

PRIVATE & CONFIDENTIAL

## Candidate Brief



**6 Independent Trustee Positions  
(non-remunerated, expenses paid)**

**T0101**

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

Portland House, Bressenden Place, London SW1E 5RS

T: +44 (0) 20 7850 4781 E: enquiries@thewlisgraham.com W: www.thewlisgraham.com

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Registered office: Portland House, Bressenden Place, London SW1E 5RS

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Welcome from  
Professor Brian Webster-Henderson – Chair,  
Council of Deans of Health

Dear Candidate,

I am pleased that you are interested in supporting us becoming an independent charity.

Being a trustee is a great opportunity to become involved in the strategic direction of the Council as it starts its new journey as an independent charitable company from 1 August 2020. In these first crucial years of business, the board of trustees will play an important role in agreeing the Council's new strategy, overseeing the continued growth of the Council and ensuring its financial sustainability.

Six of the trustees will be independent of the membership and be able to contribute at a strategic level to support the work of the Council. In addition, as a membership organisation, it is important to us that we have a strong member presence on the board. For this reason, six of the twelve trustees will be drawn from the Council's membership and elected by the members.

We have 84 member institutions, representing the providers of multi-disciplinary higher healthcare education and research in England, Scotland, Wales and North Ireland. This includes over 110,000 students, 8,000 academic staff and a research grant income of £75 million. We are looking for trustees who have a clear understanding of the context in which the Council operates and the wider policy issues; can act as an ambassador for the Council, have leadership skills and experience at senior management or board level, experience of the charity, education and/or health sector, and who share our vision of being an outstanding organisation that advances and promotes education and research in our sector.

For a confidential conversation with Thewlis Graham Associates who are supporting us with this recruitment, please contact Sarah Thewlis, Managing Director on 0207 850 4781 or email: [applications@thewlisgraham.com](mailto:applications@thewlisgraham.com). Sarah will be happy to discuss this opportunity with you.

Yours sincerely

A handwritten signature in black ink that reads "B Webster-Henderson".

Professor Brian Webster-Henderson  
Chair, Council of Deans of Health

## 2) About The Council of Deans of Health

The Council of Deans of Health represents the UK's university faculties engaged in education and research for nurses, midwives and allied health professionals. At any one time our members will be educating over 110,000 future and registered health professionals.

Operating as a multi-professional organisation at the heart of policy and political debate, we aim to lead policy at national and UK level, promoting the essential contribution of our members to health and social care.

We are committed to working in partnership, strengthening membership engagement and intelligence gathering to influence policy UK-wide for high quality education and research. Full and further information as to how we operate are provided to you in Appendix II of this pack.

### Our strategic priorities

#### Influence policy UK-wide

In the next three years, we will continue to influence government agendas across the UK for all the professions we educate. Using our membership intelligence effectively we will be working in partnership with others seeking positive impact across our professions as we will engage in high level policy agendas UK-wide.

#### Secure sustainable funding for our disciplines

Recognising the diversity in the funding and commissioning of higher education and research across the UK, in the next three years we will focus our energy on advocating for sustainability of funding for higher education and increased focus in research funding for our disciplines

#### Foster leadership and innovation

As healthcare higher education leaders navigate the complexity of our political and economic landscape, it is now more crucial than ever to recognise that strong leadership of our professions will lead to better outcomes for education and research in our sector. Recognising that our research community needs strengthening, we are committed to enhancing research capacity, building our academy and making the case for stronger government focus and public understanding on the contribution research and innovation make to the economy and society.

For more information, read our strategic plan for 2018-2021, [Securing a Sustainable Future](#).

### Governance

#### Membership

The Council of Deans of Health is made up of 84 member universities in the UK engaged in education and research for nursing, midwifery and the allied health professions along with four associate members.

Each member organisation has two representatives, who are senior staff with strategic responsibilities for nursing, midwifery, and/or allied health professions. Normally the representatives are at dean or head of school (or equivalent) level but a number of our members also have more senior university roles, such as pro-vice-chancellor.

