



**forget  
me  
not  
children's  
hospice**

# **Trustee Information Pack**

**We're looking for:**

- **Chair of Trustees**
- **Trustees**
- **Independent Advisors**



## **A MESSAGE FROM RACHAEL HEENAN, CHAIR OF THE TRUSTEES**

Thank you for your interest in supporting Forget Me Not Children's Hospice.

We have reached a critical point in the development of our organisation and need to build a Trustee Board that can help guide our future as we continue to grow.

We have experienced rapid growth in the last 8 years moving from an organisation that generated just over £500,000 a year employing less than a dozen people to one that employs 135 people, with 500 volunteers, and needs to generate more than £4.5 million a year. We have achieved a vast amount but this has really only allowed us to scratch the surface. There is so much more to do.

It's an exciting organisation to work with and we are looking for Trustees and Independent Advisors who are up for the ambitious continued growth strategy we have set ourselves. Our Trustees and Independent Advisors are volunteers and as a volunteer you get the satisfaction and benefit of knowing you helped shape significant support and improvement for many families, children and siblings living with life-shortening conditions, families who experience a child's sudden death and families at perinatal stage who become aware that their pregnancy is very complex and may result in a stillbirth.

We began supporting children and families through our Hospice at Home service in 2011 and in 2013 opened the doors to our new purpose-built children's hospice, Russell House, in Huddersfield. In 2017, we acquired our second hospice, Grace's Place in Bury, and by the end of that year, started providing support to some of the many families in North Manchester who need our support. Our CQC registration for Grace's Place is underway and we aim to be able to open the doors to this hospice in early 2019.

We are currently caring for more than 500 children and families, but we have so much more to do. We know that in the areas we serve (Kirklees, Calderdale, Wakefield, Leeds, Bradford, Bury, Rochdale and Oldham) there are more than 1,950 children living with life shortening conditions.

We are looking for Trustees and Independent Advisors who have the experience and skills to help provide strategic challenge and direction as we embark on this next exciting phase. And as I am stepping down, importantly, we need a Chair of Trustees too.

I couldn't be more proud of this organisation and am so pleased to have served it for several years, but now it's time to pass the mantle to someone new who can take the charity to its next stage, building on what we have achieved together to help even more families.

Rachael Heenan, Chair of Trustees on behalf of all of the Trustees

## **OUR STORY**

Forget Me Not Children's Hospice cares for children who have conditions which will significantly shorten their lives. Our children's needs are complex and there are more than 400 conditions that we assist with managing to ensure that they live as full and happy lives as possible.

Our support can start in a perinatal clinic following a 20 week scan or on a neonatal ward, with a new mum who knows that she will give birth to a baby that may only live for just a few hours or days; through to caring for children who may live into their teenage years or even early twenties. However all the children we care for have conditions which will severely shorten their lives.

For most of our children, our hospices are a second home; they love coming and the care team is an extension of their family. They're lively spaces where we provide music therapy for children and their brothers and sisters; planned respite to give mums and dads a break; sibling activities so brothers and sisters get some time and attention; crisis care to be there when families most need us; end of life care, bereavement care and many other forms of support. We are privileged to be able to help families make the most of every minute they have with their child, and to create some really special memories to hold onto long after their child has gone.

Beyond the hospices, a great deal of our care is provided in families' own homes through our Hospice at Home services, which provide planned respite and other care on a weekly basis tailored to suit a family's needs.

## **We do things differently**

Many aspects of our service are unique even amongst children's hospices. Here are just a few examples of how we do things differently:

- We are a nurse and therapist led service
- We use volunteers to help our care team support our families
- We work in partnership with local NHS trusts and provide support on wards
- We have developed a model that specifically supports perinatal and neonatal work and antenatal support.

## **What do we need to do next?**

There are currently over 1,300 children that need our support in West Yorkshire and 650 in North Manchester; therefore, whilst we provide vital support to our current children and families, the demand for our services continues to grow and we will continue to reach out to these families. We have seen significant growth in our perinatal services, specifically in supporting the mental health needs of families who experience traumatic pregnancies and stillborn births. This work is very innovative and we would like to find ways in which we can help to replicate what we do in a broader arena.

## **We have grown massively but need to continue**

Over the past 3 years our income has grown substantially: in 2009/10 we raised £560,000; in 2017 we raised more than £3.5 million. Within this growth we have had some success in diversifying our income and begun the task of establishing long term sustainable income, but there is much more to do.

