

Chair of the Board of Trustees Recruitment pack 2020



About Carers UK

Every day, about 6,000 people will become a carer, looking after a family member or friend who is older, disabled or seriously ill. When that happens, and however caring affects the person or their family, Carers UK is there for them. We know the challenge is ever increasing and we are determined to make life better for carers today and in the future

The difficulties that carers face affect more and more people every year due to many reasons, including an ageing population as well as more people living with complex illness and disabilities. It was previously estimated that there would be 9 million carers in the UK by 2030 but our recent research suggests the number may already be closer to 8.8 million.

Becoming a carer can be unexpected and seldom is in the plan – a relative is involved in an accident that means they now require everyday support; a child is born with additional needs; a friend is diagnosed with an illness that turns their world upside down. Suddenly, they need someone to look after them, whether that is 24/7 or for a few hours a week. It could be someone who lives nearby, or someone who is many hours drive away.

Immediately they may face additional challenges - juggling caring with work; dealing with health and social care providers; navigating the complexities of the benefits system when someone has to access essential financial support; not to mention trying to keep their own life on track - and often this happens before the person recognises that they have become a carer and are unaware of the information and support available to them.

Carers UK's mission is simple; in whatever ways caring affects you and your family, we are here. We are here with expert advice, information and support. We connect carers so that no one has to care or feel alone. We are committed to innovating to find new ways to reach and support carers. We are tenacious campaigners, and together with our members, we strive for lasting change for carers.

Our vision is of a society that respects, values and supports carers for the huge contribution we make to our families and communities. As the only national membership charity for unpaid carers with over 26,000 members we have created a supportive community of carers. And their voices mean that we are highly respected as experts on the issues facing carers and in the provision of advice, information and support.

Message from the Vice Chair

Thank you for your interest in joining Carers UK to lead our Board of Trustees at a pivotal time for our organisation

Despite the economic and societal challenges that we face as a sector and as a nation, Carers UK is none the less ambitious about the next stage of our development. Founded in 1965, the challenges of unpaid carers remain complex and in many ways are more challenging today, despite advances in health and social care. Much has been achieved, but more needs to be done. As we live for longer, have more fragmented family structures and often live away from family members, more people will provide care for friends and neighbours they are not related to. More and more people are working for longer. Having caring responsibilities and other commitments whilst juggling work with these responsibilities takes its toll on carers.

Carers UK, through its membership and networks, has the ability to understand and research the changing landscape for carers and identify solutions to support carers in the future. We have long-established relationships with national and local governments across England, Scotland, Wales and Northern Ireland. We work with policy makers, employers, health and social care providers, and other organisations with caring fundamental to their existence, to influence them to affect positive, lasting change.

We are now developing an ambitious strategy to help us meet the challenges of the future: changing how carers are viewed; ensuring the challenges, and rewards, of caring are understood by all and that carers are better supported to care for their loved ones whilst living happy and fulfilling lives.

As we enter this pivotal phase for strengthening and developing our position as the UK's largest membership organisation for carers, we wish to appoint a new Chair.

Our Chair David Grayson will be standing down in October 2020, having completed his term of office. We are seeking to build on David's unstinting contribution by seeking an active and engaged Chair, who can provide the strategic leadership and guidance needed to help meet our vision, mission and future ambitious objectives.

I am pleased to enclose an application pack, which sets out the particular skills and experience we require from a new Chair of the Board. It should contain all the information you need about the appointment process and what being Chair of Carers UK involves.

We are looking for someone who is:

- Passionate about Carers UK and can inspire our board and lead the organisation towards its pivotal 60th anniversary in 2025
- Supportive of and able to positively challenge the Chief Executive to maximise partnership working between the executive team and the Board
- Able to proactively represent the charity across sectors, raising its profile, empowering fundraising, and engaging a wide range of stakeholders.

This is a fantastic opportunity to chair the UK's leading national carer organisation, working with a committed and talented executive and wider staff team, as we head into our sixth decade of making life better for carers.

If you have any questions about the enclosed information, please email recruitment@carersuk.org



Virginia Pulbrook, Vice Chair



“ One of the key resources that I’ve made use of, as a carer, is Carers UK’s online forum. All you need do is sign up to access a network of other carers... ”

Mary’s story

For Mary and her siblings, taking on caring responsibilities happened when they were very young, at an age when no-one expects their life to change so dramatically.

