

RECRUITMENT PACK

Chair of trustees

November 2019

YOUR APPLICATION

Thank you very much for your interest in this position. On the following pages you will find information about the Chair's position at Age Cymru, along with details of the selection process to assist you in completing and tailoring your application.

In order to apply you should submit:

- An up-to-date CV which shows your full career history – we recommend that this is no longer than three pages;
- A supporting statement explaining why you are interested in this role detailing how you are a good candidate for this post and how you fulfil the person specification – we recommend that this is no longer than two pages;
- The equalities monitoring form, this is not mandatory, but is requested for monitoring purposes in line with our commitment to equality and diversity.

Please note that applications can only be considered if all the documentation is complete.

Please send your application, preferably in MS Word format by email to:

victoria.lloyd@agecymru.org.uk

Applications must be received by 6 January 2020

Please do contact me if you wish to have an informal discussion about the role / organisation or if you have any other questions to help you decide whether to apply. You can contact me on 029 2043 1555. I will also be able to arrange for you to speak to our former Chair, Dr Malcolm Fisk.

I look forward to hearing from you.

Kind regards

Victoria Lloyd
Chief Executive

CONTENTS

Welcome	4
About Age Cymru	5
The board	8
Our team	9
Job description	10
Person specification	11
Principal terms and conditions	12
Key dates	12
Code of Practice for Trustees	13
Recruitment Equalities and Diversity Monitoring Form	15

WELCOME

Thank you for considering this exciting opportunity at Age Cymru.

Our Board is proud to say that we are the leading older people's charity in Wales with strong values and a real sense of purpose. The work we do at Age Cymru has never been more important in an ageing society; please do take a look at our website to find out how the organisation and our fantastic staff team make an impact for older people across Wales.

We are looking for a new Chair who will build upon the successes that our previous Chairs including Malcolm Fisk, Meirion Hughes and Bernadette Fuge achieved.

Our new Chair will be joining the organisation at an exciting time as the organisation works with partners in Wales and throughout the UK to develop a shared strategy, ensuring we work together effectively for the benefit of older people.

Nevertheless, the external strategic landscape is changing and becoming more challenging. Funding and budgets for projects and areas of support have been reduced so we need to think carefully how we create efficiency without compromising on quality.

We will need to continue to ensure that our response is directed, evidence based and accountable. Our new Chair will be helping the Board and the staff team navigate a path that presents new challenges and opportunities.

Whilst we do not wish to be prescriptive about the professional background of our new Chair; it is your passion, drive and energy combined with your commitment to older people's issues that most interest us. Your leadership skills will be finely honed and there won't be much that you will be fazed by. You will be able to further harness the skills and commitment that we already demonstrate and help ensure that we are well positioned to continue our vital work.

Age Cymru's mission is to create an age friendly Wales. Your role as our new Chair is critical to our ability to continue with that aim; this will be a rewarding experience, at times it may be humbling, but it will never be dull. Please do read on to find out more about this unique opportunity and I very much look forward to receiving your application.

ABOUT AGE CYMRU

Age Cymru is **the** national Charity for older people in Wales.

We work with our local Age Cymru Partners to deliver positive change with and for older people.

Our vision is an age friendly Wales and our mission is to create that age friendly Wales.

Age Cymru is a member of the Age UK Group. Age Cymru has 2 wholly owned subsidiary companies – **Age Cymru Enterprises Limited** and **Age Cymru Trading Limited** which each have their own board of directors.

Legal Objects

Age Cymru is a charitable company limited by guarantee and registered in England and Wales so our trustees are both charity trustees and company directors. (Charity registration number 1128436, Company Registration Number: 6837284).

The charity's purposes, as set out in its objects contained in the Articles of Association, are:

- Preventing or relieving the poverty of older people
- Advancing education
- Preventing or relieving sickness, disease or suffering in older people (whether emotional, mental and/or physical)
- Promoting equality and diversity
- Promoting the human rights of older people in accordance with the Universal Declaration of Human Rights
- Assisting older people in need by reason of ill-health, disability, financial hardship or disadvantage
- Promoting training, arts, culture and heritage for the benefit of older people; and other charitable purposes for the benefit of older people as the Trustees may from time to time decide.