### **Legal structure and status**

- The new organisation will have charitable status, be a not for profit organisation and will be a company limited by guarantee (CLG)
- It will continue to be called the Council of Deans of Health and will continue to be a membership organisation
- The Council will be registered with the Charity Commission for England and Wales, the Office of the Scottish Charity Regulator (OSCR) in Scotland and the Charity Commission for Northern Ireland (CCNI)

### 3) Trustee Role Description

#### Trustee Role Description 2020

##### 1. Main purpose of the role

- 1.1 The board of trustees is responsible for controlling the administration and management of the Council, which includes setting and monitoring the Council's strategy, ensuring its financial sustainability and ensuring its compliance with legal requirements.
- 1.2 Trustees must always act in the best interests of the Council, acting collectively to take decisions that they believe will best advance the Council's charitable purposes.
- 1.3 Trustees are generally either elected by the Council's membership from amongst eligible employees of members or are independent candidates who are appointed by the trustee board, in both cases having been assessed as suitable by the Nominations and Remuneration Committee.
- 1.4 Being a trustee of the Council is a great opportunity to become involved in the strategic direction of a significant charitable membership institution as it starts its new journey as an independent charitable company from 1 August 2020. In these first crucial years of business the board of trustees will play an important role in agreeing the Council's new strategy, overseeing the continued growth of the Council and ensuring its financial sustainability.

##### 2. Role and support in organisation

- 2.1 Accountable to: The chair of the board of trustees, other trustees and the membership as a whole.
- 2.2 Liaises with: Other trustees, the chair of trustees, the Council's senior staff team, committees and standing groups, members and wider stakeholders as required.
- 2.3 Works within a team of: The board of trustees of the Council.
- 2.4 Remuneration: The role is voluntary (expenses paid in line with paragraph 6).

##### 3. Key responsibilities

- 3.1 As part of their shared responsibility trustees are required to:
  - 3.1.1. Contribute to the overall strategic direction of the Council in its first years as an independent charity, including setting the Council's strategy and overseeing the development and implementation of a business plan to support that strategy.
  - 3.1.2. Ensure the Council complies with its governing document (its Articles of Association), company law, charity law and any other relevant legislation or regulations.
  - 3.1.3. Be satisfied that the Council is acting in furtherance of its objects when making decisions on its behalf and ensure that decisions are taken in the best interests of the Council.
  - 3.1.4. Ensure the Council's work is carried out in a way that ensures its financial sustainability and safeguards its assets, including considering the development of the Council and the growth of its income through diversification of income streams or otherwise.
  - 3.1.5. Engage as required with the Council's members, standing groups and other stakeholders, including through engagement with all four countries of the United Kingdom.

- 3.1.6. Support and uphold principles of good governance including in your attendance and contribution at meetings, challenging, supporting and providing guidance to the Council's senior staff.
- 3.1.7. Engage in proposals presented to the board for discussion and/or approval and contribute to the board's decision-making process.
- 3.1.8. Engage and contribute to any of the Council's committee of the board and other groups and bodies as required.
- 3.1.9. Work effectively and collaboratively with other board members and contribute in providing support and effective scrutiny to the Council's senior staff team.

### **4. General qualities and experience required of the Trustee**

- 4.1. The trustees of the Council are expected to:
  - 4.1.1. Understand the Council's business, the sector context and wider policy issues across the four countries of the UK;
  - 4.1.2. Act as an ambassador for the Council;
  - 4.1.3. Have experience at senior management or board level in other organisations and, ideally, some experience of the charity, education and/or health sector;
  - 4.1.4. Demonstrate excellent communication skills;
  - 4.1.5. Recognise the importance of governance in a significant not for profit charitable entity;
  - 4.1.6. Leadership skills with a focus on delivery and measurable outcomes – having held a position of leadership in their career;
  - 4.1.7. An ability to work within the team of the Council, its members and its member bodies and groups.

### **5. Appointment and timescales**

- 5.1 Thewlis Graham Associates are managing this process on our behalf. Nominations for the role will be assessed by the Council's Nominations and Remuneration Committee against this role description and the board skills matrix adopted.
- 5.2 The initial trustees of the board will be appointed for staggered initial terms and may be reappointed or re-elected (as applicable) at the end of that term, subject to a maximum term in office of not more than nine consecutive years.
- 5.3 A trustee may be removed from office prior to the end of his or her term under the conditions set out in the Council's Articles of Association.

### **6. Location, time commitment and expenses**

- 6.1 The post is voluntary and unpaid, but reasonable travel expenses incurred in relation to the role will be reimbursed in line with the Council's expenses policy.
- 6.2 The role involves some travel within the UK, including as part of travel to and engagement with members and stakeholders in all four countries of the UK. As a minimum, attendance is required at three board meetings each year, either in person or via videoconferencing, and you will also be required to attend the Council's annual general meeting and any other general meetings, which are held across the UK.

