



palliative,
neurological
and bereavement
support



Appointment of Trustee

Candidate Appointment Brief
July 2020

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 Trustee will be joining at a busy and highly pressured time. Like all organisations, we have been reviewing the impact of Covid-19 on our work. We are closely monitoring the situation and following UK Government advice while planning for the implications this could have over the coming weeks and months. Our focus remains on ensuring the safety of the people we support and their families as well as our staff, volunteers and supporters, whilst continuing to be there when it matters for the people who need us. Moving forward, we will continue to assess our immediate plans and the impact the current environment has had on our long-term strategic ambitions.



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 five 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. Although the immediate context is trying, we remain in a solid financial position to be able to continue to deliver care and support to those who need us. However, we need high-quality leadership to ensure this huge ambition is matched by robust strategies and measurable plans.

Recently we launched a review of our culture and ways of working. Now we have 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 long-term strategy is ambitious, and the current environment is ever changing. This presents 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, given our flagship neurological centre in Aberdeenshire, currently seek a senior leader who is based in, and has experience working with senior stakeholders, in Scotland. Experience of operating in systems of considerable complexity and of health and social care in Scotland would also be desirable.

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 this exceptional opportunity.

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.

More care for more people

Our five-year strategy from 2018 to 2023 has the key objective to provide 'more care for more people'.

This means more palliative and neurological services and bereavement support delivered in the community and online as well as through building greater partnerships with other healthcare providers. It sets out our ambitions to make sure our buildings are fit for purpose and to expand these, where possible, in the future.

In 2019/20, the second year of our strategy, we have:

- Expanded our palliative community services – giving people more choice over where they are cared for.
- Developed new and innovative ways of delivering our services – an area which we accelerated in response to the Covid-19 pandemic.
- Increased and developed our Online Bereavement Support – including the launch of our Online Bereavement Counselling service.
- Expanded two of our specialist neurological centres and opened the Sue Ryder Neurological Care Centre Lancashire – a new purpose built, state of the art, specialist neurological centre in Preston.
- Continued to build relationships with MPs, lobby government and speak up for the people who need us. From hosting a Day of Action in Parliament calling for a #RightToRehab, to campaigning for public discussion around bereavement through an Early Day Motion, we have engaged with almost 50 MPs, including government ministers.
- Increased awareness and understanding of our work with the general public through integrated PR and marketing campaigns including our Better Death campaign which aimed to get people thinking and talking about this much-avoided subject, and offer help in answering tough questions about dying.

We are proud of our achievements so far. Although we anticipate the challenges – both financial and for service provision – from Covid-19 to continue well into the next financial year, we are determined to continue to provide outstanding care and to be there when it matters for the people who need our support.

Last year it cost us £49.9m to keep our services running and continue to deliver the care we are known for. We received £29.7m in statutory funding and raised the rest through our retail and fundraising activity. The retail landscape has become more challenging over recent years and the impact of Covid-19 has accelerated the need for Sue Ryder to diversify its income mix. Our new fundraising strategy aims to double our fundraising income by 2025 and build a bigger base of loyal, committed supporters.

Sue Ryder Neurological Care Centre Dee View Court

Dee View Court is Sue Ryder's purpose built specialist Neurological Centre based in Kincorth, Aberdeen. The Centre admitted its first resident in 2003 and is currently Scotland's only purpose built specialist neurological centre.

Since being established we have seen demand for our services at Dee View Court continuing to grow. Our waiting list of 12 to 15 people never gets any shorter and with places rarely becoming available it was clear we desperately needed to expand.

We are determined to give more people the care and support they need and deserve. That's why we launched our Dee View Court Capital Appeal, to raise the £3.9m needed to build a major extension almost doubling our capacity and enabling us to care for 44 people at any one time.

The expansion was completed in December 2019 following a successful capital fundraising appeal with the local community – individuals, corporate companies, organisations and community groups who all kindly donated, volunteered and got involved.

Dee View Court now has 44 fully accessible ensuite rooms – eight of which offer apartment-style living. Facilities at the centre include a specialist hydrotherapy pool as well as physiotherapy and occupational therapy suites. The first clients were welcomed into the new extension at the end of 2019 and the feedback has been very positive. One of our first clients was a young man of 18 who suffered a traumatic brain injury and is now progressing well through his programme of rehabilitation.

Her Majesty the Queen launches the capital appeal at Dee View Court



What we do

The expanded facilities enable us to increase our specialist care, rehabilitation and support tailored to the specific needs of adults with:

- Sudden onset neurological conditions including acquired brain injury and severe stroke
- Progressive neurological conditions such as Huntington's disease, Parkinson's, multiple sclerosis and motor neurone disease.
- Stable neurological conditions such as cerebral palsy and spina bifida.

Our expert care team includes nurses, physiotherapists, occupational therapists and healthcare assistants. We can help with everything from easing physical symptoms, to coming to terms with feelings. By focusing on health, wellbeing, and what each person can do, not what they can't, we support people to live their lives as fully as possible.

In the most recent Care Inspectorate report Dee View Court was awarded the highest grade for the third year running. Assessed as "performing at an excellent level and sector leading" the inspectors also said that "staff were confident in their roles and improvement focussed".

The report also highlighted that residents and relatives spoke exceptionally highly of Dee View Court, and the difference the care and support had made to their quality of life.



Dee View Court with new extension far left

Looking ahead

We made excellent progress during 2019/20 but our plans have been diverted due to the Covid-19 pandemic. We need to stabilise our financial position to enable us to continue to balance delivering activity with growth of services on the foundations we have built, all focused on creating a successful and sustainable future for the organisation.

Going forward, we will 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.

The role of Trustee

Sue Ryder is now looking for an outstanding individual to join the Trustee Council who will bring experience of working in a Scottish context. This is a pro bono appointment which brings 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 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.

Sue Ryder recognises the enormous benefits and social justice imperatives of a diverse organisation at every level. We actively and warmly encourage applications from a broad range of backgrounds and experiences.



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 enables them 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 committee (as per the terms of the appointment) and to 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:

- Experience and networks with senior stakeholders in Scotland; experience working in or around Aberdeenshire would be advantageous given the location of our services
- An experienced leader and manager with excellent stakeholder management and communication skills, with experience in a highly complex organisation which gives confidence around their ability to master a varied and complex brief
- It is desirable for candidates to have experience of health and/or social care in Scotland.

General Skills and Experience

- Experience of working with a Board, either as an executive or Board member in the charity, public or private sector
- 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
- A 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
- Command the respect of fellow Trustees, the Chief Executive and the wider Senior Leadership Team
- Willingness to speak one's 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.

Dates for upcoming (remotely held) Council Board Meetings in 2020:

Wed 23 September; Wed 2 December

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 UAHAVB**.

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.

Initial interviews with Saxton Bampfylde will take place in September, followed by an interview with Selection Panel in early October.

The closing date for applications is noon on **Thursday 20th August 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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