



Candidate Information Pack

Trustee recruitment

Spring 2012

TRUSTEE CANDIDATE INFORMATION PACK

Dear Applicant,

Trustee vacancies

Thank you for your interest in serving as a trustee of the Alzheimer's Society. Please find enclosed an information pack as requested.

We ask you to fill in your application carefully, giving all relevant information and in particular, setting out the ways in which you meet the criteria specified in the application form. Please note that a short CV can be attached to support your application but will not be accepted in substitution for an application form.

The application should be typed or completed in black ink. Please read carefully all documents enclosed in the pack before completing, and check that you are eligible to serve as a trustee of the Society against the declarations set out in the application form.

Your completed application form should be returned to us by **02 April 2012**. Late applications will not be accepted.

Please send your completed application form to:

Deirdre Watson
Company Secretary
Alzheimer's Society
Devon House
58 St Katharine's Way
London
E1W 1LB

Or e-mail governance@alzheimers.org.uk

Yours faithfully,

Deirdre Watson
Company Secretary

Encl:

About the Society and its strategy
Information for candidates
Role and responsibilities of a Society trustee and person specification
Application form

Further information: the following documents can be downloaded at www.alzheimers.org.uk/trustee or please contact the Company Secretary at governance@alzheimers.org.uk /020 7423 3506 for hard copies.

The Essential Trustee (via link)
Articles of Association
Annual Report and Financial Statements 2010-11

About the Society

Alzheimer's and Dementia

Alzheimer's Society is concerned with all forms of dementia, of which Alzheimer's is the most common. Structural and chemical changes in the brain are responsible for the devastating effects of dementia which include deterioration of memory, confusion over time and place, changes in personality and behaviour together with the loss of everyday skills such as driving or telling the time and, as the condition progresses, the ability to wash or dress or even recognise friends.

More than 750,000 people in the UK have some form of dementia - one in 14 of those aged 65 or more and one in six of the over 80s. As the population ages we expect this figure to rise and demand for specific services to grow.

Alzheimer's Society

Alzheimer's Society is the leading national care and research charity for people with all forms of dementia, their families and carers. We provide a network of services including support groups, information, telephone helpline, day and home care services, campaign for adequate benefits, proper assessment and high quality care and we fund research into the causes and possible treatments for dementia.

The Society delivers its services through a combination of national and local activity and last year provided help to over 100,000 people. Alzheimer's Society has over 25,000 members and provides a network of over 2,000 services across England, Wales and Northern Ireland. We employ approximately 1,800 staff and benefit from the time and commitment of over 6,000 volunteers covering a range of duties from direct care to finance. Our local services are the front line in our fight against all diseases that may cause dementia. The Society has grown to this size in just over 30 years, and is still ambitious. The challenge is to build on its successes, to actively pursue its growth and develop services across the country, whilst at the same time improving governance arrangements and the management of risk.

Our Strategy 2012-17

The strategy looks to provide the maximum benefit to people affected by dementia, both people with the disease and their carers over the dementia journey. Reach is key and there is an increased emphasis on the universal reach of support through information services to people affected by dementia and professionals. Working in collaboration is a key principle across all aspects of the strategy, including the direct provision of services. The strategy sees increased investment in research, with focus on researching the care and support services and the translation of research findings into service delivery. Campaigning will extend to influence the provision of health and care services at local and regional levels as well as national bodies and on the wider responsibilities of the state, business and society to enable people affected by dementia to live well. The strategy is built on four strategic ambitions:

Demonstrate the way in dementia care and support (Service Quality)

We will provide quality assured services, directly and in conjunction with others, demonstrate innovation and best practice and encourage others to improve and

develop their services to people with dementia and their carers. In all cases our services will be based on our competence and experience and we will regularly monitor this through the PQASSO quality mark.

Become the foremost contact point for anyone dealing with dementia (Service Reach)

We will make sure everyone involved in dementia care and support, whether as a person with dementia, carer, volunteer or in their work, has access to, and knows how to contact us for, the most authoritative advice and support.

Lead partnerships and investments in research to improve care, advance prevention, and move closer to cure

Significant progress has been made in the field of dementia research. We know, however, that there is so much more we can, and need to do to alleviate the impact of diseases that cause dementia and, ultimately, to find a cure.

Campaign for people affected by dementia to be able to live the lives they want

We will use our position as the leading authority in the UK on dementia issues to campaign to improve all aspects of public and private provision of help and support for those affected by dementia.

