



Appointment of Trustees and Associate Trustees

Information Pack for Applicants

**Closing date: Monday 15th May
at Noon**

Welcome Letter

Thank you for your interest in joining us as either a Trustee, or as someone wishing to train to as a Trustee.

This is an exciting time to join AvMA, *the* UK charity for patient safety and justice. We provide free advice and support to thousands of people each year who have been affected by avoidable harm in healthcare. We exert influence to see patient safety improved and people treated fairly when things do go wrong. You may have seen recent media coverage about the funding and workforce issues with the NHS alongside their waiting list backlogs. Consequently, patient safety is in the spotlight as never before. So now has never been a more important time to ensure that the gains that we have made as a charity over several years in campaigning for the patient voice and improvements in patient safety, do not get lost.

If you have not previously served as a charity Trustee, we are offering opportunities to join the Board as an Associate and will provide mentoring and support over the first twelve months of your involvement with us. To apply as an Associate, you will need to demonstrate experience of committee or team-working at a senior level. Please look at the details on pages 3-6 of this pack and if anything is unclear, we will be happy to explain further.

For those with previous Trustee experience, please look at pages 7-9 for details of the role description and person specification where we set out what we are looking for in more detail.

We have a committed and knowledgeable Board of Trustees, and hope that you will consider joining us as we expand further. We take equality and diversity very seriously, and particularly wish to hear from black and minority ethnic candidates, younger people and people with disabilities as these groups are under-represented on our Board. If you have a lived experience arising from adverse medical treatment, please help us understand it in your application as we also particularly value Trustees having lived experience amongst us.

The Board of Trustees appointed Paul Whiteing as CEO at the beginning of the year, and we are looking forward to working with Paul and his team to develop AvMA's strategy for the next five years.

For more information about AvMA visit our website: www.avma.org.uk For further information about how to apply and to arrange have an informal conversation with myself or Paul Whiteing, please go to page 13.

I hope that after you have read the pack you will wish to apply and look forward to hearing from you.

Jocelyn Cornwell
Chair of the AvMA Board of Trustees

AvMA Associate trustee: Role Description

Job Purpose

The role of Associate Trustees is very similar to our Trustee roles, namely, to help AvMA towards its mission by bringing your skills and experience to the table for the wider benefit of AvMA. Associate Trustees will take full part in discussions at committees and at the Board meetings but will not take on the legal responsibilities of a full Trustee or have a vote.

Associate Trustees will be provided with mentoring and training to enhance their skills, with the hope that in due course they will become a full Trustee (with all of the accompanying legal responsibilities entailed, and with a vote in any decisions taken). This will be dependent upon a satisfactory appraisal at the end of the one-year Associateship. (It may be possible that the training period required before becoming a full Trustee is extended or contracted, depending upon progress.)

Please read this alongside *Expectations and potential activities of AvMA Trustees* (on page 10) as that provides a more detailed account of how Trustees and the Associate can contribute to the charity's work.

Main Tasks

- 1 To take part in formulating and regularly reviewing the strategic aims of the organisation.
- 2 Working with Trustees to ensure that the policy and practices of the organisation are in keeping with its aims.
- 3 Working with Trustees to ensure that the organisation functions within the legal and financial requirements of a charitable organisation and strives to achieve best practice.

Main Duties

- 1 Formulating strategic aims
 - Consider the organisation as a whole and its beneficiaries, whether as an Associate member of the Board of Trustees or any of AvMA's committees, sub-committees, groups etc.
 - Reflect the organisation's vision and principles, strategy, and major policies at all times.
 - Contribute specific skills, interests and contacts and support the organisation in fundraising activities.
- 2 Ensuring policies and practices are in keeping with aims
 - Attending meetings of the Trustees (held four times a year either virtually, or in East Croydon) alongside an annual strategy awayday
 - Reflect the Trustees' policies and concerns on all its committees, sub-committees, groups and in external meetings.

