



## Trustee Application Pack

### A Welcome from the Chair

Dear Applicant,

Many thanks for your interest in CHAS. I am delighted that you are thinking of applying to become a trustee. I hope that you find this information pack informative and helpful.

For nearly 30 years, CHAS has cared for babies, children and young people with life shortening conditions and their families, in every part of Scotland, by offering palliative care, family respite and support. The ambition to support every family in Scotland that is living with the devastating knowledge that their child is dying is at the heart of everything we do.

As a mother of two teenage children, I cannot begin to comprehend the heartbreak that some families experience and how desperately difficult it must be for them. CHAS is a charity that understands heartbreak and through the provision of integrated palliative and end of life care and respite we are able to provide support, compassion and care to children and families in really tough days, at end of life and after a child dies.

Over the last two years we have expanded and enhanced the specialist support and care we provide to children and families whilst pioneering new and innovative ways of delivering our services. Our vision remains that we are there to reach every family in Scotland that needs us, to help those families make the most of the precious time they have together.

By becoming a trustee of CHAS, you will join a Board which is committed to improving the lives of babies, children and young people with life shortening conditions and their families. The outbreak of the COVID-19 pandemic has had a significant impact on how we deliver our services. We have had to protect our staff, volunteers and the families we support, by adjusting our hospice and home services in the face of new restrictions- deciding how we would not only adjust our own lives to the new normal, but how we were going to look after some of the most vulnerable in society became all-consuming and at time, extremely challenging. The need for good governance has therefore never been more important to support our excellent executive team as they lead the organisation through change.

At the present time, we are looking to appoint a trustee with an interest in, empathy towards or experience of children's hospices and or children's palliative care (whether this be personal or professional). Your expertise will help our executive team operate a charity with over 320 staff and 900 volunteers. We are looking for people with a passion for our ethos and purpose and with the skills, enthusiasm and drive to help us achieve our ambition of reaching every family in Scotland.

In line with our recently published ChiSP 3 data on the percentage of children with a life-shortening condition in Scotland, we would welcome applications from all backgrounds and communities and particularly those that are currently under represented in our workforce. This includes but is not limited to people with a Black, South Asian or other minority ethnic background.

If you believe you can bring the necessary skills, knowledge and passion to the CHAS Board, we would be delighted to hear from you.

Thank you for your interest in CHAS and I wish you well in your application.



Peta Hay  
Chair of the Board



## About Us

We're Children's Hospices Across Scotland. But most people know us as CHAS. For over twenty years we've been offering a full family support service for babies, children and young people with life-shortening conditions. This includes palliative care, family respite and support – through our hospices Rachel House and Robin House, homecare services and hospital presence. We care for children throughout Scotland, and we're here for the whole family.

## Our Ambition

The Children in Scotland Requiring Palliative Care (ChiSP3) report, commissioned by CHAS and delivered by Public Health Scotland, provides an update on the demographics and phase of illness of children with life-shortening conditions.



It's from this work that we know three children die each week in Scotland from a life-shortening condition, but the more compelling statistic for us was that we are only reaching one in three of these families.

We're determined to reach out to them all. We recognise that the scale of need for our services across Scotland is immense. Our ambition is that every family in Scotland who is living with the heartbreaking knowledge that their child is dying will be supported, cared for and helped to make the most of that precious time.

## Our Values

Care. Respect. Honesty. Accountability.  
The values that help us all to keep the joy alive.

When we asked the families we support, 'What is the first thing you think of when you think of CHAS?', they gave us a rather surprising answer. Joy.



In their darkest times and even in the face of heartbreaking loss, CHAS, they told us, has helped us to Keep The Joy Alive. We were inspired by what they told us. Which is why today, keeping the joy alive has become our driving mission – not just in our direct work with families, but for every single one of us right throughout the organisation.

How can we do that? Inspired by the courage of the families we work with, we've noticed four ways of being – four values – that can help us get closer to it.

By showing care and respect for one another. By being honest in our dealings and therefore accountable for our decisions and actions. In these ways, we can all help keep the joy alive here at CHAS.

Find out more

[CHAS Annual Report and Accounts 2020/21](#)

[CHAS Impact Report 2020/21](#)

[The CHAS Plan 2020 – 2023](#)

[The ChiSP3 Study](#)

## Our Board of Trustees

CHAS is a charity registered in Scotland and is governed by a Board of Trustees who are all volunteers. Our Board of Trustees are responsible for the overall governance and oversight of CHAS's work. For the purposes of charity law, the Directors are Trustees of the charity.

Our [current Board](#) come from backgrounds such as nursing, paediatrics, social services, finance, business, investment management, legal, risk management and PR/communications. One of our Trustees is also a CHAS parent. To complement our existing skills base, we're presently seeking to recruit a trustee with expertise in the field of property management and development.