## **Where our money comes from?**

Less than 3% of our funding comes from government sources. We therefore must continue to work hard to raise funds to enable us to care for those who need us. Our income currently comes from multiple sources with the vast majority being fundraised through our local community, individual supporters, trusts and foundations, major donors, corporate partners and a chain of 16 charity shops.



## Why we do what we do

### Thomas's story

"Forget Me Not Children's Hospice really is a lifeline to our family."

After a difficult birth in 2014 and months of tests to try and find out what was wrong, Thomas was diagnosed with Congenital Central Hyperventilation Syndrome, an incurable condition. In and out of hospital, Thomas needed round-the-clock care. He had an operation on his stomach and a gastrostomy tube fitted. He has to have his ventilator with him at all times and must be watched all night and repositioned to help with his breathing.

It was after Thomas spent yet another period in hospital in 2015 that members of the Forget Me Not care team visited mum Leah and dad Jonathan to see how they could help.

Leah explains: "At this point we really needed help. I was a bit apprehensive when I heard the word 'hospice' and I didn't know what to expect. But the first time that we went to Russell House we stayed for two nights in one of the family rooms and it felt like we'd had a two week holiday. The care team took all our worries away and made us feel so at home. Thomas even took his first steps during our stay."

Now four, Thomas continues to come to Russell House for respite care – staying overnight and for occasional weekends to give mum and dad a break, sessions in our hydrotherapy pool, and joining in lots of play activities – he particularly loves books, trains, dinosaurs and dancing!

Leah says, "Thomas recognises the hospice as soon as we get into the car park and is literally banging on the door to get inside! The hydrotherapy's great for his condition and we all get in the pool to spend some quality family time together. We feel safe knowing that everything Thomas needs is on hand and the care team are there if we need them."



## OUR CURRENT TRUSTEES

### Trustee biographies

**Rachael Heenan (Chair)** – Rachael is an employment lawyer and governance specialist at Capsticks LLP, having spent the majority of her career working with health and social care clients and has a deep understanding of the NHS and health sector.

**Dr David Birkenhead** – David is the medical director at Calderdale and Huddersfield NHS Trust. Trained as a microbiologist, he has experience of winning grants and delivering improvement across all areas associated with infection prevention and control.

**Ros Edwards** – recently retired, Ros was the director of human resources and organisational development at The Royal Liverpool and Broadgreen University Hospitals NHS Trust and brings with her a wealth of high level HR experience.

**Stacey Hunter** – Stacey is director of operations at Airedale NHS Trust and works closely with clinical directors, general managers and matrons across a broad range of hospital facilities.

**Dr Gill Sharpe** – Gill is a highly experienced consultant paediatrician at CHFT, with particular expertise in childcare and clinical governance and has a great deal of knowledge of caring for children with life-shortening conditions.

**Pritpal Singh** – Pritpal is the senior manager for risk assurance at PWC specialising in delivering internal and external audit and financial services to public sector bodies and not-for-profit organisations.

**Kathryn Winterburn** – Kathryn is a leadership and organisation development consultant and executive coach bringing a rare mix of international, public and private sector experience, including 16 years in highly complex NHS environments.

**Sarah Fothergill** – Sarah is founder and managing director of The Red Feather Group, working with international retail groups and alongside global brands and agencies and specialising in developing and delivering marketing brand strategies.

### Opportunities

The charity are looking to appoint a number of Trustees, Independent Advisors and a new Chair. Role descriptions are available for each of these roles and are included within this pack. We would particularly welcome people with the following experience and connections:

- Financial management and accountancy skills
- Networks of local connections
- IT
- Fundraising / Income Generation
- Legal Services
- Clinical / care services.

In particular, we would be keen to talk to people who can help us navigate through potential funding opportunities across the NHS, STP's, CCG's and Social Care. Much of our work is with families, especially adults and is around mental health. In addition, many of the families we support inevitably mean that the parents are carers and other children can be young carers.

## **Joining us as a Trustee / Independent Advisor**

Trustees and Independent Advisors fulfil their roles on a voluntary basis. Our Trustees and Independent Advisors will normally be expected to serve for at least one term of three years, but will serve no more than two such terms.