3 Ensuring best practice

- Be an active advisory member of the Trustee body in exercising its responsibilities and functions.
- Maintain good relations with other Trustees and senior managerial staff.
- Take part in training sessions / strategic review meetings, as necessary.

Fulfil such other duties and assignments as may be required from time to time by the Trustee body

AvMA Associate Trustee: Person Specification

Experience, knowledge, expertise and commitment

The successful candidates must be able to demonstrate that they meet most of the following criteria. Training and mentoring are available to help them develop knowledge, skills and experience where needed, with a view to becoming a full Trustee subject to a satisfactory appraisal after the one-year programme.

- A demonstrable interest in patient safety and justice for people who have experienced avoidable harm in healthcare (or their families).
- Potential to think strategically and develop a strategic approach to organisational change.
- Potential to understand the complex and changing landscape of patient safety and justice, and to help formulate AvMA's role and position within it
- Potential to contribute to shared leadership of the charity, including offering constructive challenge in meetings, acknowledging alternative perspectives, contributing to collegiate decisions, and upholding 'cabinet responsibility' for decisions.
- Ability to attend four Board meetings per year and an annual strategy or board development day. Reading for meetings will also be required. Most Trustees are also actively engaged in other areas of the charity's work, including either our Quality and Outcomes Committee, our Finance Committee or our IT and Digital Committee. Each of these also meets four times per year, and Trustees may participate remotely via phone or skype for Committee meetings.
- We are particularly interested in hearing from suitable candidates from black and minority ethnic communities and disabled people as they are currently underrepresented on our Board of Trustees.

Additionally, we are looking for people who meet at least one of the following criteria (desirable but not essential for the Associate Trustee):

- Accountancy/finance: a relevant financial qualification (ICAEW/ACCA) and ideally with some experience of investment portfolio oversight
- Public relations and social media communications experience to support our campaigning work
- Income generation and business development experience in the context of a charity seeking to diversify its income streams

Desirable

- Lived experience of avoidable harm in healthcare, either as a patient or family member

Exclusions

Although Associate Trustees will not take on legal responsibilities, the hope is that they will go on to become a Trustee in due course. Therefore, we will not appoint someone to this position who would be excluded from being a Trustee. Charity law dictates that the following are not permitted to be a Trustee:

- Persons under the age of 18.
- Anyone who has been convicted of an offence involving deception or dishonesty unless the conviction is spent.

- Anyone who is an undischarged bankrupt.
- Anyone who has previously been removed from the Trusteeship of a charity by the Court or Commissioners for misconduct or mismanagement.
- Anyone who is under a disqualification order under the Company Directors disqualification Act 1986.

Terms and Conditions

- The position of Trustee is voluntary and unpaid. However, all authorised out of pocket expenses incurred in carrying out agreed activities can be reclaimed from AvMA. (Travel etc. is reimbursed at economy/standard class, or the cheapest fare available).
- Training is provided free of charge by AvMA.
- Additionally, AvMA encourages attendance at some of AvMA's own conferences, seminars, and other training events. Attendance is free.

Trustee of AvMA

Role Description and Person Specification

Job Purpose:

To help AvMA towards its mission and share responsibility with other Trustees for governance of AvMA, keeping within its charitable objectives.

Please read this role description alongside *Expectations and potential activities of AvMA Trustees* (on pages 10 -12) as that provides a more detailed account of how Trustees contribute to the charity's work.

Main Tasks:

- 1 To take part in formulating and regularly reviewing the strategic aims of the organisation.
- 2 With other Trustees to ensure that the policy and practices of the AvMA are in keeping with its aims.
- 3 With other Trustees to ensure that AvMA functions within the legal and financial requirements of a charitable organisation and strives to achieve best practice.

