

PRIVATE & CONFIDENTIAL

## Candidate Brief



The Mulberry Centre

Chair of Trustees – Voluntary Role

**September 2020**

**Managing Director**  
Sarah Thewlis  
sat@thewlisgraham.com

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## Welcome from the Chair of Trustees, The Mulberry Centre

Dear Applicant,

Thank you for your interest in becoming the Chair of The Mulberry Centre. I have found my time as Chair at the Centre hugely rewarding. It was a difficult decision for me to stand down as Chair. After four years, and with growing commitments in other areas of my life and relocating to Herefordshire I felt it was time. The organisation is in excellent hands. Raj Athwal, our Executive Director appointed last year, has brought great leadership and skill and built on the commitment of our staff and volunteers. With Covid 19 all charities are facing challenges at the moment, but the Centre has risen to the challenges and has a great deal to offer for the future.

**The Trustees are keen to find the right person for the next phase of the Charity's development and someone who will share our vision and values.**

The Chair will normally serve an initial term of three years and may at the discretion of the Trustees be appointed for a second term not exceeding three years. From the 6<sup>th</sup> August, our Vice Chair David Meggitt will take on the role on an interim basis.

I am enclosing some information about the role and the Centre. You will find:

- A role description and specification
- Information about the Centre including an organogram

You may also find it helpful to look at the Charity Commission website, as it has some very useful information on the role and statutory duties of a trustee – 'The Essential Trustee: what you need to know' (CC3).

If you would like to submit an application, we shall need a copy of your CV, a covering letter stating how you meet the specified role requirements and the names of two referees. Although access to the centre is currently limited, we are planning to host a webinar so you can see the centre and have a chance to ask questions. **The deadline for receipt of your application will be 5pm on 16<sup>th</sup> October 2020.**

We will be selecting a small group of applicants to come individually and meet with us more formally. This is likely to take place in October/November 2020 at a mutually convenient time.

Yours sincerely,

Sarah Thewlis  
Chair of Trustees

## 2. About the Mulberry Centre

### The Mulberry Centre

The Mulberry Centre (TMC) is a cancer information and support centre based on the campus of the West Middlesex University Hospital in Isleworth, Middlesex. On 1st August 2005, The Mulberry Centre became an independent charity, with its own Board of Trustees. This development allowed further scope for funding applications and an easier route for donations. Ties with the West Middlesex University Hospital continue to be strong, but the Centre gained strategic control over its future. Today, The Mulberry Centre is a well-established resource in West London and has received many thousands of visits from both new and established users of the Centre for over 19 years.

### Our Vision

To be known and respected by everyone living or working within reach of our services who may become affected by cancer.

### Our Mission

Our core mission is to improve the lives of anyone affected by cancer, including those with a diagnosis, carers, family members and bereaved relatives, by enhancing emotional, psychological and physical well-being.

### Who we are and our values

Staff and volunteers at The Mulberry Centre are caring and experienced professionals, dedicated to supporting others in a relaxing and welcoming environment. We are: **Inclusive**, welcoming anyone affected by cancer, irrespective of who they are; **Responsive**, tailoring our support to individual needs; **Caring**, acting in a gentle and compassionate manner out of genuine concern; **Positive**, having a real optimism that what we do will improve peoples' wellbeing; **Professional**, collaborating to deliver a professional service in which people can have confidence, and; **Respectful** of our users and fellow colleagues' needs.

### What we do

The Mulberry Centre is a charity and relies solely on funding to support people through their cancer journey from diagnosis, through treatment and then post-discharge. We help them to start re-building their lives and promote self-management. We also support carers and family members to deal with these changes. We do this by providing counselling, complementary therapies, wellbeing classes, and supporting information, tailored to the needs of our users at, and around, our purpose-built centre in Isleworth.

### Who we serve

We serve individuals with a diagnosis of cancer, carers, family members and bereaved relatives from our diverse local community in London. The Mulberry Centre has, over the last 19 years, forged strong relationships with local GPs, community groups and healthcare providers to ensure those requiring support, especially in hard-to-reach groups, access our services

### Our Services

Since 2001, The Mulberry Centre has grown and adapted its services to meet the needs of the people we aim to serve. As people are living longer with a cancer diagnosis, we recognize that their needs may change over time. It is not just the physical manifestation of the disease, but the



emotional and practical impacts that we are able to respond to.