Mary and her twin were just 12 years old when they got the news that their mother had been sectioned. It wasn’t until years later she was formally diagnosed with schizophrenia and caring for her has been part of Mary’s life ever since. But although Mary has been caring for her for more than 20 years, it’s only in the last 10 that she’s really been aware that this is the role she has taken on.

Although her caring responsibilities have been substantial, Mary progressed through school and continued in further education, achieving a first class degree in Accountancy. She now balances unpaid caring with a full-time job as an auditor and lives with her mother. But the pressures of balancing employment and caring left less time for her to look after her own health needs. In 2014, whilst rushing for a train, she collapsed with a racing heartbeat and shortness of breath. Returning home, she realised something was wrong, a pivotal moment for her which led to a diagnosis of pulmonary artery hypertension.

Since that time Mary has understood the importance of creating a network of support, including family and friends, and her sisters have looked after her mother in order for her to take short breaks. On Sundays she has taken up playing golf and her siblings make sure to check in at home, to give Mary some time to herself without feeling worried or guilty.

The support and information that Mary has received from Carers UK has enabled her to help balance caring with her other responsibilities – and ensure that she looks after her own physical and mental well-being. She has signed up as one of our Social Media Volunteers and has also attended events to share her experience with others, to ensure people know about the support available.

“I now realise that my caring role is something I am likely to be doing indefinitely. I decided to find what resources were available that I could make use of that would benefit not only my mum, but also myself. That’s how I found Carers UK. I also discovered the forum and every now and then I go online as it’s important to realise that you’re not going through this alone”.

We’d like to thank Mary for sharing her story with us to help inform our work on the importance of carers accessing breaks.

The Trustees Compact

What we expect of each other as Trustees and what our stakeholders can expect of us:

- We are stewards and custodians: ultimately responsible for the conduct and performance of Carers UK.
- We are all ambassadors for Carers UK: explaining to others what the organisation is doing and why, and feeding back insights and information to Carers UK.
- We will be proactive in bringing new ideas and opportunities to Carers UK.
- We will: do our best to attend board meetings in person or virtually, study board papers carefully, reflect on decisions we need to take, and act at all times in the best interests of the organisation; if we cannot attend a meeting, we will do our best to comment on the papers to the Company Secretary and/ or Chair.
- We will protect confidential and sensitive information.
- We understand our individual and collective accountability for Board decisions and; will respect board decisions when taken, including those we may not have agreed with.
- We will be respectful of the views and experiences of our colleagues.
- We will actively seek opportunities to enhance our own knowledge and skills as a Trustee and support our colleagues to do so; and we will keep up-to-date with the legal and regulatory responsibilities of Trustees.
- We will welcome new Trustees and support arrangements to 'buddy' new Trustees.
- We will actively seek to support and compliment positive behaviour, and if we feel we have to criticise we will do so in a constructive and thoughtful manner.
- If we have concerns about any matters relating to the Board or Carers UK's work, we will raise them with the Chair or Chief Executive.

In return, Trustees will receive the following support from Carers UK:

- a thorough induction programme
- regular phone calls with Chair to discuss any issues
- a 'buddy' Trustee for informal help/guidance
- meeting papers provided in a timely manner to allow for full preparation (normally one week in advance)
- a year's advance notice of all meetings
- reimbursement of reasonable expenses associated with attending meetings (eg travel / accommodation / food / respite care, in line with Carers UK's personal expenses policy)

Board of Trustees

Terms of Reference

The role of the Board is to provide effective governance for Carers UK and to ensure it makes progress in achieving its vision and mission.

Responsibilities:

- To ensure that Carers UK operates within its Memorandum and Articles of Association and all relevant charity and company legislation.
- To manage, review and develop, the organisation's governance and constitutional arrangements (including working to maximise the effectiveness of the Board).
- To set the organisation's strategic aims.
- To provide leadership to ensure the strategic aims are met.
- To supervise the management of the organisation.
- To monitor the performance of the Chief Executive and Senior Management team.
- To exercise overall control over Carers UK's financial affairs and to protect its assets.
- To make decisions and carry out their duties at all times in the best interests of the charity as a whole, as required by current legislation and in accordance with Carers UK's aims and values.