The Board of Trustees is the governing body of Forget Me Not Children's Hospice and is responsible for providing strategic direction with the Chief Executive and the Senior Leadership Team as well as providing oversight to ensure the charity operates properly and effectively. As an organisation it is vital that we have a diverse board that have a broad range of experience and skills at board level.

Trustees provide Forget Me Not Children's Hospice with vital skills, expertise, experience and commitment essential to the effective management and future development of the charity. No one Trustee is expected to have all the skills; we seek a Board that as a whole has the right combination of skills, experience and knowledge. The Board acts collectively in its work.

Trustees have key responsibilities for an organisation. They are in law the guardians of its purpose and are expected to direct the strategy (working with staff); they have financial oversight, are responsible for resources and are expected to ensure the organisation stays within the law.

Each Trustee must be able to:

- Devote the necessary time and effort, including both preparation and attendance of board meetings
- Attend any subcommittees of the board that require input relating to an individual's specific area of expertise. For example, Audit, Finance and Risk Committee
- Demonstrate strategic vision and be able to provide direction to the senior leadership team
- Understand and assess risks whilst ensuring a commercial approach
- Provide an independent and objective view
- Think creatively and continually look at ways of driving the charity forward in a commercial way
- Be willing to speak their mind and provide constructive challenge to other members of the board
- Understand and accept the legal duties, responsibilities and liabilities of trusteeship
- Be able to work effectively as a member of a team and to maintain good working relations.

Trustees are supported within the Committee structure by Independent Advisors who are assigned to committees based on their professional expertise and experiences. Our 3 committees include Audit, finance and Risk, HR and Governance and Clinical Governance. Trustees will be expected to become a member of one of these committees which can be supported by up to 2 Independent Advisors.

## Who can become a Trustee / Independent Advisor?

Over a million adults of all ages, social backgrounds and walks of life become Trustees or Independent Advisors of voluntary organisations. Some people are disqualified by law from acting as Charity Trustees, including anyone described in Section 72 (1) of the Charities Act 1993. Broadly that covers:

- Anyone who has been convicted of an offence including deception or dishonesty, unless the conviction is spent
- Anyone who is an undischarged bankrupt or is the subject of a bankruptcy restriction order or bankruptcy restriction undertaking
- Anyone who has made a composition or arrangement with or granted a trust deed for his or her creditors and has not been discharged in respect of it
- Anyone who has previously been removed from trusteeship of a charity by the court of the Charity Commissioners
- Anyone who is under a disqualification order under the Company Directors Disqualification Act 1986 or is the subject of a disqualification undertaking
- Any offer of appointment as a Trustee or Independent Advisor is also dependent on a satisfactory DBS check and references.

## What commitment do I need to provide as Chair of Trustees of Forget Me Not Children's Hospice

The Chair of Trustees will carry out their role and responsibilities by working closely with the other members of the Board, and the charity's CEO.

Involvement will include:

- Agreeing the agendas for Board meetings
- Chairing Board meetings, 6 per annum in Huddersfield
- Completing the Board effectiveness review once per year
- With the CEO shaping the annual Board away-day
- One to one meetings with the CEO, at least one per month
- Annual appraisal of the CEO
- Occasionally representing the charity at external events
- To act in as an ambassador of the charity by seeking out opportunities to generate support and facilitate the growth of the charity.

## What commitment do I need to provide as a Trustee or Independent Advisor of Forget Me Not Children's Hospice?

Trustees carry out their role and responsibilities by working closely with the other members of the Board, and the charity's Senior Leadership Team. Involvement can vary from person to person but the minimum requirements are as follows:

- Regular attendance and contribution to board meetings which are normally held six times a year and an annual Trustee away-day (Trustees only)
- All meetings are currently held in Huddersfield, West Yorkshire

- Attendance at any subcommittees of the board that require input relating to an individual's specific area of expertise e.g. Audit, Finance and Risk Committee. Sub committees meet no more than 6 times a year. Sometimes it is possible to attend by Skype / phone.
- Occasionally representing the charity at external events
- To act in as an ambassador of the charity by seeking out opportunities to generate support and facilitate the growth of the charity.

## **What are the liabilities of Trusteeship / Independent Advisors?**

Trustees are ultimately responsible for everything the charity does and how it does it. They must ensure all activities and actions are within and accountable to the law. Independent Advisors will help to inform this work, but do not have any legal liabilities.