We aim to deliver a range of information and support services to all people affected by a diagnosis of cancer: to the cancer patient, the main carer, and those bereaved by cancer. Services include complementary and relaxation therapies, ongoing one to one support on a drop-in basis, counselling sessions and support groups, plus a wide range of workshops.

The combination of information, support, self-management and relaxation helps people feel in control; it helps them to make the right decisions to manage the physical and mental trauma of a cancer diagnosis, treatment and recovery.

The services offered by TMC are briefly described below. Further details can be found on the TMC website.

- Information service and library
- Drop in support
- Counselling, Support Groups and Coaching
- Complementary Therapies
- Wellbeing classes
- Informative workshops
- Creative and social activities
- Welfare rights and benefits service
- Outreach in the community
- A peaceful space to relax and meet others, including within our own garden

All the services are provided free of charge.

During Covid, services within The Mulberry Centre have been temporarily suspended. However, we continue to offer information, support and counselling over the telephone and via video link. In addition to this we have been sharing articles and providing online classes and workshops.



### 3. The Role and Person Specification of the Chair of Trustees

Remuneration:	The role of Chair is unpaid
Location:	On its own site on the West Middlesex University Hospital campus
Time commitment:	4 Board meetings per year (usually held in the early evening), an annual Away Day and additional Board Sub-Committee meetings. The Chair is also expected to have regular meetings with the Executive Director, and to respond to issues as they arise. S/he also represents the Charity at various events and on occasion at meetings with key stakeholders.
Reporting to:	Board of Trustees

#### Role Description

##### Objective

The Chair will hold the Board and Executive Team to account for the Charity's mission and vision, providing inclusive leadership to the Board of Trustees, ensuring that each trustee fulfils their duties and responsibilities for the effective governance of the charity. The Chair will also support, and, where appropriate, challenge the Executive Director and ensure that the Board functions as a unit and works closely with the entire Executive of the charity to achieve agreed objectives. He or she will act as an ambassador and the public face of the charity in partnership with the Trustees and the Executive Director. The Chair will act in the best interests of the charity, beneficiaries and future beneficiaries at all times.

##### Principal responsibilities

###### Strategic leadership

- Provide leadership to the charity and its Board, ensuring that the Charity has maximum impact for its beneficiaries;
- Ensure that Trustees fulfil their duties and responsibilities for the effective governance of the Charity;
- Ensure that the Board operates within its charitable objectives, and provides a clear strategic direction for the Charity;
- Ensure that the Board regularly reviews major risks and associated opportunities, and satisfies itself that systems are in place to take advantage of 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.

##### Governance

- Maintain the fiduciary duty invested in the position, undertaking such duties in a way that adds to public confidence and trust in the charity, safeguarding its good name and the values of the organisation;
- Take appropriate professional advice in all matters where there may be a material risk to the charity, or where the Trustees may be in breach of their duties;
- Ensure that the governance arrangements are working in the most effective way for the

Charity;

- Develop the knowledge and capability of the Board of Trustees; Encourage positive change where appropriate and address and resolve any conflicts within the Board;
- Appraise the performance of the Trustees on an annual basis and ensure that the Board regularly appraises its own performance;
- Review the balance of skills available to the Board and with the Trustees identify where new or additional skills, knowledge and experience may be required to govern and lead the charity effectively and to reflect the wider population;
- From time to time seek out and welcome new Trustees in line with the policy of Trustee rotation;
- Work within any agreed policies adopted by the charity;
- Declare any personal conflict of interest while carrying out the duties of a Chair.

### **External Relations**

- Act as an ambassador for the cause and the charity;
- Maintain close relationships with key influencers;
- Act as a spokesperson for the organisation when appropriate;
- Represent the charity at external functions, meetings and events and where appropriate encourage other Trustees to do the same;
- Facilitate change and address any potential conflict with external stakeholders.

### **Efficiency and effectiveness**

- Chair meetings of the Board of Trustees effectively and efficiently, bringing impartiality and objectivity to the decision-making process;
- Ensure that Trustees are fully engaged and that decisions are taken in the best, long-term interests of the Charity and that the Board takes collective ownership;
- Foster, maintain and ensure that constructive relationships exist with and between the Trustees;
- Work closely with the Executive Director to give direction to Board policy-making and to ensure that meetings are well planned, meaningful and reflect the responsibilities of trustees;
- Monitor that decisions taken at meetings are implemented.