Our vision, mission and values

Our vision is a world without dementia

Our mission

- We will change the face of dementia research
- We will demonstrate best practice in dementia care and support
- We will be provide the best advice and support to anyone dealing with dementia
- We will use our influence so that the state and society enable those affected by dementia to live as they wish to live

By pursuing these four goals together we will mobilise thousands of people. With them we will reduce the impact of dementia on lives today and create a world without dementia tomorrow.

Our values

Always informed by the needs and experiences of people affected by dementia, we:

- Are inclusive, making sure that we reach out to and involve people from every group and community.
- Challenge ourselves and others to question the status quo, be pioneering, and embrace change.
- Aspire to excellence in everything we do.
- Always act with integrity and treat everyone with respect, dignity and fairness.
- Enable others to make a meaningful contribution and realise their potential.

Further details about the Society and its work can be found at www.alzheimers.org.uk.

Information for candidates

Introduction

We are seeking to fill a number of trustee vacancies in 2012 through a competitive process managed by the Society's Nominations and Appointments Committee. This document tells you about the role of the Nominations and Appointments Committee, explains the type of candidates we are looking for, and gives details of the selection and election process. Please read carefully all the other documents in this pack.

About the Nominations and Appointments Committee

The Nominations and Appointments Committee is established by the Society's Board of Trustees under the Society's Articles of Association. Its function is to identify, approve and nominate to the Board candidates for trusteeship on the basis of the skills, knowledge and experience required to lead a large and complex charity. Only candidates approved by the Nominations and Appointments Committee and noted by the Board go forward for appointment or election. Candidates who offer an exceptional match for particular skills or experience may be directly appointed, but most candidates will stand for election by members of the Society in a postal vote. Results will be announced at the Society's Annual General Meeting on 16 October 2012. Candidates are normally notified of the outcome at least a week in advance of the AGM.

What we are looking for

We are looking for candidates who –

- satisfy our Trustee Person Specification, and
- are forward-thinking and have a breadth of vision which will enable them to contribute constructively to the Board's work to develop strategy for the Society for the coming 3-5 years and beyond, and
- consider issues in depth and are confident enough to challenge where necessary, and
- have a breadth of experience at a senior level in the private, public or voluntary sector.

Candidates must demonstrate that they satisfy these requirements and that they are capable of carrying out the role of a trustee of the Society as set out in document "Role and responsibilities of a Society trustee". Candidates are appointed to the Board subject to successful clearance by the Criminal Records Bureau, and becoming a member of The Society, if not one already.

Trustee legal status

Alzheimer's Society is a private company limited by guarantee (company number 2115499) and is a registered charity (charity number 296645). Its board of trustees are also company directors, and thus trustees / directors (from here onwards referred to as 'trustees') have legal responsibilities under Company law and Charity law. Trustees have and must accept ultimate responsibility for directing the affairs of a charity, and ensuring that it is solvent, well-run, and delivering the charitable outcomes for the benefit of the public for which it has been set up. Please refer to the Charity Commission guidance 'the Essential Trustee' for further information about the general responsibilities of trusteeship (which can be downloaded from following the link on our webpage www.alzheimers.org.uk/trustee or direct from the Charity Commission's website <http://www.charity-commission.gov.uk/>). Trustees are not remunerated, but are paid expenses.

Elected trustees stand for a 3-year term (which can be extended on re-election for one further 3-year term). Appointed trustees have a similar maximum term but it could be shorter.

The selection and election process in 2012

Candidates are asked to complete (if possible, online) the application form included in the pack, ensuring that the information given demonstrates that they fulfil the criteria set out in the form, including the trustee person specification. A short cv (no more than two sides of A4) may be attached in addition to the information given on the form, but not in substitution for it.

The closing date for applications is 02 April 2012.

The Nominations and Appointments Committee will meet to consider the applications at the end of April, and will invite successful candidates for interview on 9, 10, 14, 15 or 16 May 2012. Please note that notice of the date for interview will be given no earlier than 25 April. Candidates are asked to indicate on the form any dates on which they would NOT be available. Candidates are also required to provide the names of two referees, although references will not be followed up until after interview.

Interviews (which are held in the Society's offices at Devon House, London E1) are by panels of three members of the Committee and last about 40 minutes. Candidates are asked to provide in advance a short presentation, the subject of which will be notified when they are invited to interview.

If selected for interview, candidates will be asked to provide a short statement in the form of answers to standard questions. If they are nominated by the Committee for election, this statement will appear in election material, accompanied by a photograph (which we will arrange on the day of the interview). This will be the only information which the electorate will have about candidates in this competitive process.