Our age friendly goals

To create an age friendly Wales we have identified a series of goals that identify the areas in which we will develop our work:

1. Rights and participation

In an age friendly Wales we have the information and support we need to feel empowered to exercise our rights and to participate in all areas of society.

2. Community

We have meaningful and purposeful relationships; the transport we need to get out and about and we can live without environmental or social barriers preventing our inclusion.

3. Well-being

We have access to the care and support we need to for our wellbeing and to age as actively as we are able.

4. Financial inclusion

We have enough money to meet our needs and have a good quality of life.

Our Values

Our values shape and guide the way we will seek to achieve our goals:

- We are caring, we put people at the heart of what we do.
- We are determined, we take responsibility for and pride in making a positive difference.
- We are effective, we strive for the best
- We are empowering, we enable people, build confidence and provide practical support and
- We are inclusive, we work together and involve others.

Our Strategy

Our strategy is to create the conditions where older people are able to live well by

- Influencing – campaigning for the changes that are needed to improve the lives of older people.
- Informing- strengthening our role as the place to go for people who need help as we provide accurate, trusted information and advice.
- Enabling - creating the conditions for sustainable services, whether that is through working with our local partners to develop national approaches for service delivery, like I&A or raising funds for projects to be delivered.

Our priorities

We have organised our plan into two sections

- 1) What we will do to create an age friendly Wales and
- 2) How we will develop a sustainable organisation to achieve this.

Each set of actions is equally important. We cannot deliver effectively for older people unless we generate income, value our staff and volunteers and increase the profile of our work.

What we do: Work to create an age friendly Wales	How we do it: With a strong and sustainable organisation
<p>We will</p> <ul style="list-style-type: none">• increase the reach of our information and advice service• support older people to maximise their income• campaign for improvements to care services in Wales• support effective safeguarding and advocacy services• ensure older people's voices are heard• support wellbeing and provide opportunities for involvement	<p>We will</p> <ul style="list-style-type: none">• increase our income• increase the profile of our work• value our staff and volunteers – be a good place to work• support our partnerships• increase our volunteer opportunities• improve the measurement, monitoring and evaluation of our work to ensure we make a difference for older people