6.3 There may be additional demand upon appointment and periodically thereafter for training days at the Council's office in central London.

### 5) Timeline, Application process and how to apply

#### Timeline

Dates	Activity
22 April 5pm	Applications close
4, 5, 6, 7 May	Initial telephone/zoom interviews by Thewlis Graham Associates
w/c 1 June 2 days	Candidate interviews with the NomRemCom
Mid June	Transitional Board to agree appointments of Trustees
Late June	Appointments formally made

#### Application process

Thewlis Graham Associates will acknowledge all applications. These will be assessed against the criteria in the Job Description and Person Specification and the people who best meet these will be invited for a telephone interview with Thewlis Graham Associates.

Longlisted candidates will be advised by email mid-April. After a consultation between the Council's Nominations and Remuneration Committee and Thewlis Graham Associates, a shortlist will be drawn up and shortlisted candidates invited for an interview by the NomRemCom. Confirmation by the Transitional Board will be made in May.

Candidates will be kept updated throughout the process

#### How to apply

To apply for this role, please follow the application link on our **website**. This will take you to an application management system where you will be asked to complete an application form and supply a CV plus a personal summary/cover letter which fully address the criteria listed in the Role Description section. Please be sure to answer all the sections completely on the application form.

We will also ask you for 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.)

**If you would like to apply in a different format, please email:**  
**[tct@thewlisgraham.com](mailto:tct@thewlisgraham.com)**



## 6) 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.

We kindly ask you to click on this [link here](#) to start the short survey, if you have any problems doing this please email: [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.

## Appendix I - Trustee Position – Automatic disqualification declaration

There are a number of exclusions that do not enable you to become a Charity Trustee and therefore you would be automatically disqualified. For more information please see the information on the Charity Commission website:

<https://www.gov.uk/guidance/automatic-disqualification-rules-for-charity-trustees-and-charity-senior-positions#annex-a-what-a-dishonestydeception-offence-is>

If you have any queries, please contact Thewlis Graham Associates to discuss.

## Appendix II - Information about the Council of Deans of Health

### Introduction to the Council



#### The Council of Deans of Health

Represents the UK's university faculties engaged in higher education and research for nurses, midwives and allied health professionals

84 institutional members across all four UK home nations. HQ based in London

Funded by membership subscriptions and governed by an elected Executive Team (until August 2020)

### THE COUNCIL IN NUMBERS



# 84



## MEMBER INSTITUTIONS

representing providers of higher healthcare education and research in England, Northern Ireland, Scotland & Wales.

# 110,000+ STUDENTS



- 74,000 Nursing
- 8,000 Midwifery
- 27,000 Allied Health

studying pre-registration courses nursing, midwifery, and the allied health professions.

## THE COUNCIL IN NUMBERS



## THE COUNCIL IN NUMBERS




# 8,000



## ACADEMIC STAFF

within nursing, midwifery and the allied health professions.


**£75m**



**RESEARCH GRANT INCOME**

within nursing, midwifery and the allied health professions in 2017/18

**THE COUNCIL IN NUMBERS**



Strategic priorities and portfolios

- Research
- Global
- Regulation
- Workforce
- Education impact

Our priority areas in the next three years

- 1 Influence policy UK-wide
- 2 Secure sustainable funding
- 3 Foster leadership and innovation