Trustees have a duty to act in good faith. Trustees and Independent Advisors must avoid conflicts with any personal interests, and should declare those that do arise. They may not profit from their role, although appropriate expenses are reimbursed.

Instances of Trustees being found liable for the misconduct of charities are rare in the UK. However, it is important Trustees understand what their potential liabilities are. Trustees can be held personally liable for:

- Breach of trust – for example spending money inappropriately, or engaging in non-permitted political activity
- Breach of fiduciary and statutory duties – for example using assets to procure benefit for the trustees
- Fraudulent trading – incurring a debt knowing it cannot be repaid
- Acting as a company director when disqualified
- Failure to comply with statutory requirements, e.g. health and safety, HMRC, financial services.

The establishment of Forget Me Not Children's Hospice Ltd as a company limited by guarantee protects Trustees' liability to £10 each, provided they have acted in good faith. Independent Advisors do not have any liabilities.

More information about being a Trustee of a charity can be found in the Charity Commission for England and Wales' publication "The Essential Trustee: what you need to know" or at:

<http://www.comisiwnelusenau.gov.uk/publications/CC3.aspx>

## **I'm interested, what do I do now?**

For a confidential conversation about any of the roles, please call Luen Thompson, Chief Executive on 07808 789299. If you wish to apply, please send a CV and covering letter setting out how your skills and experience relate to the role you are applying for. Please tell us clearly whether you are applying for the Chair role, a Trustee role or an Independent Advisor role. We would also like you to complete the skills matrix and email all the information to [luen.thompson@forgetmenotchild.co.uk](mailto:luen.thompson@forgetmenotchild.co.uk) by 31/01/2019. Interviews will be arranged on an individual basis as and when applications are received.





## Chair of Trustees

### Role description

The Chair of Trustees will provide leadership and direction to the Board of Trustees. The Chair's aim is to enable the Board to fulfil their responsibilities for the overall governance and strategic direction of Forget Me Not Children's Hospice.

The Chair will work closely with Trustees to increase board level capability. The Chair will be instrumental in building the Board of the future as well as providing succession to board and its committees.

The Chair will ensure that the organisation complies with its governing document, charity law, company law and any other relevant legislation or regulations and to make sure that the organisation pursues its objects as defined in its governing document.

The Chair will also work in partnership with the Chief Executive and Leadership Team to provide strategic direction and on occasion advisory support in delivering the business objectives.

The Chair is also a Trustee and as such has ultimate responsibility for directing the affairs of Forget Me Not, ensuring that it is solvent, well run and delivering the charitable outcomes to the benefit of the public for which it has been set up.

The role of a Trustee is to govern the charity; this is achieved by making decisions collectively as a board. A trustee has no power to act on their own unless powers are delegated to them. Although trustees act collectively as a board, for the most part the duties owed by trustees to the charity are personal to the individual trustee, so the individual trustees are each responsible for the actions of the board as a whole.

As well as being a trustee of a charity, a Forget Me Not Trustee is also a company director with all the legal duties that this entails.

In addition to the general responsibilities of a Trustee, the Chair will be required over time to become involved in the specific duties detailed below and will be supported by a Deputy Chair:

- Providing leadership for the Board of Trustees in their role of setting strategy and policy.
- Planning the annual cycle of board meetings and setting the agendas.
- Chairing and facilitating the board meetings.
- Giving directions to board policy making.
- Monitoring the decisions taken at board meetings ensuring these decisions are appropriately implemented.
- Representing the organisation at appropriate events, meetings or functions.
- Acting as a spokesperson for the organisation where appropriate.
- Liaising with the Chief Executive / Leadership team to keep an overview of the organisation's affairs and to provide support as appropriate.
- Reviewing and appraising the performance of the Chief Executive.
- Sitting on the Nominations Committee as required.



- Hearing disciplinary and grievance procedures where it is not appropriate for such matters to be dealt with internally by the Senior Leadership Team.
- Attending and being a member of working groups when appropriate.

### **Qualities of a Chair**

- An understanding of the complexities of the health and social care sector
- An accomplished leader with experience of operating at board level
- Experience of both developing and implementing strategy
- High levels of commercial acumen
- Experience of leading and developing senior leaders
- Experience of setting and managing budgets upwards of £5m.
- Experience of leading significant change programmes involving both costs and people
- A willingness to devote the necessary time and effort to their duties as Chair and Trustee
- An ability to lead as well as work effectively as a member of a team.
- Understanding of the legal responsibilities and liabilities of a Trustee.