THE BOARD

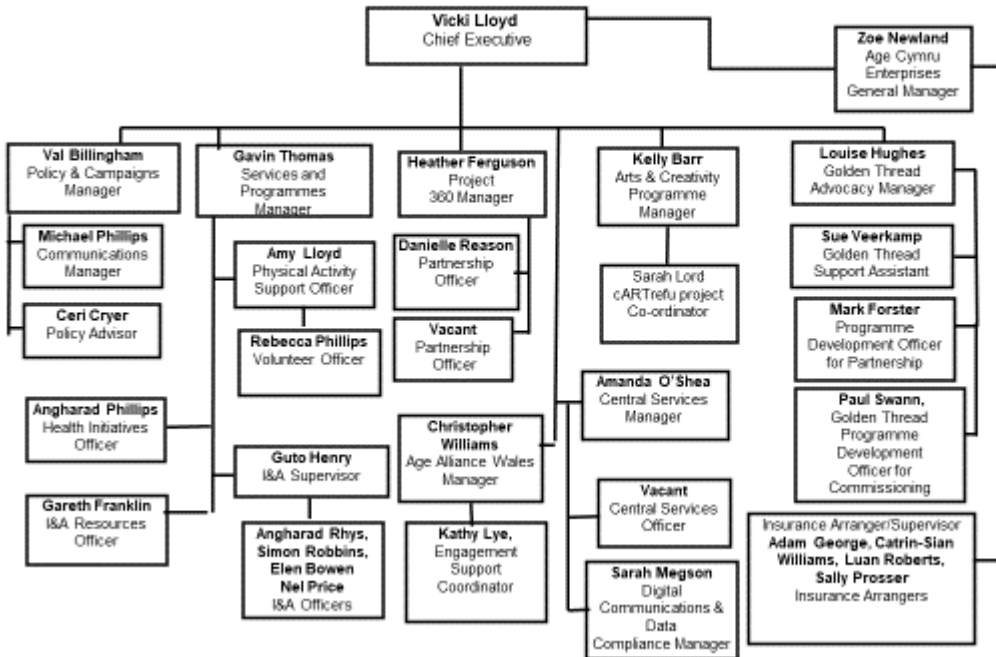
Role

The role of the board of trustees is to ensure that Age Cymru operates to fulfil its charitable objectives as effectively as possible.

The board provides leadership in agreeing the charity's direction and goals, monitors performance and oversees the effective management of the organisation.

Chair	Vacant
Deputy Chair	Mr Keith Jones
Treasurer	Mr Lyn James
	Mr Charles Carter
	Ms Maria Coggins
	Mr Stephen Findlay-Saunders
	Mr Peter Hamilton
	Ms Carys Henry
	Ms Diane Hughes (to be ratified)
	Mr Steve Milsom

OUR TEAM



ROLE DESCRIPTION

Role purpose

The Chair's main responsibility is to champion and drive positive change on the issues affecting older people, to lead the Board, and ensure it upholds the Charity's values and operates effectively. The Chair will ensure the Board is able to fulfil its purpose, provide vision and direction, and fully discharge its legal and regulatory responsibilities.

Key responsibilities

1. Strategic leadership

- Ensure that the Board operates within its charitable objectives, and provides a clear strategic direction for the Charity
- Provide leadership to the Charity and its Board, ensuring that the Board sets, promotes and upholds the Charity's values and mission, and that the Charity achieves maximum possible impact for its beneficiaries
- Champion good governance to the highest standards, ensuring compliance with Charity Commission and other regulatory requirements and Trustees fulfil their duties and responsibilities for the effective governance of the Charity.
- Ensure that the Board regularly reviews major risks and opportunities, and satisfies itself that systems are in place to maximise opportunities, and manage and mitigate risks
- Ensure that the Board fulfils its duties to ensure the sound financial health of the charity, with systems in place to ensure financial accountability. Through the CEO, ensure medium and long term financial and operational sustainability
- Lead the Trustees in monitoring management performance
- Ensure the Board of Trustees has adequate oversight of its subsidiaries

2. Efficiency and effectiveness

- Chair meetings of the Board of Trustees effectively and efficiently, bringing impartiality and objectivity to the decision making process
- Enable and encourage full participation from each member of the Board to ensure the highest quality of debate and decision making while fostering and maintaining constructive relationships with and between the Trustees
- Work closely with the Chief Executive to give direction to proposed strategy to be determined by the Board and to ensure that meetings are well planned, meaningful and reflect the responsibilities of the Trustees
- Monitor that strategy determined by the Board is being implemented.

3. Governance

- Ensure that the governance arrangements are working effectively for the Charity
- Take a leading role in the composition of the Board, ensuring the right balance of skills, experience, diversity and independence needed to govern effectively
- Oversee the induction and development of Trustees
- Appraise the performance of the Trustees and the Board on an annual basis.

4. External Relations

- Act as an ambassador for the cause and the Charity

- Engage with older people and their representative across Wales
- Promote the organisation to a wider audience of potential donors and beneficiaries.

5. Relationships

- Establish and build a strong, effective and constructive working relationship with the Chief Executive, ensuring s/he is held to account for achieving agreed strategic objectives and providing support whilst respecting the boundaries which exist between the two roles
- Ensure regular contact with the Chief Executive and develop and maintain an open and supportive relationship
- Conduct an annual performance and remuneration review for the Chief Executive. Ensure that the Chief Executive has the opportunity for professional development.
- Optimise the relationship between the trustees, staff and volunteers.

