees are enthused by and committed to the new strategic direction, but recognise that the strategy is ambitious, presenting a significant challenge around system delivery and importantly delivery of provision of more care for more people.

Our current Board is well-balanced and experienced and benefits from a stable executive team of able and ambitious professionals and a Trustee Council who bring considerable and varied expertise across a wide range of disciplines.

We are looking to add to our Trustee Council and currently seek individuals with Board level experience who will bring expertise of commercial property, leasing and development to ensure that our large retail portfolio of 450 shops as well as our wider residential portfolio and significant current development projects have the oversight and support required at Trustee level.

We are also looking for a senior health leader who will bring a deep and strategic understanding of the way in which healthcare is delivered through the NHS and how such care is commissioned. This person will help Sue Ryder to strengthen current relationships while building new partnerships across the health system, engaging widely, with a focus on providing the best care to the people we are proud to serve.

Within the rest of this pack you will find information about our work, our values, our structure and our plans for the future. You will also find specific details on our current requirements and information on how to apply for these exceptional opportunities.

Yours sincerely,

Neil Goulden, Chair of Trustee Council





ABOUT US

Sue Ryder supports people through the most difficult times of their lives. For over 65 years our doctors, nurses and carers have given people the compassion and expert care they need to help them live the best life they possibly can.

We take the time to understand what's important to people and give them choice and control over their care. This might be providing care for someone at the end of their life, in our hospices or at home. Or helping someone manage their grief when they've lost a loved one. Or providing specialist care, rehabilitation or support to someone with a neurological condition.

We want to provide more care for more people when it really matters. We see a future where our palliative and neurological care reaches more communities; where we can help more people begin to cope with bereavement; and where everyone can access the quality of care they deserve.

Last year we generated £52.5m to keep our services running – and £24.1m of that was raised through our shops or from our supporters. We've developed fantastic partnerships on many levels from our individual supporters and customers right up to high value supporters. We use this to not only drive our income but also to highlight who we are and what we do.

Against this background we have achieved a great deal in the last 12 months, including:

- Increasing our healthcare services to include Hospice at Home services and continued the pilot of our South Oxfordshire Palliative Care Hub

- Began build of our new Sue Ryder Neurological Care Centre, Lancashire which will be a purpose-built, state of the art neurological care centre based in Preston. Due to be completed in February 2020 the main centre will include 40 fully accessible ensuite rooms, over three floors, with an additional four supported living apartments
- Reached the final stages of our £3.9 million capital appeal and expansion of Sue Ryder Dee View Court, Scotland's only purpose built specialist neurological centre
- Reaching even more people with our Online Community and Support – providing advice and support to people at the end of life and their families 24 hours a day, 7 days a week
- Launching our new online bereavement counselling service which offers free counselling via video chat with qualified counsellors
- Being recognised as Outstanding by the CQC at Sue Ryder The Chantry, Sue Ryder St John's and by the Care Inspectorate in Scotland at Sue Ryder Dee View Court
- Rolling out an electronic purchasing and stock management system to over 450 shops
- Rebranded and developed our brand strategy to increase awareness and understanding and launched our first brand campaign a 'Better Death'

Looking Ahead

We refreshed our strategy in 2018, setting a clear ambition for the next five years, and have developed a very vibrant and well-structured workstream plan. We need to continue to balance delivering sustainable activity with growth of services on the foundations we have built. All focused on creating a successful and sustainable future for the organisation.

This year, we are in a great position to review the huge range of developments that we have underway. We want to consolidate some of the activity and deliver all projects efficiently and effectively. It's a fantastic opportunity for Sue Ryder to extend the reach of our care across the UK, engage with people earlier at the end of life and increase awareness of who we are and what we do to a wider audience.

And looking to the future we feel confident that we should now be developing serious propositions for future growth.



THE ROLE OF TRUSTEE

Sue Ryder is now looking for outstanding individuals to join the Trustee Council: one as a Trustee with a health background and the other who will bring experience of property. These are pro bono appointments which bring rewards other than money. If you would welcome the opportunity to make a difference in our world, this is a great opportunity to bring your skills, knowledge and experience to help us deliver our mission.