## Board and Subcommittee Structure







## Our Structure

Our Chief Executive is Rami Okasha. Rami is accountable to the Board of Trustees and manages the Senior Leadership Team which consists of him and five directors; Medical Director, Director of Finance and Corporate Services, Director for Children and Families, Director of People and Strategy, and Director of Fundraising and Communications. Each Director is accountable for their directorate's contribution to realising our strategy – The CHAS Plan 2020 – 2023.

## Trustee Role and Responsibilities

### Overview

As a CHAS Trustee, you would be responsible as both a Charity Trustee and a Company Director for administering efficient, effective and accountable governance for CHAS. You would help ensure the organisation remains on a good financial footing, continues to be professionally run and acts in accordance with its stated aims and objectives.

Trustees are responsible and accountable for the overall strategic leadership and direction of the charity as well as safeguarding its assets, reputation and ethos.

Trustees are required to uphold and promote the values, vision and purpose of CHAS in both a personal and professional capacity.

More information on the role and responsibilities of a Charity Trustee can be found on [here](#) on the website for the Office of the Scottish Charity Regulator (OSCR).

Trustee roles are offered subject to satisfactory references and require membership of the Protecting Vulnerable Groups (PVG) scheme. The PVG scheme helps ensure people whose behaviour makes them unsuitable to work with children and protected adults cannot do '[regulated work](#)' with these vulnerable groups. There is a simple form to complete and we will assist you with this. You may already have a PVG form – if so you will only need to complete an update form. The process won't cost you anything.

## Governance Responsibilities



1. Ensure CHAS exercises best practice governance in accordance within the appropriate legislation from its regulators, including [The Companies Act](#), [The Charities and Trustee Investment Scotland \(2005\) Act](#) and the [Care Inspectorate](#), and [Healthcare Improvement Scotland](#).
2. Have or be prepared to gain an understanding of the legal duties, responsibilities and liabilities the trustee role is subject to. More information can be found on the [OSCR](#) and [SCVO](#) websites. This information will be fully covered in the successful candidate's induction.
3. Ensure CHAS follows any legislation and adheres to [The Scottish Governance Code for the Third Sector](#).
4. Act in the best interests of CHAS at all times, ensuring the charity operates in a manner consistent with its purpose as outlined in the Memorandum and Articles of Association, acting with care and diligence, managing any conflicts of interest between the charity and any person or organisation and declaring any potential conflict of interest.
5. Be eligible to act as a Company Director and Charity Trustee and not be:
  - Someone with an unspent conviction for an offence involving dishonesty or an offence under the 2005 Act;
  - Someone who is an undischarged bankrupt or has a Protected Trust Deed;
  - Someone who has been removed under either Scottish or English Law or the courts from being a charity trustee;
  - Someone who is disqualified from being a company director.
6. Ensure sound financial management is in place; oversee and approve regular management accounting information, budgets and the annual accounts.





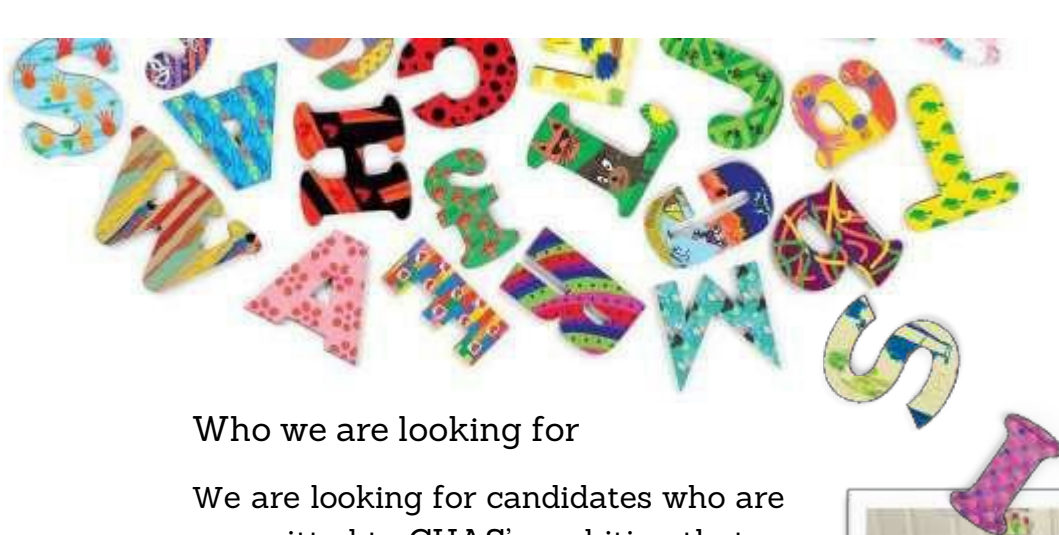
## Strategic Responsibilities

7. A commitment to the missions and aims of CHAS. Seeking to improve the lives of babies, children and young people living with a life-shortening condition and their families and place their interests at the centre of all debate and discussion.
8. Oversee, review and monitor the progress of CHAS's overall strategic direction alongside other Trustees, the Chief Executive and the Senior Leadership Team.
9. Monitor CHAS's performance against agreed outcomes and targets.