### **Essential Experience**

- Experience of operating at board level.

### **General Responsibilities of a Trustee**

In addition to the responsibilities already outlined, the Chair as a Trustee has the following general responsibilities:

- Ensuring the organisation applies its resources exclusively in pursuing its objectives.
- Contributing actively in giving firm strategic direction to the organisation, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets.
- Safeguarding the good name and values of the organisation.
- Declaring any conflict of interest while carrying out the duties of a trustee.
- Being collectively responsible for the actions of the organisation and other trustees.
- Ensuring the effective and efficient administration of the organisation.
- Ensuring the financial stability of the organisation and the proper investment of the organisation's funds.
- Protecting and managing the property of the organisation.
- Attending meetings and reading papers in advance of meetings.
- Attending sub-committee meetings as appropriate.
- Participating in other tasks as they arise from time to time, such as interviewing new staff, helping with fundraising.
- Keeping informed about the activities of the organisation and wider issues which affect its work.

In addition to the duties of all Trustees, each Trustee should use any specific skills, knowledge or experience they have to help the Board of Trustees reach sound decisions. This will involve scrutinising board papers, leading discussions, focusing on key issues, and providing advice and guidance



requested by the Board on new initiatives or other issues relevant to the area of the organisation's work in which the Trustee has special expertise.



## Trustee

### Role Description

Trustees have ultimate responsibility for directing the affairs of Forget Me Not, ensuring that it is solvent, well run and delivering the charitable outcomes to the benefit of the public for which it has been set up.

The role of a Trustee is to govern the charity; this is achieved by making decisions collectively as a board. A Trustee has no power to act on their own unless powers are delegated to them. Although Trustees act collectively as a board, for the most part the duties owed by Trustees to the charity are personal to the individual Trustee, so the individual Trustees are each responsible for the actions of the board as a whole.

As well as being a Trustee of a charity, a Forget Me Not Trustee is also a company director with all the legal duties that this entails.

### Main Responsibilities of a Trustee

- Ensuring that the charity complies with charity law and with the requirements of the Charity Commission as regulator; in particular ensuring that the charity reports on what it has achieved by submitting Annual Returns and accounts as required by law.
- Ensuring that Forget Me Not does not breach any of the requirements or rules set out in its governing document and that it remains true to the charitable purpose and objects set out there; reviewing the governing document regularly (at least every three years) to ensure it is fit for purpose.
- Complying with the requirements of other legislation and other regulations which govern the activities of Forget Me Not, in particular The Care Quality Commission.
- Ensuring that Forget Me Not financial obligations are met and that there are adequate financial controls in place to ensure all money due is received and properly applied, and that all assets and liabilities are recorded.
- Ensuring that intangible assets such as organisational knowledge and expertise, intellectual property, brand, good name and reputation are recognised, used and safeguarded.
- Ensuring that Forget Me Not has a clear vision, mission and strategic direction and is focused on achieving these.
- Ensuring that operational plans and budgets and the fundraising strategy support the vision, mission and strategy.
- Ensuring that Forget Me Not is, and will remain, solvent.
- Considering external professional advice on all matters where there may be material risk to Forget Me Not, or where the Trustees may be in breach of their duties.
- Acting with integrity and avoiding any personal conflicts of interest or misuse of Forget Me Not funds or assets.
- Using reasonable care and skill in their work as Trustees, using their personal skills and experience as needed to ensure that Forget Me Not is well-run and efficient.



- Avoiding undertaking activities that might place Forget Me Not funds, assets or reputation at undue risk.
- Acting reasonably and prudently in all matters relating to Forget Me Not and always in the charity's interests.

### **Qualities of a Trustee**

- Commitment to the organisation.
- Integrity, strategic vision and good/independent judgement.
- A willingness to devote the necessary time and effort to their duties as a Trustee
- Ability to take decisions for the good of the organisation.
- Good, independent judgement.
- Good communication skills.
- Tact and diplomacy.
- Willingness to speak one's mind and listen to the views of others.
- An ability to work effectively as a member of a team.
- Understanding of the legal responsibilities and liabilities of a Trustee.

### **Desirable experience**

- Prior experience of committee/Trustee work.
- Knowledge of the type of work undertaken by the organisation.
- A wider involvement with the voluntary sector.
- Professional expertise in health and social care, marketing, fundraising, retail, financial management, HR, IT or legal services
- A network of contacts, potential supporters and expertise across West Yorkshire and or North Manchester.

