



THE TINY LIVES TRUST

Recruitment Pack:

Chair of Board of Trustees



'Always there to support premature and sick newborn babies and their families.'

February 2021



Dear Candidate,

Thank you for your interest in the role of Chair of the Board of Trustees of the Tiny Lives Trust.

The Tiny Lives Trust is an independent charity which supports premature or unwell new-born babies and their families in the North East of England. We proud to support over 800 families every year through their neonatal journey, which can be one of the most challenging times a family may face.

We are seeking a new Chair to succeed our current Chair who reaches the end of her term in the next year.

Like many charities, the coronavirus pandemic has had a large impact on our ability to deliver all that we aim to, and the new Chair will play a key role in redefining the charity's strategy as the we move forward in the emerging new context.

Please read the information in this pack, if you would like an informal conversation about the role, please arrange this through Kelly Blakeney, on 0191 230 2112 or kelly@tinylives.org.uk.

If you wish to apply please send a CV and a covering letter (no more than two pages) highlighting your interest in the post, how you meet the role profile, and what you would bring to the organisation.

Applications must be received by midnight on Wednesday 13th April and should be emailed to kelly@tinylives.org.uk. Shortlisting and remote interviews will be carried out by a sub-committee of the Board of Trustees.

Please let us know if you require any reasonable adjustments to apply for this role, and if shortlisted, for interview.

We look forward to receiving your application.

Kind regards,

A handwritten signature in black ink, appearing to read "Giles McCourt".

Giles McCourt, Vice Chair of Board of Trustees

The Tiny Lives Trust
19 Riverside Studios, Amethyst Road, Newcastle Business Park, Newcastle upon Tyne. NE4 7YL.

Tel: 0191 230 2112
Registered charity no. 1150178

Website: www.tinylives.org.uk
Limited Company no: 8169471



Introduction

Supporting over 800 vulnerable babies and their families each year, the Tiny Lives Trust is the independent charity that supports the Neonatal Unit (Ward 35) at the Royal Victoria Infirmary (RVI), Newcastle upon Tyne.

Tiny Lives helps to ensure the best possible outcomes for babies and their families, providing a range of support activities including financial assistance, equipment, specialist staff members and staff training to ensure that the babies and families get the highest level of care.

The Newcastle Neonatal Service based at Ward 35 is a level 3 unit and contains both neonatal intensive care and special care facilities. As the Regional Centre of Excellence, the unit looks after babies from across the North East and Cumbria. Babies are often transferred to the RVI from other hospitals in the Northern Neonatal Network, which stretches from the borders of Cumbria and Northumberland into North Yorkshire and as far south as Northallerton.

The charity has existed as a charitable fund since 1983. In 2012, The Tiny Lives Fund had developed to the point where it needed to become a charity in its own right and in 2013, The Tiny Lives Trust became an independent charity.

Our Vision:

Having a premature or sick baby can be one of the most difficult and life changing challenges a family experience. Tiny Lives is here to help ensure the best possible outcomes for babies and their families throughout their neonatal journey.

Our Mission:

Tiny Lives recognises that the neonatal journey is different for every family. For some, it may start during pregnancy and for some it may continue long after discharge.

Tiny Lives supports babies and their families throughout this journey, particularly those who have been cared for by the neonatal service at the Royal Victoria Infirmary in Newcastle upon Tyne.

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Our Guiding Values:

Tiny Lives recognises that around every premature and unwell baby there is a family and families come in all forms and have many different needs. In order to enable the most positive outcomes for babies, we will work with families, neonatal professionals, supporters and other stakeholders to:

- Engage
- Listen
- Respond
- Reflect
- Improve

Our Strategic Aims and Objectives

Strategic Aim One:

All families are able to access support for their emotional and mental health.

Strategic Objective:

1. We will develop services that improve the emotional wellbeing and mental health of families, throughout their neonatal journey.
 - In consultation with families and in collaboration with stakeholders, Tiny Lives will develop and deliver a range of services to improve emotional wellbeing and mental health of families.
 - We will identify gaps in current provision and work with others to seek opportunities to address these gaps. The range of services will be appropriate to the varying levels of support required, with a pathway identified and signposting to providers of other services as appropriate.
 - We will measure this improvement through establishing a baseline through the TL Family Survey and which will be tracked through further surveys. Evaluation will be built into all new development activity so a baseline and any changes can be recorded.