## General Responsibilities

10. Ensure CHAS's resources are used responsibly, efficiently and effectively in accordance with its charitable objectives.
11. Proactively contribute to CHAS's business and development.
12. Use own skills, knowledge and experience to help the Board or Committee reach sound decisions.
13. Attend meetings of the Board and relevant Committees on a regular basis and play an active part in deliberations and decisions, with due advice from the Chief Executive and Senior Leadership Team. Review Board or Committee Papers in advance of meetings and be prepared to put forward views and concerns - even if unable to attend a meeting.
14. Develop a constructive and effective working relationship with other Trustees, the Chief Executive, members of the Senior Leadership Team and other members of CHAS staff.
15. Be open to regular review of board effectiveness and contribute proactively to building a diverse board across a range of dimensions.





## Who we are looking for

We are looking for candidates who are committed to CHAS's ambition that every family in Scotland who is living with the heartbreaking knowledge that their child will die young will be supported, cared for and helped to make the most of that precious time. The successful candidate will uphold and represent CHAS's values of care, respect, accountability, and honesty.



CHAS's ambition is to reach families all across Scotland, and so it is our goal to have a Board that represents the diversity of the people who live here. CHAS is strongly committed to equality, diversity and inclusion and recognises that diverse Boards are more effective and result in better governance practice – which in turn ensures the best outcome for our children and families.

In line with our recently published ChiSP 3 data on the percentage of children with a life-shortening condition in Scotland, we would welcome applications from all backgrounds and communities and particularly those that are currently under represented in our workforce. This includes but is not limited to people with a Black, South Asian or other minority ethnic background.

We're also especially interested in recruiting people with lived experience of the kind of services we provide, i.e. anyone whose lives have been touched by CHAS specifically or has any other lived experience of children's palliative care – direct or indirect.

In addition, we would also particularly welcome applications from:

- People under the age of fifty;
- People with a disability or disabilities.



## Required Skills and Experience

The successful candidate will have a combination of the following skills, experiences and approaches:

- Interest in, empathy towards, or experience of children's hospices and or children's palliative care and are able to display a strong commitment in keeping up to date with this environment.
- Experience of (or willingness to gain an understanding of) working at board level.
- Excellent communication skills and willingness to actively participate in constructive discussions.
- Strong critical, strategic thinking.
- An understanding and acceptance of the legal duties, responsibilities and liabilities of directorship.
- A willingness and ability to meet the minimum time requirement.
- Recognise the ambassadorial role of a trustee and positively promote the CHAS whenever possible.
- A willingness to learn, develop and examine your own performance.

## Time Commitment

The successful candidate will sit on the CHAS Board of Trustees as well as one other sub-committee of the board.

Trustees will be expected to commit to:

- A comprehensive induction programme;
- A short core learning package that is tailored to your role;
- Five Board meetings per year, taking place on Mondays from 6pm – 8pm (locations split rotationally between Edinburgh, Kinross and Balloch, or virtually). The remainder this year take place on:



15 August 2022
26 September 2022
21 November 2022

- A minimum of three subcommittee meetings per year, each lasting 2hrs. Dates and locations TBC;
- One annual individual support meeting with the Chair of the Board;
- While attendance at CHAS events is not compulsory, it's encouraged. Examples include the CHAS Parliamentary Receptions, [Remembering Days](#), and Christmas parties at Rachel House and Robin House.

## Our Commitment to You

Our commitment to you is that we will:

- Ensure you understand your legal duties as a Trustee;
- Provide you with the necessary training tailored to your role to allow you to undertake it safely and effectively;
- Provide a healthy and safe working environment;
- Provide you with support, feedback and recognition;
- Provide you with an annual individual support meeting with the Chair of the Board;
- Value you as an individual and treat you with respect and courtesy;
- Keep you up to date with CHAS and its development and update you on how your volunteering as a Trustee has made a difference to children and families;
- Reimburse your out of pocket expenses in line with our Volunteering Expenses Policy.

## How to Apply

To apply, please visit our [application page](#) to submit an application form.

For an informal chat about the role, please feel free to contact Executive Business Manager Gillian Phillips on [GillianPhillips@chas.org.uk](mailto:GillianPhillips@chas.org.uk).





## Data Protection and General Data Protection Regulations

Please be advised that CHAS is required to share some personal information about Trustees with Companies House and OSCR. It may also be necessary to provide personal details to support grant and tender submissions as well as with banking institutions and insurance companies (in particular relation to professional indemnity insurance cover).