Trustees have a key role in providing leadership to Sue Ryder and being external ambassadors for the charity. They make an important contribution to the effective running of the charity through helping to develop strategy, providing effective oversight of the agreed business plan, and scrutinising performance. In carrying out that role, it is important that Trustees promote the highest standards of corporate governance. A Trustee should have the independence and the skills to offer constructive challenge and thorough scrutiny.

Trustees, acting together, govern Sue Ryder, safeguarding its assets and applying them as efficiently and effectively as possible to further the charity's objects as set out in its governing document

RESPONSIBILITIES

Strategy and Policy

- Develop the strategy and over-arching policies
- Provide an independent challenge of the key assumptions and assess whether the strategy is reasonable in relation to the risks involved, the resources required and the benefits to be achieved
- Satisfy themselves that management is implementing appropriate strategic planning and policy development processes
- Agree the parameters on which the budget is based and agree a budget and reserves policy that supports the strategy

Management Effectiveness

- Constructively question, test and challenge management's views and proposals
- Monitor management's performance against the agreed strategy and objectives
- Establish, and from time to time review, clear written terms of reference setting out the decision-making authority that is delegated to the Chief Executive
- Play an active part in the recruitment of Chief Executives, monitor their performance against specified goals, set their remuneration and, if necessary, dismiss them

Internal Control and Management Information Systems

- Ensure that management has implemented effective internal control systems and management information that enable it to evaluate operational effectiveness and efficiency, compliance with legislation and regulations, compliance with the charity's own policies and procedures, and the reliability of management and financial information

Risk identification and management

- Ensure that management has implemented an effective process to identify, minimise (where appropriate and possible), monitor and manage the potential risks facing the charity

Accountability and Communication with Stakeholders

- Constructively work with commissioners of services, donors, users of services and their carers, disease specific campaign groups and supporters of the charity
- Determine the way in which the organisation will communicate with its stakeholders, the kind of information it will make available and under what conditions information will be disclosed
- Determine to whom they will delegate authority to speak publicly on behalf of the charity
- Determine the way in which stakeholders should be consulted and feedback information to the charity, and how that information should be used
- Be accountable to stakeholders for the way in which the charity's assets have been used

DUTIES

Statutory

- Ensure that the Charity complies with the Charities Act 1993 as amended by the Charities Act 2006 and all legislation relevant to the charity's work and activities

Legal

- Be aware of and understand the charity's objects and the powers of the trustees, as set out in the charity's governing document
- Ensure that all the charity's activities are within its objects and within the law and relevant statutory regulations
- Ensure that the charity's resources are applied exclusively for the purposes set out in the governing document and applied with fairness between persons properly qualified to benefit from it
- Act in the best interests of the present and future beneficiaries, setting aside personal views and prejudices and the interests of any section, group, region or nation where the charity has a presence
- Keep the charity's mission and purpose under review, up-to-date and relevant to the needs of the beneficiaries
- Safeguard the good name, ethos and values of the charity
- Take professional advice when required by the Charities Acts or on other major issues when the expertise required is not possessed by the trustees or staff and when doing so or employing agents to set out, in writing, clear guidelines within which their advisers and agents must act
- Avoid conflicts of interest and where a potential conflict arises absent themselves from any discussion where Trustees are required to make a decision that affects their personal or other interests
- Serve on a pro bono basis and not receive any benefit from the charity, unless this is explicitly allowed by the governing document or Charities Acts
- Attend a minimum of five Trustee Board meetings a year, serve on the requisite committees (as per the terms of appointment) and participate in corporate decision making

Financial

- Ensure that the charity keeps proper financial records, prepares annual accounts in accordance with the Charities Acts and the Charities SORP, to have the accounts audited and to make them available to the public on receipt of a written request

- Safeguard the charity's assets by ensuring that it receives all sums due, takes reasonable precautions to safeguard against fraud and dishonesty and invests prudently

Duties as employers

- Discharge their responsibilities as good employers and to ensure that management has implemented appropriate human resource policies, systems and procedures and promotes equal opportunities in all aspects of the charity's work
- Participate in grievance and disciplinary panels relating to the Chief Executive and members of his/ her Executive Leadership Team