Main Duties:

- 1 Formulating strategic aims
 - Consider the organisation as a whole and its beneficiaries, whether as a member of the Trustees or any of its committees, sub-committees, groups etc.
 - Reflect the organisation's vision and principles, strategy and major policies at all times.
 - Contribute specific skills, interests and contacts and support the organisation in fundraising activities.
- 2 Ensuring policies and practices are in keeping with aims
 - Attending meetings of the Trustees (held four times a year either virtually, or in East Croydon).
 - Reflect the Trustees' policies and concerns on all its committees, sub-committees, groups and in external meetings.
- 3 Ensuring best practice
 - Be an active member of the Trustee body in exercising its responsibilities and functions.
 - Maintain good relations with other Trustees and senior managerial staff.
 - Take part in training sessions provided for the benefit of the Trustees.

Fulfil such other duties and assignments as may be required from time to time by the Trustee body.

Person Specification

Experience, knowledge, expertise and commitment

Additionally, we are seeking Trustees with specific experience, knowledge, or expertise in at least one of the following fields:

- Public relations and social media communications experience to support our campaigning work
- An accountancy qualification (ICAEW/ACCA) with experience of finance (and ideally investments portfolio oversight)
- Business development and income generation expertise in the context of a charity wishing to diversify its income streams

Desirable

- Lived experience of avoidable harm in healthcare, either as a patient or family member

In addition, our Trustees usually have:

- Experience of working with or at a senior level in organisations.
- Ability to think strategically and develop a strategic approach to organisational change.
- Ability to understand the complex and changing landscape of patient safety and justice, and to help formulate AvMA's role and position within it.
- Ability to contribute to shared leadership of the charity, including offering constructive challenge in meetings, acknowledging alternative perspectives, contributing to collegiate decisions, and upholding 'cabinet responsibility' for decisions.
- Understanding of the role of Trustee and/or Non-Executive Director.
- Ability to attend four Board meetings per year, an annual strategy or board development day, and approximately three hours reading/meetings a month. Most Trustees are also actively engaged in other areas of the charity's work, including our Quality and Outcomes Committee and our Finance Committee. Each of these also meets four times per year, and Trustees may participate remotely via phone or skype.

We also very much welcome potential Trustees with personal or family experience of medical harm.

AvMA takes equality and diversity seriously and is particularly interested in hearing from suitable candidates from black and minority ethnic communities as these are currently underrepresented on our Board.

Exclusions

Charity law dictates that the following are not permitted to be a Trustee

- Persons under the age of 18.
- Anyone who has been convicted of an offence involving deception or dishonesty, unless the conviction is spent.

- Anyone who is an undischarged bankrupt.
- Anyone who has previously been removed from the Trusteeship of a charity by the Court or Commissioners for misconduct or mismanagement.
- Anyone who is under a disqualification order under the Company Directors disqualification Act 1986.

Terms and Conditions

- The position of Trustee is voluntary. No remuneration is paid. However, all authorised out-of-pocket expenses incurred in carrying out the duties of a Trustee can be reclaimed from AvMA. (Travel etc. is reimbursed at economy/standard class, or the cheapest fare available).
- Training for the Trustee role is provided free of charge by AvMA.
- Additionally, AvMA encourages Trustees to attend its conferences, seminars and other training events. Attendance is free. Trustees are expected to cover their own travel and subsistence at these events, unless they are contributing to the event or have been specifically asked to attend in order to promote the charity.

Expectations and potential activities of Trustees of AvMA

Introduction

All Trustees are required by law to undertake the core role of leading and overseeing AvMA. Trustees must lead the charity consistent with the requirements of the Charity Commission. Trustees must ensure that AvMA remains viable (or is wound up in an orderly manner) and complies with its legal responsibilities (which include those specific to its operations as a charity, company, employer, provider of legal services, landlord, holder of personal data, and so on). These responsibilities are those accepted on appointment and must be discharged with due diligence.

Beyond this core Trustee role there is a further opportunity for Trustees to carry out a range of activities to support the work of the charity. These would be wholly at the Trustee's own volition, and undertaken according to Trustees' skills, interests, and availability. Whilst such activity is deeply appreciated, it is not a mandatory part of the role.

