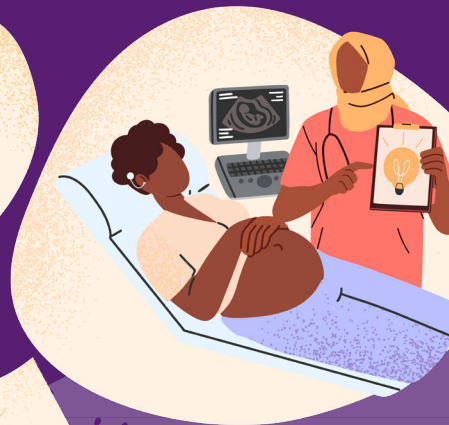




Saving babies' lives.
Supporting bereaved families.

Trustee Candidate Pack

September 2025



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Sands is the UK's leading pregnancy and baby loss charity. We are here to support everyone touched by pregnancy loss or the death of a baby. Always.



About Us

We're creating a community of compassionate and lifesaving changemakers, whose voices inspire change and turn understanding into action.

Every day in the UK, 13 babies die shortly before, during or soon after birth. At least 1 in 6 of pregnancies end in miscarriage. Thousands of parents and families are experiencing the heartbreak of pregnancy and baby loss every year in the UK.

Too often, the reasons for pregnancy and baby losses are not fully understood, and this lack of understanding makes it harder to prevent future tragedies. But it doesn't have to be this way.

For more than 40 years, Sands has provided a safe, understanding and caring community for anyone touched by pregnancy or baby loss. We can help, whether your loss happened recently or long ago.

Sands offers many types of support, including our free, confidential telephone helpline, email support, and online group sessions. We have a UK-wide network of local groups offering peer-support in the community, social media groups helping people connect wherever they are, and free resources for partners, siblings, grandparents, and wider family and friends.

Sands works to give healthcare professionals, trusts and health boards with the training, tools and support they need to provide excellent bereavement care, to

ensure that every bereaved parent and family receives the best possible care wherever they are in the UK.

Our accredited training is also available for a wider range of professionals, like those working in the community, such as police officers and teachers, whilst our Bereavement in the Workplace training means all managers and colleagues can feel confident to sensitively support a co-worker who has experienced pregnancy or baby loss.

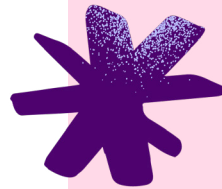
Sands helps answer the most important research questions and acts on these findings. Listening to parents helps save lives and Sands puts bereaved parents' experiences at the heart of research. These experiences help academics and clinicians understand why babies die and how maternity care can be improved.

And, Sands works to keep pregnancy and baby loss at the top of the political agenda across the UK. Through campaigns, we amplify the voices of bereaved parents. By gaining the support and understanding of politicians, ministers and decision-makers, we can help them make better policies to improve maternity services and save babies' lives.

Join us and help create a world where fewer babies die.

“For more than 40 years, Sands has been here for anyone affected by pregnancy and baby loss to offer understanding and comfort.

Every day, we work to improve the care and support that bereaved parents receive – and help create a world where fewer babies die.”



sands 

For more information
please visit us on
sands.org.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. Parents and families who have experienced baby death remain at the core of everything we do.

Our mission

We work to save babies' lives and to improve care and support for anyone affected by the death of a baby.

Our core aims



**Babies'
lives are
saved**



**Anyone affected by
the death of a baby
receives the care and
support they need**

Our values

We will be compassionate, collaborative, evidence-based and inclusive



Our 4 Strategic Objectives



Strategic objective 1

To be a welcoming, supportive community which is inclusive, accessible, and known to all



Strategic objective 2

To save babies' lives and ensure inequalities in pregnancy loss and baby death are reduced



Strategic objective 3

To ensure everyone has equal access to the excellent bereavement care and support after pregnancy loss and baby death