Board and its Sub-committees

- Set out in writing the authority delegated to Sub-committees and task groups
- Monitor the Committees' and task groups' compliance with delegated powers of decision-making
- Hold Committees and task groups accountable for the way in which they have discharged the authority delegated to them
- Agree, implement and review an open process for selecting new Trustees and Committee Members
- Periodically review the Board's performance and that of its Sub-committees
- Represent the Board's position when speaking publicly and to speak publicly in the name of the charity, comment to the media or write letters on behalf of the organisation only with the prior consent of the Chair of the Board of Trustees
- Abide by the Code of Conduct for Trustees of Sue Ryder



PERSON SPECIFICATION

Candidates will bring specific experience in the following areas:

Health Trustee

- Executive Board level experience as a clinician and/or corporate leader in the NHS or social care sector
- Knowledge of the commissioning and provider landscape of the UK health system
- Understanding of the strategic direction of travel in health and experience building strong external partnerships in healthcare, understanding environments where high quality, service, future sustainability, and innovation are valued.
- Existing senior network within the UK health space from the NHS to the wider health policy environment

Property Trustee

- Experience of commercial property, with experience of leasing, ideally in retail
- Board level experience, for example in a property development, investment or management business
- A successful track record of completion of substantial property transactions.

General Skills and Experience

- Experience of working with a Board, either as an executive or Board member in the charity, public or private sector
- Senior level finance experience – accounting, investment etc., with the skills to interpret annual accounts, examine proposals and their financial consequences
- High level governance experience; strategic planning/ financial risk/ performance management expertise
- Experience of managing through change, business development and/or organisational development
- Excellent communication skills and the ability to listen sensitively to the views of others, gaining trust and respect from other Board Members
- Ability to represent the charity internally and externally
- Evidence of personal credibility and integrity with strong influencing and negotiating skills practiced at Board/senior level
- Evidence of robust judgment and the ability to seek, challenge, assimilate and analyse information quickly in order to debate complex issues at a high level and to inform decision making
- Commitment to and understanding of diversity and equality

Personal Attributes

- Identify with, be motivated by, and demonstrate commitment to Sue Ryder's purpose and values
- Evidence real and present interest in improving care for vulnerable people in the community with either health or social care needs
- Think innovatively, creatively, critically, independently, and strategically, with the ability and a proven track record of translating strategy into operational plans

- Demonstrate a measured, healthy approach to risk and an understanding of its benefits
- Command the respect of fellow Trustees, the Chief Executive and the wider Senior Leadership Team
- Willingness to speak their mind and be constructive
- Demonstrate a consultative and supportive style, and the ability to work effectively as a member of a team
- Capacity and willingness to devote the necessary time and effort
- Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- Demonstrate Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership



TERMS OF APPOINTMENT

These are pro bono Trustee positions. Travel expenses directly incurred in the role of Trustees on official business are reimbursed.

Board meetings are held at various locations across the UK, with Committee meetings held in London.

Trustees are appointed for an initial three year term with the opportunity to extend for two further three year periods, subject to Board performance reviews.

The time commitment is approximately fifteen days per year, comprising of five Council meetings, two Strategy Away Days and Committee meetings. We also encourage Trustees to become more involved with specific projects and to visit our centres.

Board meeting and committee dates for 2020 are as follows:

For the Health Trustee:

Health & Social Care Sub-Committee

10.00-13.00: Tues 11 February, Wed 22 April, Wed 24 June, Wed 2 September, Tue 10 November (London)

People & Remuneration Sub-Committee

13.30-15.30: Tue 11 February, Wed 22 April, Wed 24 June, Wed 2 September, Tue 17 November (London)

For the Property Trustee:

Audit, Risk & Commercial Sub-Committee (ARC)

10.00-13.00: Wed 4 March, Tue 2 June, Wed 2 July, Wed 9 September, Tue 17 November (London)

For Both:

Council Board Meetings

10.00-16.00: Wed 18 March (London), Wed 20 May (London), Wed 15 July (Lancashire), Wed 23 September (Nettlebed, Oxfordshire), Wed 2 December (London)

HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to Sue Ryder on this appointment. Candidates should apply for this role through our website at www.saxbam.com/appointments using code **UAHAV**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter of no more than 2 pages outlining why you would like to be a Trustee for Sue Ryder.

The closing date for applications is noon on **Wednesday 8th January 2020**. Initial interviews with Saxton Bampfylde will take place between **20th – 31st January**. A formal panel interview will take place with the Selection Committee at Sue Ryder on **Friday 28th February 2020**.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please **do not** include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

** The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.*



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