Core expectations

Strategic leadership, and oversight of the Charity's performance

All Trustees share responsibility for the strategic leadership of the charity.

Trustees are expected to oversee the sound management of the charity according to the rules of the Charity Commission for England & Wales and the Office of the Scottish Charities Regulator, with whom AvMA is registered. This includes ensuring that the charity pursues its charitable objectives to the best of its ability, operates within charity law, and so far as possible remains financially viable.

Guidance from the Charity Commission and other useful material is provided to each Trustee in an information pack and in their induction. As AvMA is a limited company, every Trustee is also a director of the charitable company and has similar responsibilities under company law.

A central way in which Trustees deliver their core responsibilities is through participation in meetings of the Board of Trustees. This is where key strategic decisions about the charity are made and where Trustees monitor the work and finances of the charity. This requires careful reading of the papers provided in advance of the meeting and participation in the meetings themselves. Trustees bring their own experience, knowledge, and principles to AvMA's process of decision making. Trustees are expected to provide constructive challenge, exercising their judgment in the interests of the charity and its beneficiaries.

To be able to carry out their strategic remit, Trustees are expected to keep up to date with the issues relevant to AvMA's charitable mission of patient safety and justice and with the work of the charity itself. This requires reading or viewing material which AvMA may send out to Trustees between Trustee Board meetings.

The Board meets four times per year usually in the afternoon. These are usually held in our offices in East Croydon but may also be hybrid. For 2023 the dates of Board meetings are March 21st; 20th June; 26th September and 5th December (including AGM).

All Trustees are expected to attend Board Development or Strategic Review days as required. It is likely that these will require a minimum of one full day each year in addition to Board meetings.

Trustees are also invited to serve on one of AvMA's two sub-committees. These are the Finance and Investment Committee and the Quality and Outcomes Committee.

In addition, we have a work group for IT & Digital services as well for Income Generation.

Fundraising and promotion

AvMA cannot carry out its charitable activities without the funds to do so. All Trustees are asked to take an active interest in fundraising. This includes helping to generate support for fundraising activities (e.g., making contacts aware of fundraising events that may interest them), attending events to meet our supporters, and helping the charity to build and sustain relationships with supporters and potential donors.

Acting as an ambassador for AvMA

Trustees have a vital role to play in promoting AvMA in their professional and other networks. Trustees are expected to seek opportunities to make the charity's work known, for example through drawing attention to its activities across a range of audiences, publicizing its work on social media, or helping initiate collaboration with other organisations.

Additional potential activity

Honorary Officer Positions

The Trustees elect a Treasurer, initially for a three-year term, at the Annual General Meeting. The Treasurer provides advice to the Chief Executive, Finance Manager, and other senior managers between Board meetings. The Treasurer has oversight of financial matters and chairs the Finance and Investment Committee.

Representation at Meetings

AvMA receives more invites to meetings than staff can possibly attend. It helps raise AvMA's profile and ensures we keep up to date with developments if with the Trustees' help we can be represented at all important relevant meetings. It also does AvMA's reputation good for other stakeholders to see involvement in our work from a variety of people rather than just the staff they are used to seeing. Trustees will benefit from learning more about the issues; keeping up to date; meeting key stakeholders etc.

There may be ongoing bodies/meetings on which Trustees can represent AvMA, or Trustees can volunteer to represent AvMA on one-off occasions. Staff will brief Trustees on policy issues in question. Trustees are expected to keep to the existing AvMA 'line' on issues unless agreed otherwise and to report back on any significant issues arising at meetings attended. Expenses are paid (either by the organisation hosting the meeting or by AvMA).

Speaking Engagements

AvMA is invited to make presentations at a wide range of conferences and seminars. Usually, this function is undertaken by the Chief Executive or another senior manager. However, we would welcome additional input from Trustees who are capable public speakers.