Membership and meetings of the Board:

There are 12-15 Trustees of whom the majority have experience of being a carer. Trustees have the primary responsibility under charity legislation for the governance of the organisation. The quorum for a Board meeting is seven voting Trustees.

The Board meets quarterly (during the day) and one of these meetings is generally an extended 'away day'. Trustees are also expected to attend the Annual General Meeting and Members Conference.

Most Trustees will also be members of one or more committees, which generally meet quarterly (except for the Remuneration Committee which meets at least annually or more frequently if needed). Some of the Committee meetings are conducted by teleconference.

Overview of the Board and its functions

Carers UK is a registered charity and company limited by guarantee which is governed by a Board comprising 12- 15 Trustees. The Board has overall responsibility for the work of the organisation, and for overseeing the charity's governance and values. It establishes and monitors the implementation of the organisational strategy, currently the Carers UK Vision 2021 (2016-2021)

The current Trustees are:

- Professor David Grayson CBE (Chair)
- Virginia Pulbrook (Vice Chair)
- Eleanor Bradley (Treasurer)
- Tim Anfilogoff
- Dr Helen Brown
- Paula Bryan
- Margaret Dangoor
- Beverley Harden
- Flora Martin MBE
- Sivakhanthan Shanmuganathan
- Dr Rosie Tope
- Martha Wiseman

The Carers UK Board delegates implementation of the agreed strategy to the Chief Executive, Helen Walker, who is supported by seven directors. This enables the charity to draw on both Trustee and executive skills to maximise the quality of governance and leadership provided to the organisation.

The term of office for a Trustee is four years. At the end of this term Trustees decide, in consultation with the Chair and the Nominations Committee, if they wish to serve a further four years. At the end of this possible eight-year period a Trustee must stand down for a minimum of one year.

The Board has a Chair and a Vice Chair It is supported in its work by several committees:

- The Finance and Resources Committee
- The Governance, Constitution and Membership Committee

- The Nominations Committee
- The Remuneration Committee
- Northern Ireland Committee
- Scotland Committee
- Wales Committee

These committees carry out the more detailed scrutiny and discussion of the charity's work, making recommendations to the Board. The Chair is an ex officio member of all committees but is not required to attend them all.

The role of the Finance and Resources Committee is to maintain an overview of the financial health and corporate performance of the organisation, its controls and assurance mechanisms (including risk management), and compliance with statutory requirements.

The role of the Governance, Constitution and Membership Committee is to act as a reference point for the Board in the discharge of the Board's responsibilities in relation to corporate governance.

The Nominations Committee is responsible for recruiting and recommending new Trustees to the Board, ensuring the right mix of skills and experience, and meeting the requirement to have a majority of people with experience of caring on the Board. It also makes recommendations to the Board concerning honorary positions including President, Vice- Presidents and Patrons.

The Remuneration Committee sets and annually reviews the Chief Executive's remuneration and also approves the Senior Management Team salaries on appointment.

The three Nations Committees advise their relevant Nation's director / manager on implementation of Carers UK strategy in their nation and advise the board on nation priorities.

Carers UK also owns outright a subsidiary company, Carers UK Trading Limited, a company registered in England. The subsidiary is used for non-primary purpose of trading activities. Available profits are Gift Aided to the charitable company.

Trustee experiences

Rosie Tope



As a carer it seemed natural for me to get involved in a charity speaking out on carers' issues. Since becoming a trustee I've been able to use my experience and skills to help Carers UK in its strategy development and priority setting, and it's exciting to see the progress we're making towards our Vision 2021. I've learnt a lot too, and feel I'm able to make a difference as a Board member.

Paramjit Oberoi (former Trustee)



I have accumulated a credit of over 35 years of caring in my bank. In the world of work these skills and experiences would be highly valued. I became a Trustee with Carers UK to share my caring experiences to raise awareness of the impact that caring can have – juggling work, caring and family life, especially as a single parent. I wanted to ensure that the experiences I have been through bring some value to others going through similar situations.

Becoming a Trustee enhanced my own self-worth through knowing that the difficulties I have faced were being used as vehicles to bring about a better caring experience for Carers and those being cared for.

Chair role summary

Job title: Chair of Trustees

Direct report: Chief Executive

Role summary

We are seeking a chair with a vision and passion to support carers. A person able to inspire the Board and executive team with leadership and strategic direction.

The Chair will ensure that the organisation complies with charity law, company law and make sure that the organisation pursues its objects as defined in its governing document.

