



Chair of Trustees

CANDIDATE PACK
July 2018



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ABOUT US

Sands is the stillbirth and neonatal death charity. We operate throughout the UK, supporting anyone affected by the death of a baby, working to improve the care bereaved parents receive, and promoting research to reduce the loss of babies' lives.

Sands was founded in 1978 by a small group of bereaved parents devastated by the death of their babies, and by the total lack of acknowledgement and understanding of the significance and impact of their loss.

Since then, Sands has played a key role in raising public awareness of baby death across the UK, supported thousands of parents whose babies have died, worked closely with Health Care Professionals to improve the care bereaved parents receive, and funded much social and medical research to help better understand why babies die and prevent such tragedies.

We are made up of staff and volunteers. The Sands Helpline works together with our local volunteer Groups and befrienders to ensure that anyone affected by the death of a baby has access to compassionate, experienced support.

Our Improving Bereavement Care team works with health and social care professionals to provide training and resources to support them in delivering the very best bereavement care for parents.

Thanks to the hard work of our supporters we are able to fund crucial, high-quality research to understand why babies die and find new interventions to prevent more deaths. Our Research and Prevention team work at national level on quality-improvement initiatives to make maternity and neonatal care safer.

For more information please visit us on www.sands.org.uk

“

Today, despite Sands' successes, there is still much work to be done, not only in supporting anyone affected by the death of a baby, but in striving to reduce the baby death rate which remains unacceptably high in the UK.

”



ABOUT US

OUR VISION FOR THE FUTURE

Sands' vision is for a world where fewer babies die and when a baby dies anyone affected by the death receives the best care and support for as long as they need.

OUR MISSION

We work to reduce the number of babies dying and to improve care and support for anyone affected by the death of a baby.

OUR PURPOSE IS

- ▶ to support anyone affected by the death of a baby
- ▶ to work in partnership with healthcare professionals to ensure that bereaved parents and families receive the best possible care
- ▶ to promote improvements in practice and fund research to help reduce the number of babies dying

OUR VALUES

We will be compassionate, collaborative and evidence-based

We commit to working as one organisation; learning from experience and striving for continual improvement through innovation

We will be open and honest; working with respect and integrity, showing empathy, and being inclusive in everything we do

OUR 4 STRATEGIC OBJECTIVES

1

To reduce the number of babies dying before, during and shortly after birth

Many of these tragedies are potentially avoidable; research and a thorough review of every death will help us understand better how to avoid them, but then this understanding must be put into practice. At Sands we work to ensure that healthcare professionals, parents and the public understand what makes a difference.

2

To ensure the right care and support is available at the right time after the death of a baby

The care and support that is available after the death of a baby can make a significant difference to the emotional and physical wellbeing of parents.

Many parents and families tell us that it was the support that they received that made the biggest difference to their ability to cope with both the initial devastation, but then also in the longer term. It is absolutely vital that all parents are able to access the support that they need, in the form that they need and when they need it.



OUR 4 STRATEGIC OBJECTIVES

3

To grow as one strong, sustainable and effective organisation

In order to make a real difference, Sands needs to grow in such a way that keeps bereaved parents and families at the heart of what we do, and which encourages the whole organisation to work, think and act together as one. Using innovation, collaboration and holistic thinking, we will focus on continually improving what we do and how we do it – developing our approach as a learning organisation to become as effective as possible.

4

To raise awareness of the issues relating to stillbirth and neonatal death

When their baby dies, the profound grief that parents feel is often compounded by disbelief – ‘we didn’t know this could happen’. Parents describe feeling isolated and alone, with friends and family uncertain how to reach out and offer much needed support.

In addition, lack of awareness of the issues means that the key actions that parents can take to reduce the risk of stillbirth and neonatal death are often not known.

By raising awareness of the issues relating to stillbirth and neonatal death we can not only break the taboo and lift the isolation felt by so many, but also raise awareness of safer pregnancy messages.



KEY HIGHLIGHTS FROM 2017

316,935
website visits,
72%
of which were new

We responded to
5,246
helpline calls
and emails

110,000
bereavement support
booklets distributed

106
Sands Groups
providing peer
support throughout
the UK

Sands Groups funded
9 new or improved
bereavement care
suites and **11** new
or improved memorial
gardens (over £240,000)

2,502 healthcare
professionals improved
their bereavement care
skills with our training

1,048 pieces
of print, TV and
radio coverage were
generated

We directly funded
4 new research
studies, equating to
£250,000

#waveoflight
trended all night
on 15 October 2016
as part of Baby Loss
Awareness Week



£1,100,000
raised from running
and challenge events



FIND OUT MORE ABOUT US

Click on the images below to find out more about the impact Sands makes in the lives of bereaved families.