PERSON SPECIFICATION

Personal qualities

- Demonstrate strong empathy and engagement with older people's issues
- Demonstrate a strong empathy with, and commitment to, the purpose, culture and values of Age Cymru
- Champion the right of older people to have influence, and access to excellent services
- Personal gravitas to lead a significant national organisation
- Exhibit strong inter-personal and relationship building abilities and be comfortable in an ambassadorial role; establishing and maintaining trust and credibility
- Demonstrate tact and diplomacy, with the ability to listen and engage effectively
- Ability to foster and promote a collaborative team environment
- Recognises and values difference and diversity
- Demonstrate a sound understanding of the relationship and boundaries between the Executive and Non-Executive Role
- Ability to be flexible and adaptable to support the organisation in managing change in a complex rapidly changing environment with multiple stakeholders.
- Has the time, availability, drive and commitment to effectively discharge the responsibilities of the post of Chair
- Is self-aware, open to feedback and prepared to develop.

Knowledge and experience

- Governance experience, member or Chair of a board or similar, with knowledge of good governance practice
- Experience of successfully leading a board, or an organisation, through change
- Experience of external representation, delivering presentations and managing stakeholders
- Knowledge and understanding of older people's issues in Wales
- Significant experience of chairing meetings and events
- Direct experience of strategic and organisational change

Skills and abilities

- Strong leadership skills, ability to motivate staff and volunteers and bring people together
- Broad knowledge and understanding of the sector and current issues affecting it
- Financial management expertise and a broad understanding of charity finance issues
- Good understanding of charity governance issues.

PRINCIPAL TERMS AND CONDITIONS

Remuneration:	This is a voluntary role.
Location:	Cardiff (majority of the time, with some UK travel).
Term:	4 years
Time commitment:	Approximately 18 days per year including six Board meetings. The Chair holds regular meetings with the Chief Executive, and represents the Charity at various events and meetings, including meeting the Chairs of other Age UK, Age Scotland and Age NI.

KEY DATES

- **6 January 2020:** Closing date for applications
- **Week beginning 13 January 2020:** Interviews to be held in Cardiff
- **21 January 2020:** Age Cymru trustees agree appointment as chair designate
- **12 March 2020:** Attend board meeting as chair designate
- **26 March 2020:** Age UK board ratify appointment

CODE OF PRACTICE FOR TRUSTEES

Introduction

All charity trustees have legal duties and responsibilities. The most important of these are summarised in the Charity Commission's leaflet 'The Essential Trustee: What you need to know' (CC3).

This Code of Practice is not a list of trustees' legal duties, although many of the elements of the code are based on legal principles. The conduct and practices in this Code go beyond what the law requires in some respects, but they are nevertheless fully consistent with the law.

Purpose of the code

To set out the relevant standards expected of trustees of Age Cymru in order to maintain the highest standards of integrity and stewardship; to ensure that Age Cymru is effective, open and accountable; and to ensure a good working relationship with the Chief Executive and management team.

General

1. Trustees must act with probity and due prudence and should take and consider professional advice on anything in which the trustees do not have expertise themselves.
2. A trustee must administer Age Cymru and all its assets in the interest of current, potential and future beneficiaries.
3. Trustees should hold themselves accountable to the Age Cymru's stakeholders, including the public, for the Board's decisions, the performance of the Board and the performance of Age Cymru.
4. Except where legally authorised, trustees must not gain financial or other material benefit for themselves, their families or their friends from their trusteeship of the charity. Nor must a trustee attempt to use his/her status as trustee to gain customer advantage within Age Cymru.
5. Expense claims must be in line with the relevant policy and must be accurate and accountable. The Board should ensure that regularly review the written policies on claiming of expenses by trustees.
6. A trustee must not place him/herself under any financial or other obligation to outside individual organisations that might influence him/her in the performance of his/her official duties.
7. Trustees should conduct themselves in a manner which does not damage or undermine the reputation of Age Cymru or its staff individually or collectively and should not take part in any activity which is in conflict with the objects or which might damage the reputation of Age Cymru.
8. Trustees must make decisions together and take joint responsibility for them. The extent to which any one trustee or a small group of trustees is empowered to speak for or take action on behalf of Age Cymru or the Board must (subject to any specific constitutional rules) be a matter for all trustees to decide together. Such decisions must be recorded.
9. Trustees who sit on the Board as the nominee of a network or organisation must accept that their sole responsibility is to Age Cymru, not to their nominating group or body.
10. Gifts in connection with a trustee's role should not be solicited. If gifts are offered they become the property of the organisation and must be used for the benefit of it. Any exceptions to the rule will be laid down in an agreed policy. Gifts or hospitality offered by any outside supplier or commercial organisation must be approved in advance by the Chair or, in his or her absence, another honorary officer. Gifts or hospitality offered to the Chair should be approved in advance by the Deputy Chair wherever possible.