### **General Responsibilities of a Trustee**

In addition to the responsibilities already outlined, the Trustee has the following general responsibilities:

- Ensuring the organisation applies its resources exclusively in pursuing its objectives.
- Contributing actively in giving firm strategic direction to the organisation, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets.
- Safeguarding the good name and values of the organisation.
- Declaring any conflict of interest while carrying out the duties of a Trustee.
- Being collectively responsible for the actions of the organisation and other Trustees.
- Ensuring the effective and efficient administration of the organisation.
- Ensuring the financial stability of the organisation and the proper investment of the organisation's funds.
- Protecting and managing the property of the organisation.
- Attending meetings and reading papers in advance of meetings.
- Attending sub-committee meetings as appropriate.





- Participating in other tasks as they arise from time to time, such as interviewing new staff, helping with fundraising.
- Keeping informed about the activities of the organisation and wider issues which affect its work.

In addition to the duties of all Trustees, each Trustee should use any specific skills, knowledge or experience they have to help the Board of Trustees reach sound decisions. This will involve scrutinising board papers, leading discussions, focusing on key issues, and providing advice and guidance requested by the Board on new initiatives or other issues relevant to the area of the organisation's work in which the trustee has special expertise.



## **Independent Advisor to Clinical Governance Committee**

### **Clinical Governance Committee**

The purpose of the clinical governance committee is to oversee the governance for care services.

### **Role Description**

Independent Advisors have responsibility for supporting Trustees in directing the affairs of Forget Me Not, ensuring that it is solvent, well run and delivering the charitable outcomes to the benefit of the public for which it has been set up.

The role of an Independent Advisor is to support the governance of the charity; this is achieved by informing decisions as a committee of the board and feeding into board. An Independent Advisor has no legal responsibilities or voting rights, but bring with them challenge, diversity of thought and specific areas of expertise which the board seek. Their independent view is critical to the success of the committee around performance, governance and strategy, the three key areas that boards focus their attention on.

### **Main Responsibilities of an Independent Committee Member**

- Ensuring that the charity complies with charity law and with the requirements of the Charity Commission as regulator; in particular ensuring that the charity reports on what it has achieved by submitting Annual Returns and accounts as required by law.
- Ensuring that Forget Me Not does not breach any of the requirements or rules set out in its governing document and that it remains true to the charitable purpose and objects set out there; reviewing the governing document regularly (at least every three years) to ensure it is fit for purpose.
- Complying with the requirements of other legislation and other regulations which govern the activities of Forget Me Not, in particular The Care Quality Commission.
- Ensuring that Forget Me Not financial obligations are met and that there are adequate financial controls in place to ensure all money due is received and properly applied, and that all assets and liabilities are recorded.
- Ensuring that intangible assets such as organisational knowledge and expertise, intellectual property, brand, good name and reputation are recognised, used and safeguarded.
- Ensuring that operational plans and budgets and the fundraising strategy support the vision, mission and strategy.
- Ensuring that Forget Me Not is, and will remain, solvent.
- Considering external professional advice on all matters where there may be material risk to Forget Me Not, or where the Trustees may be in breach of their duties.
- Acting with integrity and avoiding any personal conflicts of interest or misuse of Forget Me Not funds or assets.
- Using reasonable care and skill in their work as Independent Advisors, using their personal skills and experience as needed to ensure that Forget Me Not is well-run and efficient.



- Avoiding undertaking activities that might place Forget Me Not funds, assets or reputation at undue risk.
- Supporting Trustees to act reasonably and prudently in all matters relating to Forget Me Not and always in the charity's interests.

### **Qualities of an Independent Advisor**

- Commitment to the organisation.
- Integrity, strategic vision and good/independent judgement.
- A willingness to devote the necessary time and effort to their duties as an Independent Advisor
- Ability to inform decisions for the good of the organisation.
- Good, independent judgement.
- Good communication skills.
- Tact and diplomacy.
- Willingness to speak one's mind and listen to the views of others.
- An ability to work effectively as a member of a team.

### **Desirable experience**

- Prior experience of committee/Independent Advisor/Trustee work.
- Knowledge of the type of work undertaken by the organisation.
- A wider involvement with the voluntary sector.
- Professional expertise in health and social care and or children's services and or working with regulators
- A network of contacts, potential supporters and expertise across West Yorkshire and or North Manchester.