The Chair's role is to work in partnership with the Chief Executive and support the employees, helping them achieve the aims and goals of the organisation.

In addition to the general responsibilities of a Trustee, the Chair has a number of tasks specific to their role.

Main responsibilities of the Chair

- to provide leadership for the board of Trustees in their role of setting the strategy and policy of the organisation
- to help plan the annual cycle of board meetings and set the agendas
- to chair and facilitate the board meetings
- to give directions to board policy making
- to monitor that decisions taken at board meetings are implemented
- to work closely with the Company Secretary
- to represent the organisation at appropriate events, meetings or functions
- to act as a spokesperson for the organisation where appropriate
- to liaise with Chief Executive to keep an overview of the organisation's affairs and to provide support as appropriate
- to recruit, review and appraise the performance of the Chief Executive
- to sit on appointment panels as required
- to act as final stage adjudicator for disciplinary and grievance procedures if required
- a willingness to devote the necessary time and effort including attending meetings (1-2 days per month)
- to attend as a member of other committees or working groups when appropriate in role as Chair.

Competencies required for the role

The following are the core competencies and the evidence that will be applied when assessing candidates.

1 *An understanding and awareness of the significance of Carers UK in making life better for carers*

- direct or indirect experience of looking after someone
- an understanding of the policy landscape, especially within health and social care

2 *Leadership of the Trustee Board*

- ability to chair a board of a complex organisation including experience of reconciling different views
- ability to manage change and establish shared organisational objectives
- active commitment to high personal standards in accordance with the Nolan Principles
- sound understanding of the Chair and Chief Executive relationship and an ability to work strategically with the executive team
- challenges poor performance and supports individual personal development.

3 *Ability to lead and contribute to the development of strategy, and the scrutiny of its delivery*

- ability to lead and deliver on an organisation's overall purpose and strategy
- ability to evaluate policies and plans, including resource requirements and risks, based on Carers UK future needs and in the context of the wider environment
- identifies connections and dependencies between issues, highlighting both opportunities and potential unintended consequences
- demonstrates the capacity for an innovative and flexible approach in response to factors that may alter plans.

4 *An influential advocate for the organisation, with credible communication skills*

- highly developed interpersonal skills with an ability to establish credible and effective stakeholder relationships
- ability to influence and persuade others using well

reasoned arguments

- ability to promote the role of Carers UK externally and engage with the key issues, earning the confidence and support of others.

5 *Analytical skills and sound judgement*

- ability to assimilate and engage with the detail of written material or oral evidence, processing information quickly and accurately
- ability to present an argument and articulate reasons for reaching decisions
- exercises independent judgement and ability to make balanced, evidence-based decisions
- ability to think creatively and analytically under pressure to reach decisions.

6 *Takes ownership of personal and team effectiveness*

- actively seeks out and listens to views of others in decision-making and shows respect for the opinions of others
- clearly understands the role and commits to fulfilling its requirements including attendance, preparation and additional activities
- participates in induction and training as required for the role
- engages constructively in the annual performance review process, including giving and obtaining feedback, reflecting on any shortcomings in performance and taking opportunities to engage in personal development

Desirable knowledge and experience

The experiences on the list below are desirable and it is hoped that applicants will have experience in one or more of the following areas

Equality and diversity

- has experience of developing or implementing equality and diversity policy within the third sector

Applicants must also satisfy statutory requirements in order to become a Trustee as detailed below:

- Any person aged 16 or over can act as a Trustee of a charitable company provided that they are not disqualified by law, although Carers UK governing documents require Trustees to be 18 or over.
- The Charities Act 2011 disqualifies people who:
 - have unspent convictions for offences involving deception or dishonesty
 - are undischarged bankrupts
 - have been at any time removed from Trusteeship of a charity by the Charity Commission or the court in England Wales or Scotland because of misconduct
 - are disqualified from being company directors under the Company Directors Disqualification Act 1986
 - have failed to make compositions (ie come to an arrangement) with their creditors and have not been discharged.

In addition to the above statutory duties, each Trustee should use any specific skills, knowledge or experience they have to help the Board of Trustees reach sound decisions including the annual election of the Officers (Chair, Vice-Chairs and Treasurer).