### **Relationship with the Executive Director and the wider Mulberry Centre Team**

- Establish and build a strong, effective and constructive working relationship with the Executive Director, ensuring s/he is held to account for achieving agreed strategic objectives;
- Support the Executive Director, whilst respecting the boundaries which exist between the two roles;
- Ensure regular contact with the Executive Director and develop and maintain an open and supportive relationship within which each can speak openly about concerns, worries and challenges;
- Liaise with the Executive Director to maintain an overview of the Charity's affairs, providing support as necessary;
- Give the Executive Director regular feedback on their performance and conduct an annual appraisal of the Executive Director, following consultation with other Trustees;
- Ensure there is an annual review of remuneration for The Mulberry Centre Team;
- Ensure that the Executive Director has the opportunity for professional development and has appropriate external professional support.

### Additional information

Ideally the new Chair will have some knowledge of the local community to facilitate regular contact and local engagement. This is not essential, and the key aim of the Trustees is to find the right person.

The Vice Chair acts for the Chair when the Chair is not available.

**The above list is indicative only and not exhaustive. The Chair will be expected to perform all such additional duties as are reasonably commensurate with the role**

### Person Specification

In addition to the qualities required of a Trustee of the charity, the Chair must also meet the following requirements: -

#### Personal Qualities

- Demonstrate a strong and visible passion and commitment to the charity, its strategic objectives and cause;
- Exhibit strong inter-personal and relationship building abilities and be comfortable in an ambassadorial role;
- Demonstrate tact and diplomacy, with the ability to listen and engage effectively;
- Strong networking capabilities that can be utilised for the benefit of the charity;
- Ability to foster and promote a collaborative team environment;
- Ability to commit time to conduct the role well, including travel and attending events out of office hours.

#### Experience

- Experience of operating at a senior strategic leadership level within an organisation;
- Successful track record of achievement through their career;
- Experience of charity governance and working with or as part of a Board of Trustees;
- Experience of external representation, delivering presentations and managing stakeholders;
- Experience of supporting or fundraising in the charity/not for profit sector, including grant funding applications;
- Experience of chairing meetings and events.

#### Knowledge and skills

- Broad knowledge and understanding of the not for profit sector and current issues affecting it;
- Strong leadership skills, ability to motivate staff and volunteers and bring people together;
- Financial management expertise and a broad understanding of charity finance issues;
- Good understanding of charity governance issues;
- Ability to relate to patient and user needs and experiences.





### Term of Office

The Chair will normally serve an initial term of three years and may at the discretion of the Trustees be appointed for a second term not exceeding three years.

### Further Information

You may also find it helpful to look at:

- The Mulberry Centre Website: <https://www.themulberrycentre.co.uk/>
- The Mulberry Centre Report and [Accounts](#)



## 4. Timeline and how to apply

### Timeline

Dates	Activity
16 October 5pm	Applications close
October/November 2020	Individual applicant meetings and interviews will take place at mutually agreed time

### How to Apply

To apply for this role, please email in word format to [applications@thewlisgraham.com](mailto:applications@thewlisgraham.com) the following documents quoting reference **T0701**: -

1. A comprehensive CV
2. A covering letter containing:
  - a personal statement which fully addresses the criteria listed in the Role and Person Specification section
  - Your availability for the time commitment required
  - the name, job title, organisation, email address and mobile number of two professional referees. (Please note referees will not be approached without your prior permission.)

*Please ensure that you include your mobile phone number and email address in your application. Do not hesitate to contact Claire Drummond on 020 7850 4781 if you have any queries.*



## 5. Diversity Monitoring

Diversity Monitoring is independent of the recruitment process but please do complete your completed diversity monitoring form as Thewlis Graham Associates is committed to monitoring and analysing diversity information so that we can ensure that our processes are fair, transparent, promote equality of opportunity for all, and do not have an adverse impact on any particular group.

The link to this form is here: [click here](#). If you have any problems with this, please contact Tracey on: [tct@thewlisgraham.com](mailto:tct@thewlisgraham.com).

Any information provided on this form will be treated as strictly confidential and will be used for statistical purposes only. It will not be seen by anybody directly involved in the selection process. No information will be published or used in any way which allows any individual to be identified.

Thank you



## 6. Organisation Chart