Responsibilities

11. Trustees must, with the help of the Chief Executive formulate and review regularly Age Cymru's vision, values and long-term strategy as well as policies for their fulfilment.
12. With the assistance of the Chief Executive and appropriate professional advisers, trustees must ensure that Age Cymru complies with regulatory and statutory requirements and must exercise overall control over Age Cymru's financial affairs. In addition to compliance with statutory requirements, trustees should have a commitment to the development and implementation of good practice.
13. Trustees must be familiar with and keep under regular review the articles of association of Age Cymru. Any changes must be made in accordance with legal requirements.
14. In order to develop a working knowledge of Age Cymru and to give themselves credibility, trustees should endeavour to maintain links and keep in touch with Age Cymru by regular visits to the charity's offices. Unless there is a good reason to believe that the Chief Executive's actions are threatening the probity of Age Cymru, all such visits should be made by arrangement with the Chief Executive or relevant member of staff.

Meetings of the Board of Trustees

15. Trustees must strive to attend all meetings regularly, ensuring they prepare for and contribute appropriately and effectively.
16. Trustees should bring a fair and open-minded view to all discussions of the Board and should ensure that all decisions are made in the charity's best interests.
17. Trustees must aim to foresee and avoid any conflict of interest. Where one arises, a trustee must at once declare the interest and absent him/herself from any discussion or vote taken on the matter by the other trustees. Any transaction under which the trustee will benefit either directly or indirectly must have proper legal authority.
18. Confidential information or material (relating to users, beneficiaries, members, staff, commercial business, etc) provided to, or discussed at a Board meeting must remain confidential and within the confines of the Board and must not be discussed outside the trustee body.
19. Trustees have a responsibility to develop and ensure the maintenance of a properly constituted, balanced and competent Board, including clear procedures for selection, election, training, retirement and if necessary, removal of trustees.

Staff

20. Trustees must ensure there is a clear understanding of the scope of authority delegated to the Chief Executive.
21. Policies and strategies agreed by trustees should be expressed in unambiguous and practical terms, so that the Chief Executive or member of staff responsible for implementing those policies are clear what they need to do. Directions given to the Chief Executive and the Directorate should come from the Board as a whole.
22. Trustees should act fairly and in accordance with good employment and equal opportunities principles in making decisions affecting the appointment, recruitment, professional development, appraisal, remuneration and discipline of the Chief Executive and other staff.
23. Trustees must understand, accept and respect the difference in roles between the Board, the Chief Executive and managers, ensuring that the Honorary Officers, the Board, Chief Executive and staff work effectively and cohesively for the benefit of Age Cymru, and develop a mutually supportive and loyal relationship.
24. Having given the Chief Executive delegated authority, trustees should be careful - individually and collectively - not to undermine it by word or action.

Acknowledgement – This Code of Practice has been revised from a model provided by the Association of Chief Executives of Voluntary Organisations (ACEVO). The model Code of Conduct was produced after two extensive rounds of consultation with Chairs of Trustees, Trustees and Chief Executives. The Charity Commission welcomed the initiative and lent support in the preparation of the Code.