### **General Responsibilities of an Independent Advisor**

In addition to the responsibilities already outlined, the Independent Advisor will make best use of their expertise in support of Trustees who have the following general responsibilities:

- Ensuring the organisation applies its resources exclusively in pursuing its objectives.
- Contributing actively in informing strategic direction to the organisation, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets.
- Safeguarding the good name and values of the organisation.
- Declaring any conflict of interest while carrying out the duties of an Independent Advisor
- Ensuring the effective and efficient administration of the organisation.
- Ensuring the financial stability of the organisation and the proper investment of the organisation's funds.
- Protecting and managing the property of the organisation.
- Attending meetings and reading papers in advance of meetings.
- Participating in other tasks as they arise from time to time, such as interviewing new staff, helping with fundraising.
- Keeping informed about the activities of the organisation and wider issues which affect its work.



## **Independent Advisor to HR and Governance Committee**

### **HR and Governance Committee**

The purpose of the HR and Governance Committee is to ensure best practice standards are set and adhered to in relation to all people related and governance matters.

### **Role Description**

Independent Advisors have responsibility for supporting Trustees in directing the affairs of Forget Me Not, ensuring that it is solvent, well run and delivering the charitable outcomes to the benefit of the public for which it has been set up.

The role of an Independent Advisor is to support the governance of the charity; this is achieved by informing decisions as a committee of the board and feeding into board. An Independent Advisor has no legal responsibilities or voting rights, but bring with them challenge, diversity of thought and specific areas of expertise which the board seek. Their independent view is critical to the success of the committee around performance, governance and strategy, the three key areas that boards focus their attention on.

### **Main Responsibilities of an Independent Committee Member**

- Ensuring that the charity complies with charity law and with the requirements of the Charity Commission as regulator; in particular ensuring that the charity reports on what it has achieved by submitting Annual Returns and accounts as required by law.
- Ensuring that Forget Me Not does not breach any of the requirements or rules set out in its governing document and that it remains true to the charitable purpose and objects set out there; reviewing the governing document regularly (at least every three years) to ensure it is fit for purpose.
- Complying with the requirements of other legislation and other regulations which govern the activities of Forget Me Not, in particular The Care Quality Commission.
- Ensuring that Forget Me Not financial obligations are met and that there are adequate financial controls in place to ensure all money due is received and properly applied, and that all assets and liabilities are recorded.
- Ensuring that intangible assets such as organisational knowledge and expertise, intellectual property, brand, good name and reputation are recognised, used and safeguarded.
- Ensuring that operational plans and budgets and the fundraising strategy support the vision, mission and strategy.
- Ensuring that Forget Me Not is, and will remain, solvent.
- Considering external professional advice on all matters where there may be material risk to Forget Me Not, or where the Trustees may be in breach of their duties.
- Acting with integrity and avoiding any personal conflicts of interest or misuse of Forget Me Not funds or assets.
- Using reasonable care and skill in their work as Independent Advisors, using their personal skills and experience as needed to ensure that Forget Me Not is well-run and efficient.



- Avoiding undertaking activities that might place Forget Me Not funds, assets or reputation at undue risk.
- Supporting Trustees to act reasonably and prudently in all matters relating to Forget Me Not and always in the charity's interests.

### **Qualities of an Independent Advisor**

- Commitment to the organisation.
- Integrity, strategic vision and good/independent judgement.
- A willingness to devote the necessary time and effort to their duties as an Independent Advisor
- Ability to inform decisions for the good of the organisation.
- Good, independent judgement.
- Good communication skills.
- Tact and diplomacy.
- Willingness to speak one's mind and listen to the views of others.
- An ability to work effectively as a member of a team.

### **Desirable experience**

- Prior experience of committee/Independent Advisor/Trustee work.
- Knowledge of the type of work undertaken by the organisation.
- A wider involvement with the voluntary sector.
- Professional expertise in legal services, HR, organisational development, policy and procedure management or governance
- A network of contacts, potential supporters and expertise across West Yorkshire and or North Manchester.