THE ROLE

The role:	Chair of Board of Trustees
Time commitment:	1–2 days per month
Remuneration:	The role of Chair is not accompanied by any financial remuneration, although expenses for travel may be claimed

THE ROLE OF THE CHAIR

Summary

- To lead the Board of Trustees and ensure that it fulfils its responsibilities for the governance and strategic direction of Sands
- To work in partnership with the Chief Executive as the lead executive, helping them to realise the mission of the organisation
- To optimise the relationship between the Board of Trustees and staff
- To facilitate the Board of Trustees in stimulating excellent, well-rounded and carefully considered strategic decision-making
- To be a strong spokesperson for the charity both internally and externally

MAIN RESPONSIBILITIES OF THE CHAIR

1. Strategic Leadership

- Provide strategic leadership for Sands and the Board; ensuring the charity has maximum impact for its beneficiaries, agreed strategic priorities, and clarity of vision in fulfilling its charitable objectives
- Provide leadership during and between Board meetings, securing trustee engagement and supporting effective decision-making that is in the best long-term interest of the Charity
- Promote Board engagement with staff, members and volunteers; building and maintaining close relations between the Board and these stakeholder groups to promote the effective operation of the charity's activities
- Ensure that trustees fulfil their duties and responsibilities for the effective governance of the charity, creating a Board with strong working relationships and where challenge and scrutiny are welcomed
- Develop an effective Board culture; fostering constructive and positive relationships between trustees, and encouraging all trustees to contribute their skills, experience and opinions to ensure adequate scrutiny

THE ROLE

Strategic Leadership contd...

- Ensure the Board can regularly review major risks and associated opportunities, and satisfy itself that systems are in place to take advantage of opportunities, and manage and mitigate the risks
- Ensure the Board effectively monitors impact and how this translates to enabling Sands to fulfil its charitable objectives
- Uphold the values of the charity by example, ensuring that the organisation promotes equality and diversity for all its stakeholders
- Take action when authorised to do so between meetings to address urgent strategic issues that arise, and to authorise bank transactions and legal documents where required

2. Governance

- Lead on the development of the Board; driving forward action to strengthen Board effectiveness and compliance with the Charity Governance code, and undertaking appraisal of the Board and of trustees on a regular basis
- Chair and facilitate effective Board meetings, liaising with the Chief Executive to draft agendas and supporting papers, and ensuring that the business is covered efficiently and effectively in meetings and that decisions taken are implemented
- Chair the Governance sub-committee, and chair other ad hoc meetings of the main Board when required
- Plan the annual cycle of Board Meetings, and plan and set annual general meetings as required
- Ensure that appropriate procedures, processes and controls are in place and followed
- Ensure that the Board fulfils its duties to ensure sound management of resources and to safeguard the financial health of the charity
- Act as final stage adjudicator for disciplinary and grievance procedures if required

THE ROLE

3. Relationship with the Chief Executive

- Establish and build an effective working relationship with the Chief Executive, ensuring s/he is held to account for the effective management and delivery of the charity's strategic aims and objectives
- Support and line manage the Chief Executive on behalf of the Board of Trustees, appraising their performance

4. External relations

- Act as a strong spokesperson for Sands and represent the organisation at external high-level functions in line with the charity's agreed media and public affairs strategy

5. Time commitment

- The time commitment is 1-2 days per month. This is made up of six meetings per year which consist of quarterly board meetings and two away days plus reading time, wider meetings and other engagements



THE ROLE

PERSON SPECIFICATION

Essential knowledge, skills and experiences

The successful candidate will bring all or most of the following:

- Demonstrable understanding of and commitment to Sands and its strategic objectives
- Senior executive and non-executive experience in a commercial, or public setting, ideally including experience of effective chairing - facilitating debate and ensuring collective decision-making
- Strong strategic skills, and a track record of effective senior leadership
- Collaborative style of leadership with the ability to listen and engage effectively with a wide range of stakeholders
- Highly developed interpersonal and communication skills and an ability to effectively represent Sands as a spokesperson and ambassador
- Ability to understand perspectives of others, to act collaboratively and diplomatically, and to secure collective decision-making
- Understanding or experience of leading or managing change in a complex organisation
- Ability to understand complex strategic issues, analyse and resolve difficult problems
- High standards of personal integrity and probity with sound, independent judgement
- A commitment to equality and diversity
- Sound knowledge of charity governance with a clear understanding of the legal duties, liabilities and responsibilities of trustees

Personal characteristics:

- Collaborative
- Intellectually rigorous
- Adaptable
- Resilient

Desirable

- Knowledge or understanding of the health policy and practice landscape relevant to the work of Sands
- Experience of working effectively through and with committees

HOW TO APPLY

To apply for this position, please provide the following two pieces of information:

A comprehensive CV, including details of your achievements in each role and details of two referees.

A supporting statement, explaining how you believe your skills and experience match the requirements of the role, directly addressing the criteria as outlined in the person specification.

Applications should be submitted at the following website page: [**Application link**](#)

For an informal and confidential discussion about the role, please contact:

Melissa Baxter - Director of Executive Search: **07789 985229**
[**melissa.baxter@russam-gms.co.uk**](mailto:melissa.baxter@russam-gms.co.uk)

Marsha Gosling - Executive Search Consultant: **07818 509690**
[**marsha.gosling@russam-gms.co.uk**](mailto:marsha.gosling@russam-gms.co.uk)

TIMETABLE

Closing Date:	Friday 20th July 2018
Preliminary Interviews with Russam GMS:	Tuesday 24th and Wednesday 25th July 2018
Final interviews with Sands:	Week commencing 3rd September 2018