Strategic objective 4

To grow and develop sustainably to have impact now and in the future

Key Highlights from 2023/24



760,000

people accessed
our pregnancy and
baby loss support,
and our safer
pregnancy advice



238

volunteer-led
support services in
communities across
the UK, including
monthly support
groups and Sands
United football clubs



34

dedicated support
group sessions
for Black parents,
South Asian parents,
men and Armed
Forces families



8,365

training and
learning
opportunities for
healthcare
professionals



4,060

e-actions sent
by campaigners



47,639

employees reached
through workplace
training



Over

£7.5million
fundraising income

126 of 128

hospital trusts
in England, and

100%

of hospital boards
in Scotland are now
on the National
Bereavement
Care Pathway

Sands Impact Report



[View the report](#)

Sands Strategy



[View the report](#)

The role of Trustee

The role	Trustee
Time commitment	1-2 days per month
Remuneration	The role of trustee is a voluntary position, although expenses for travel may be claimed
Responsible to	The Board of Trustees, led by the Chair

Summary of the role

As a member of the Board of Trustees you will:

- Provide strategic oversight and leadership, ensuring that Sands pursues its stated objectives through its vision and mission.
- Ensure that Sands operates in accordance with the principles of good governance, complying with its Articles of Association, charity law, company law and any other relevant legislation or regulations.

Main responsibilities of a trustee

- To work with internal and external stakeholders in pursuance of Sands' aims and objectives, as defined in the Articles of Association, and to act in accordance with Sands' values and principles.
- To contribute to the Board's role in providing strategic direction for Sands; setting an overall strategy, approving the business plan and budget, defining goals and targets, evaluating performance, and taking appropriate action with regard to risk management.
- To ensure that Sands complies fully with all relevant legislation and regulations including, but not limited to, company, charity, employment, and health and safety law.
- To ensure that Sands uses its resources exclusively in pursuance of its charitable objects, with funds being used to best and most appropriate effect.
- To safeguard the good name and values of Sands.

- To ensure the financial stability of Sands, and to protect and manage the assets of the charity ensuring the proper investment of its funds.
- To ensure the effective and efficient administration of Sands, including having appropriate policies and procedures in place.
- To promote collaborative working and communication across the charity.
- To be responsible for the appointment, supervision, support, appraisal and remuneration of the Chief Executive.
- To attend and contribute to Board Meetings and Sub-Committees as appropriate.

In addition to the above statutory duties, each Trustee should use any specific skills, knowledge or experience, he or she has to help the Board of Trustees reach sound decisions.



Person specification

- Demonstrable understanding of and commitment to Sands and its strategic objectives
- A commitment to the values and principles of Sands
- An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- An ability to analyse information; use good, independent judgment; and a willingness to challenge constructively when necessary
- An ability to work professionally and respectfully as a member of a team, making collective decisions which support the vision and mission
- A commitment to ongoing training and development
- A commitment to equality and diversity
- A willingness to devote the time and effort needed
- A commitment to Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership

Desirable

As Sands evolves as an organisation it requires within its Board sufficient varying expertise and experience in a wide range of areas. In particular, we are currently looking for Trustees who can demonstrate knowledge and experience of at least one of the following:

- Business acumen
- IT and data
- Research
- Neonatal care

We also welcome relevant knowledge and experience which relates to either the work of Sands or to the workings of the third sector.

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

We are committed to unbiased evaluation. To assist with this, please keep your application anonymous by excluding identifying information.

Applications should be submitted to

clea.harmer@sands.org.uk

For an informal and confidential discussion about the role please contact **clea.harmer@sands.org.uk**

Timetable

Closing date for applications

Wednesday 1 October 2025

Interviews

Monday 3 November and Thursday 6 November





If you need support:



Call our helpline for free
0808 164 3332



Find your local group **sands.org.uk/support**



Access our **Sands Support Chat**
via our website



Join our online community
sands.community/login



Email **helpline@sands.org.uk**



Join your local Sands United team
sands.org.uk/sands-united

sands 

Saving babies' lives.
Supporting bereaved families.