### **General Responsibilities of an Independent Advisor**

In addition to the responsibilities already outlined, the Independent Advisor will make best use of their expertise in support of Trustees who have the following general responsibilities:

- Ensuring the organisation applies its resources exclusively in pursuing its objectives.
- Contributing actively in informing strategic direction to the organisation, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets.
- Safeguarding the good name and values of the organisation.
- Declaring any conflict of interest while carrying out the duties of an Independent Advisor
- Ensuring the effective and efficient administration of the organisation.
- Ensuring the financial stability of the organisation and the proper investment of the organisation's funds.
- Protecting and managing the property of the organisation.
- Attending meetings and reading papers in advance of meetings.
- Participating in other tasks as they arise from time to time, such as interviewing new staff, helping with fundraising.
- Keeping informed about the activities of the organisation and wider issues which affect its work.





## **Independent Advisor to Audit, Finance and Risk Committee**

### **Audit, Finance and Risk Committee**

The purpose of the Audit Finance and Risk committee is to provide assurance to Board that the charity is both financially sustainable and managing its key risks.

### **Role Description**

Independent Advisors have responsibility for supporting Trustees in directing the affairs of Forget Me Not, ensuring that it is solvent, well run and delivering the charitable outcomes to the benefit of the public for which it has been set up.

The role of an Independent Advisor is to support the governance of the charity; this is achieved by informing decisions as a committee of the board and feeding into board. An Independent Advisor has no legal responsibilities or voting rights, but bring with them challenge, diversity of thought and specific areas of expertise which the board seek. Their independent view is critical to the success of the committee around performance, governance and strategy, the three key areas that boards focus their attention on.

### **Main Responsibilities of an Independent Committee Member**

- Ensuring that the charity complies with charity law and with the requirements of the Charity Commission as regulator; in particular ensuring that the charity reports on what it has achieved by submitting Annual Returns and accounts as required by law.
- Ensuring that Forget Me Not does not breach any of the requirements or rules set out in its governing document and that it remains true to the charitable purpose and objects set out there; reviewing the governing document regularly (at least every three years) to ensure it is fit for purpose.
- Complying with the requirements of other legislation and other regulations which govern the activities of Forget Me Not, in particular The Care Quality Commission.
- Ensuring that Forget Me Not financial obligations are met and that there are adequate financial controls in place to ensure all money due is received and properly applied, and that all assets and liabilities are recorded.
- Ensuring that intangible assets such as organisational knowledge and expertise, intellectual property, brand, good name and reputation are recognised, used and safeguarded.
- Ensuring that operational plans and budgets and the fundraising strategy support the vision, mission and strategy.
- Ensuring that Forget Me Not is, and will remain, solvent.
- Considering external professional advice on all matters where there may be material risk to Forget Me Not, or where the Trustees may be in breach of their duties.
- Acting with integrity and avoiding any personal conflicts of interest or misuse of Forget Me Not funds or assets.
- Using reasonable care and skill in their work as Independent Advisors, using their personal skills and experience as needed to ensure that Forget Me Not is well-run and efficient.



- Avoiding undertaking activities that might place Forget Me Not funds, assets or reputation at undue risk.
- Supporting Trustees to act reasonably and prudently in all matters relating to Forget Me Not and always in the charity's interests.

### **Qualities of an Independent Advisor**

- Commitment to the organisation.
- Integrity, strategic vision and good/independent judgement.
- A willingness to devote the necessary time and effort to their duties as an Independent Advisor
- Ability to inform decisions for the good of the organisation.
- Good, independent judgement.
- Good communication skills.
- Tact and diplomacy.
- Willingness to speak one's mind and listen to the views of others.
- An ability to work effectively as a member of a team.

### **Desirable experience**

- Prior experience of committee/Independent Advisor/Trustee work.
- Knowledge of the type of work undertaken by the organisation.
- A wider involvement with the voluntary sector.
- Professional expertise in financial management, IT, Risk management or internal/external audit and management control functions
- A network of contacts, potential supporters and expertise across West Yorkshire and or North Manchester.

### **General Responsibilities of an Independent Advisor**

In addition to the responsibilities already outlined, the Independent Advisor will make best use of their expertise in support of Trustees who have the following general responsibilities:

- Ensuring the organisation applies its resources exclusively in pursuing its objectives.
- Contributing actively in informing strategic direction to the organisation, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets.
- Safeguarding the good name and values of the organisation.
- Declaring any conflict of interest while carrying out the duties of an Independent Advisor
- Ensuring the effective and efficient administration of the organisation.
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