Additional duties may involve leading discussions, focusing on key issues, providing advice and guidance on new initiatives and other issues in which the Trustee has special expertise, and positively representing the organisation.

As soon as someone becomes disqualified, for example,

the day they are convicted of an offence involving dishonesty, they are automatically barred from acting as a Trustee. It is a criminal offence to act as a Charity Trustee while disqualified. However, the Charity Commission can grant a waiver either generally or in relation to a charity or a specific class of charities.

If you are convicted of a relevant offence or become bankrupt and you wish to remain eligible to be a Trustee you may apply to the Commission for a waiver. Any adult person who is not disqualified by law, or prohibited by law, or prohibited by the charity's articles or association, may become a Trustee (director) of a charitable company.

Under the Company Directors Disqualification Act 1986 the court may disqualify people:

- who have been convicted of criminal offences relating to the promotion, formation, management or liquidation of a company
- who have been persistently in default of company legislation for filing accounts and other documents
- who have been found guilty of fraudulent trading or fraud
- whose conduct as a Director has made them unfit to be involved in the management of a company

Chair recruitment process

The recruitment process is overseen by the Nominations Committee, with the Board having identified the skills and experience it needs in a new Chair, as detailed in this pack. If you believe that you can demonstrate these abilities and want to make a lasting difference to the lives of carers in the UK, we look forward to receiving your application.

Candidates are required to complete an application form setting out details about themselves, how they fit the competencies, and their suitability for the role of Chair.

These applications are treated on a confidential basis and are reviewed by the Nominations Committee against the skills criteria established by the Board.

Suitable candidates will be invited to attend an informal interview by the Nominations Committee. This would usually be a face-to-face meeting in London, but Skype/video/phone conferences can be arranged.

Following the interviews, the Nominations Committee recommend their preferred candidate for Chair to the Board and put them forward for approval by the Board.

The successful candidate will be invited to join the Board and attend at least one meeting in advance of taking on the role from the current Chair and appropriate induction arrangements will be made.

Carers UK members will be asked to approve the appointment at the following Annual General Meeting.

Candidates who have not been successful for the role of Chair will be contacted and informed of this. There are many other ways in which people who share our vision can become involved with our work and, where relevant, the Nominations Committee will highlight these to candidates who might wish to contribute in other ways.

Further information How to apply

Diversity and inclusion

Carers UK recognises that diversity is a cultural ethos – a way of thinking or acting that fosters inclusion and enhances our membership and our work. Embracing this culture of diversity, our Chair recruitment shall reflect our membership and the society that we serve regardless of race, gender, sexual orientation, physical abilities, or religious practices.

Useful links

- [Vision 2021: Carers UK five-year strategy](#)
- [Caring magazine issue 51](#)
- [Trustees' Annual Report and Year End Accounts 2018/2019](#)
- [The Essential Trustee, What you Need to Know. The Charity Commission](#)
- [Conflicts of Interest: a Guide for Trustees](#)
- [Charity Governance Code 2017](#)
- www.associationofchairs.org.uk

Please submit your CV outlining your experience, employment and volunteering history and any Chair, Trustee, non-executive or public service roles you currently have or have had in the past.

Please submit a covering statement, no longer than 500 words, setting out how you meet the six competencies outlined on page seven.

Please also submit the Candidate Summary Form, Equal Opportunities Monitoring Form, and the Declaration of Eligibility with your application. These are provided separately or may be downloaded.

If you are shortlisted for interview, you will be asked to provide us with the names and addresses of two people who can provide references.

Applicants are required to declare any unspent criminal convictions. The Charities Act disqualifies people convicted of offences involving dishonesty or deception (unless the conviction is legally regarded as spent), undischarged bankrupts and those disqualified from company directorship from acting as charity Trustees.

Closing date for applications:

9am Monday 27th January 2020

Interviews will take place on **Tuesday 11th and Thursday 13th February 2020.**

Applications should be emailed to recruitment@carersuk.org



Across the UK today 6.5 million people are carers - supporting a loved one who is older, disabled or seriously ill.

Caring will touch each and every one of us in our lifetime, whether we become a carer or need care ourselves. Whilst caring can be a rewarding experience, it can also impact on a person's health, finances and relationships.

Carers UK is here to listen, to give carers expert information and tailored advice. We champion the rights of carers and support them in finding new ways to manage at home, at work, or in their community.

We're here to make life better for carers.

Carers UK

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