Writing Consultation Responses

There are numerous consultations held each year. The Chief Executive seeks guidance from Trustees on major consultations or complex issues, and it is not possible for staff to respond to all. Trustee input is vital as it helps AvMA to compose robust responses and potentially respond to more consultations.

Project Work

Where Trustees have particular knowledge, expertise and/or contacts in certain aspects of our work, it may be appropriate for them to 'lead' on certain pieces of work (whilst keeping in touch with staff and fellow Trustees). For example, Trustees have contributed

significantly to development of fundraising processes; helped develop ideas for conferences; promoted AvMA to particular professional groups and provided advice to the Lawyers Service and Advice & Information departments.

Trustees in Scotland, Wales or Northern Ireland

AvMA is committed to promoting patient safety and justice in all parts of the UK. It is recognised that due to devolution of some power and the differing health and legal systems in different parts of the UK this poses AvMA some difficulties. Trustees from countries other than England can help AvMA considerably by spreading the word about AvMA; making introductions for AvMA staff to key stakeholders; representing AvMA at meetings staff are unable to get to; keeping the AvMA office and fellow Trustees briefed on issues and developments in their country. It may be possible that such Trustees could actively facilitate and develop our support base in those countries by facilitating meetings with supporters etc. and ensuring AvMA's communications include updates on their country.

Support of Trustees & Expenses

AvMA is committed to offering support and, where appropriate, training to help Trustees develop their full potential in supporting AvMA.

AvMA encourages Trustees to attend its conferences, seminars and other training events. Attendance is free. Trustees are expected to cover their own travel and subsistence at these events unless they are contributing to the event or have been specifically asked to attend in order to promote the charity.

AvMA recognises that the more a Trustee does for the charity the more expense they may incur. All reasonable out of pocket expenses are reclaimable by Trustees for agreed duties, and no Trustee should feel awkward about claiming expenses which are due to them.

Appraisal of Trustees

AvMA appraises Trustees annually. Appraisal serves as an opportunity for Trustees to reflect on their contribution to the Charity and on-Board performance and supports succession planning. Outside of appraisal, if there is a concern that a Trustee is not performing effectively the Chair of the Board will raise this with the Trustee. If the situation does not improve, the Chair may ask the Trustee to consider resignation.

There is an expectation that Trustees will attend at least three of the four Board meetings a year. A record is kept of attendance, and this will be considered as part of the process of considering re-election of Trustees on a rotation basis, as per AvMA's constitution. AvMA takes steps to facilitate the participation of Trustees who may be prevented by distance, disability or other reasons from participating in meetings, for example by arranging virtual meeting options.

KEY DATES AND FURTHER INFORMATION

The closing date for applications is Monday 15th May 2023 at Noon.

Interviews for shortlisted candidates will be on Wednesday 7th and Friday 9th June 2023 at AvMA's offices in East Croydon.

The board meets four times per year, in the afternoon.

For 2023 the dates of Board meetings are:

- **20th June**
- **26th September**
- **5th December (including AGM)**

Further information

For more information about AvMA see our website: www.avma.org.uk

If you would like an informal discussion about AvMA generally, please contact Vicki Norman on 020 8688 9555 or by email (vicki@avma.org.uk) to arrange for an informal discussion with Jocelyn Cornwell, the Chair of AvMA or Paul Whiteing, CEO. They will get back to you.

For Charity Commission information on being a Trustee see:

<https://www.gov.uk/government/publications/the-essential-Trustee-what-you-need-to-know-cc3>

How to apply

Write a covering letter (no longer than two sides of A4) explaining why you are interested in being and how you meet the person specification for the role, making clear whether you are applying for the Associate role or full Trustee position.

Submit your documents and provide a few more details here:

<https://podio.com/webforms/28408074/2263445>

AvMA values diversity and promotes equality. We encourage and welcome applications from suitably skilled candidates from all sections of society.