Strategic Aim Two:

We will support an environment that nurtures family relationships, promotes wellbeing and removes barriers.

Strategic Objective:

2. We will develop and provide services which enhance the development of the family relationship, improve the family bond and improve wellbeing.
 - Tiny Lives will continue to identify opportunities to improve the development of the family relationship through supporting the development of family integrated care on the neonatal unit.
 - We will provide activities and funding to ensure that families are able to spend time with their baby, irrespective of cultural, social or economic barriers.

- We will continue to work with families and staff to enhance the physical environment of the unit to improve the experience of families who spend time there.
- We will work a range of health professionals including Allied Health Professionals and Health Visitors to develop and support knowledge and care for families throughout their neonatal journey.
- We will measure this through feedback gathered through the Tiny Lives Family Survey.

Strategic Aim Three:

We will support an environment that delivers excellence in clinical care.

Strategic Objective:

3. We work collaboratively with neonatal unit staff to provide excellent clinical care for families who spend time on the neonatal unit.
 - We will continue to build on the excellent relationships Tiny Lives has with the staff providing access to skills, equipment, training and research that builds on and further improves the excellent provision of clinical care.
 - We will support research activity that is clearly defined and supports change in practise. Support could be through engagement with Tiny Lives parent groups, promotion of research studies and in some cases, through direct funding of projects.
 - We will work closely with the Trust to ensure that funds provided by the charity are additional to the statutory responsibility of the NHS.
 - This will be measured through feedback provided through the Tiny Lives Family Survey and through regular engagement and feedback from stakeholders. Financial measures will monitor level of provided funds directly to the Trust over the strategic period.

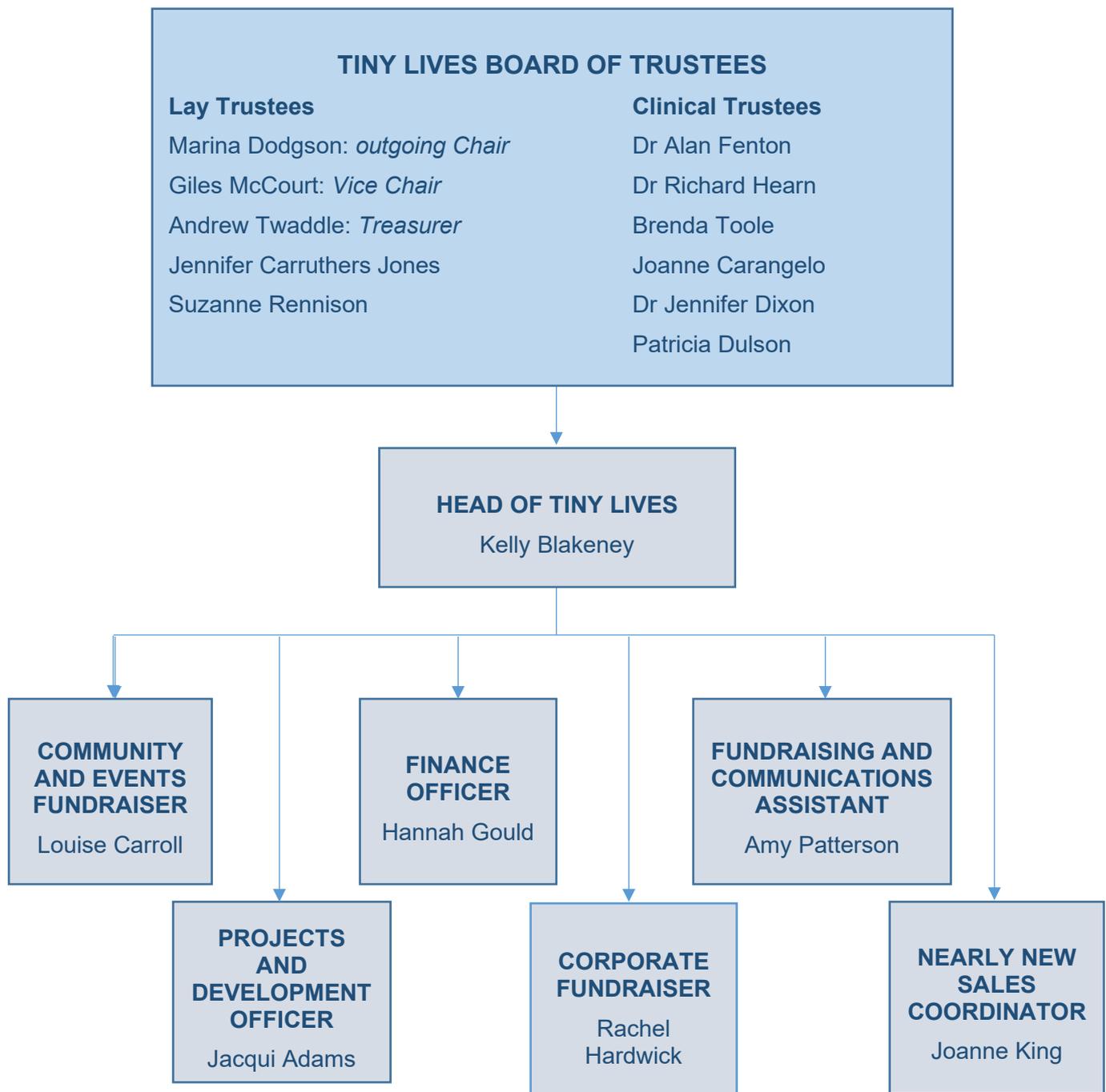
Strategic Aim Four:

We will be a sustainable and adaptive organisation with a focus on impact.

Strategic Objectives:

4. We will drive financial sustainability through the implementation of a new financial strategy.
5. We will increase our income and return on fundraising investment through the maximising existing and driving new fundraising streams.
6. We will maximise our resources, increase engagement and develop skills through reviewing and improving opportunities to volunteer with Tiny Lives.
7. We will increase awareness of Tiny Lives and issues faced by families, particularly through maximising digital communication channels.
8. We will minimise turnover and support the development of key personnel involved in delivery of Tiny Lives aims and objectives.

Tiny Lives Trust: Structure



The Tiny Lives Trust
19 Riverside Studios, Amethyst Road, Newcastle Business Park, Newcastle upon Tyne. NE4 7YL.

Role of Chair of Board of Trustees

The Chair will provide leadership and direction for the Board and enable it to fulfil its roles and responsibilities within an overall framework of good practice.

The Board of six lay and six clinical trustees meet quarterly in Newcastle upon Tyne (meetings are currently being held virtually due to the Covid-19 pandemic). Each meeting lasts approximately 2-3 hours, with 1 all-day strategy meeting per year. There is some requirement to respond to business decisions by email in between meetings, as well as some time required to read papers in preparation for meetings.

It is expected that in order to fulfil the responsibilities the Chair will be required to contribute the equivalent of 13 days per year (8 days as Trustee and an additional 5 days to reflect the additional responsibilities as Chair). The post of Chair of the Board of Trustees is not remunerated although reasonable out-of-pocket expenses will be reimbursed according to the rates agreed by the Board.

The Chair will work in partnership and liaise with the Charity Secretary, Board of Trustees, Head of Tiny Lives, sub-committee Chairs, senior staff, advisers and other key stakeholders.

The Chair will serve as a Trustee of the Charity. In addition to the roles and responsibilities as a Board member the Chair will have additional responsibilities and duties as follows:

Responsibilities

- Articulating the values and principles that underpin the work of the Tiny Lives Trust.
- Leading the Board to develop strategic plans and make decisions.
- Ensuring that Board decisions are acted upon.
- Providing support and leadership for the Head of Tiny Lives on behalf of the Board.
- Ensuring that the Board takes decisions and act in accordance with the Memorandum and Articles of Association.