## Member engagement



Events

Seminars

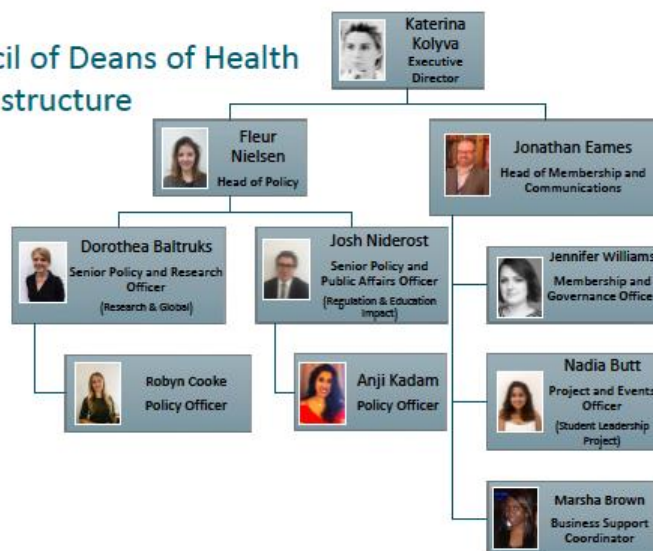
Advisory and reference groups

Bulletin

Visits

Information gathering

## Council of Deans of Health Team structure





Executive Lead:  
**Alison Machin**  
Policy Lead:  
**Fleur**

- Strong strategic workforce plan and clear responsibility
- Sustained communication and recruitment campaigns
- Strategic focus on placement capacity for growth
- Focus on undergraduate and postgraduate routes
- Further urgent action on vulnerable courses, especially LD nursing
- Consideration of student loan repayment linked to service



### Academic staffing census

- Some difficulties **recruiting** nursing and AHP lecturers and senior lecturers, specialist and senior positions
- >50% of nursing & midwifery academics over 50 years old
- Academic health workforce is **less diverse** than NHS workforce
- 1/3 of academic staff have a **non-NMAHP professional background**
- Teaching and research **contracts** very common in England and Scotland, teaching only contracts more common in Wales
- Less than 40% had or were undertaking a **doctorate**
- More AHPs had a doctorate, were **ECRs** or **clinical academics** compared to nurses and midwives but **big difference** between allied health disciplines



Executive Lead:  
**Paula Holt**  
Policy Lead:  
**Josh Niderost**

- NMC strategy – awaiting publication (March/April 2020)
- Future nurse and future midwife implementation
- HCPC standards review (April – September 2020)
- Apprenticeship regulation (EPAs and EPAO capacity)



Executive Lead:  
**Nigel Harrison**  
Policy Lead:  
**Josh Niderost**

- Mental wellbeing
- NETS
- Men in healthcare (report published)
- Working with HEE on RePAIR programme
- Admissions criteria and widening participation
- Foundation years



Policy Lead:  
**Dorothea Baltruks**

- Continued membership of the Cavendish Coalition working on Brexit policy including
  - potential implications of exit for the domestic health and social care workforce
  - new immigration system, salary threshold, points-based system
- Brexit briefing for members
- Member of EU Nursing and Midwifery Forum
- Preparing international nurses for NMC competency test
- Nursing Now campaign
- Transnational Education – collaboration with Universities UK International



Executive Lead:  
**Brendan McCormack**

Policy Lead:  
**Dorothea Baltruks**

- Research in pre-registration curricula report and examples
- Developed national research portfolio with CNO in England
- Research strategy conference on 19 February 2020
- Wide engagement on clinical academic careers
- Council now hosting network of research leads at university hospitals
- Research roundtables with CNO for Scotland and CNO for Northern Ireland
- Research Advisory Group for Scotland





## Public affairs

- Political engagement across England and the devolved nations continues, particularly on student support and funding



## Funding

- England – Student support announcement/Augar Review implementation
- OfS consultations on 20/21 and on longer term approach

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## Student Leadership Programme



#150 leaders

[Councilofdeans.org.uk/studentleadership/](https://Councilofdeans.org.uk/studentleadership/)

- Burdett Trust co-funding the project for a further 3 years for 50 students a year, Council supporting staff costs
- 1<sup>st</sup> & 2<sup>nd</sup> year pre-reg UG & 1<sup>st</sup> Year pre-reg PG students
- First event March 2020; final event November 2020
- Coaching programme & online community



### **Appendix III - Board Attributes**

The NomRemCom when considering candidates, will have regard to diversity in the broadest sense of the word and with aspiration to create and maintain a diverse trustee board, recognising that this will promote greater effectiveness. In addition to the general qualities and experience required of the trustees they will be looking for the following Board Attributes:

CoDH recognises that these skills below are generally desirable for individuals leading an organisation as part of a board and exercising group decision making to exhibit:

- Tact, diplomacy and confidentiality
- Strong independent judgement, objectivity and integrity
- Strong strategic focus
- Ability to think creatively and imaginatively
- Ability to give and accept support
- Ability to work collaboratively and communicate effectively with a range of individuals including those who hold differing views, and to do so respectfully
- Ability to constructively challenge and in turn accept challenge
- Energy and ability to enthuse
- Listening, influencing and consensus-building skills
- Ability to guide and lead others in a variety of different roles
- Approachability