Duties:

- Convene and chair meetings of the Board and other meetings efficiently and effectively.
- Take responsibility for the content of the agenda.
- Lead the Board in developing new ideas and challenging the paid officers of the Charity.
- Lead an annual review of the Board's performance against agreed targets.
- Ensure Board members and officers of the Charity have support and are able to carry out their duties.

- Have regular meetings with the Head of Tiny Lives.
- Act as a sounding board for proposals and ideas presented by the Head of Tiny Lives.
- Represent Tiny Lives Trust at meetings with key stakeholders as required.
- Read, interrogate and where appropriate comment on or add to policy papers developed by staff or Board members.
- Chair appointment panels for new members of staff.
- Undertake regular supervision and annual appraisal of the Head of Tiny Lives on behalf of the Board.
- Lead any committees of enquiry unless a conflict of interest exists or the Board have agreed a replacement.
- Speak on behalf of the Charity when necessary.
- Ensure that the Board is properly represented in its dealings with external agencies and other organisations when required.

Profile of the Chair

The Chair will be required to demonstrate the following skills, abilities and attitudes:

- A commitment to the aims and objectives of Tiny Lives Trust.
- A commitment to the values and principles of good governance.
- Promote cohesion and trust throughout the organisation.
- Chair meetings ensuring that all meetings are managed effectively, and decisions made and acted upon.
- Act in a public relations/ambassadorial role as appropriate.
- Understand business and strategic planning and summarise issues and decisions in order to aid Board deliberations and decision making.
- Be financially competent to the level required for ensuring effective scrutiny at Board level.
- Provide supervision and undertake annual appraisals of the Head of Tiny Lives using the agreed process.
- Communicate well, including the ability to make presentations, speak to and liaise with the media and chair any external-sector meetings as required.

APPENDIX 1: THE TINY LIVES TRUST TRUSTEE ROLE PROFILE

The Tiny Lives Trust - Trustee

The Tiny Lives Board of Trustees are jointly and collectively responsible for the success of the Tiny Lives Trust. Trustees of the Tiny Lives Trust are both Directors of the Company and members of the Board of Trustees.

The key attributes of Trustees will be their ability to grasp complex issues, to work well as a Board team, and to be driven by a passion to improve neonatal care.

Main Duties

The duties of the Trustees are to:

- Ensure that the organisation complies with Charity law and Company law.
- Ensure that the Charity does not breach any of the requirements set out in its governing document and that it remains true to the purpose and objects set out within that document
- Comply with the requirement of other legislation and other legislators which govern the activities of the Charity.
- Act with integrity and avoid any personal conflicts of interest or misuse of funds or assets.
- Develop and monitor the delivery of a strategic plan to achieve the overall charitable objectives, including a financial plan, for the achievement of the overall charitable and business objectives.
- Agree operational and governance policy and procedures for Tiny Lives Trust and monitor the implementation of these.
- Set and ensure maintenance of a framework of delegation and internal controls.
- Receive, scrutinise, and analyse financial reports and progress information provided by the Head of Tiny Lives and the Treasurer.
- Disburse grants in pursuit of the charitable aims and objectives.
- Promote the interests of Tiny Lives Trust within a wider network.

Person Specification

It is expected that all Trustees will be able to demonstrate:

- a commitment to equality and diversity.
- a commitment to work in the best interests of Tiny Lives Trust at all times and to take part in the work of the Charity through involvement in sub-committees and by serving as an officer of the Board as required and agreed.
- a professional approach to the work of the charity and Board and to the development of Tiny Lives Trust.

Please be aware of the following:

- You must be at least 18 years old to be a charity trustee
- Some people are disqualified by law from acting as charity trustees. Subject to waiver provisions, this includes anyone who:
 - Has an unspent conviction for an offence involving dishonesty or deception
 - Is currently declared bankrupt (or is subject to bankruptcy restrictions or an interim order) or has an individual voluntary agreement (IVA) with creditors
 - Is disqualified from being a company director
 - Has previously been removed as a trustee by either the commission or the High Court due to misconduct or mismanagement.