Information about all the successful candidates will be presented to the Board of trustees to note and to determine the number of vacancies to be filled. The Board cannot change the nominations made by the Committee.

Candidates will be informed of the outcome of the interviews in late May.

Induction

If you are successful, you will be sent an induction pack, and will be required to complete an induction programme.

Board meetings

Trustees are expected to attend all Board meetings and Board discussion sessions. Board meetings are all-day meetings held six times a year, every other month, on a Tuesday. Board discussion sessions are set well in advance and are normally held the afternoon and evening before a Board meeting (i.e., on a Monday). All the above meetings are held in the Society's office in London. The Society's AGM is also held in London and all trustees are expected to attend.

Further information

For further information please contact the Company Secretary, Deirdre Watson, at governance@alzheimers.org.uk or by telephone on 020 7423 3506.

If you are selected for interview you will be encouraged to speak to the Chairman of the Society, Alastair Balls and the CEO, Jeremy Hughes; arrangements will be made through the Company Secretary if you wish to take up these opportunities.

If you would like to know more about the Society in your area, information can be made available on the Society website or through the Company Secretary.

Role and responsibilities of a Society trustee

As a trustee you are carrying out the functions of the Board. The role of the Board is to lead and ultimately direct the affairs of the Society by:

- setting and upholding its vision, mission and values
- setting its strategic direction
- agreeing performance measures and monitoring performance
- ensuring effective executive leadership and implementation
- protecting and optimising the Society's assets

It is important to avoid becoming involved in day-to-day operational decisions and matters.

As protectors of the Society's assets, for the benefit of its beneficiaries, the Board has to ensure the solvency, financial strength and good performance of the Society, in particular by ensuring:

- compliance with law and the governing documents
- that assets are not placed at unacceptable risk
- that assets are used to deliver the Society's objectives
- that there are proper systems of delegation and of internal control.

In doing so the Board has to optimise tangible and intangible assets:

- be generally cost-effective in all decisions
- consider collaborations and contracting out where appropriate
- maximise income.

To fulfil its role, the Board should:

- **Stretch** the executive
- **Support** the executive
- **Scrutinise** executive proposals and leadership
- exercise **Stewardship** over the Society
- set the **Strategy** and be strategic
- **Celebrate** success

Legal framework

The Articles of Association of Alzheimer's Society and its Rules, copies of which you must retain, govern the legal framework of the Society. As a company limited by guarantee, the Board is subject to company law. As a trustee, you are also a director, and are expected to understand and fulfil the requirements of your position as such. A summary of your statutory duties under the Companies Act 2006 is as follows:

- to act within the company's powers
- to act in good faith in the way most likely to achieve its charitable purposes
- to exercise independent judgment

- to exercise reasonable care, skill and diligence
- to avoid conflicts of interest situations (including conflicts of loyalty or duty)
- not to accept benefits from third parties
- to declare an interest in proposed transactions and arrangements.

As a registered charity, the Society is subject to charity legislation and regulated by the Charity Commission. As a trustee, you must read and abide by the relevant Charity Commission documents, such as The Essential Trustee (see the Charity Commission website: www.charity-commission.gov.uk).

Personal conduct

You will be bound to the Society's code of conduct and behavioural framework.

Register of interests

You must ensure that private interests never influence your decisions and that you never use your position for personal benefit. You must enter, and keep up-to-date, any relevant interests in the register of interests held by the Company Secretary, and identify and promptly declare any actual or potential conflict of interest affecting you that arises at a meeting.

Further information

The above introduces you to key aspects of the role of trustee, which will be covered as part of your induction. However, if you have any questions please contact the Company Secretary, Deirdre Watson, on 020 7423 3506 or at governance@alzheimers.org.uk

Criteria

We are looking for candidates who -

- satisfy our trustee person specification (see below) and
- are forward thinking and have a breadth of vision which will enable them to make judgments about strategy for the Society for the coming 3-5 years and beyond, and
- are able to consider issues in depth and be confident enough to challenge where necessary, and
- have a breadth of experience at senior level in the private, public or voluntary sector.

| | |
|--|-----------------------------------|
| <p>Trustee person specification</p> <p>Personal Qualities and general experience</p> <ul style="list-style-type: none"> ○ An empathy with the aims and values of the Alzheimer's Society ○ A clear understanding of the role of a trustee and the willingness and the commitment to devote the necessary time, preparation and effort to the proper discharge of the responsibilities of a trustee ○ Demonstrates integrity, honesty, flexibility, ability to be proactive, and the ability to speak own mind. ○ Experience of operating in a senior role ○ A strategic thinker ○ Brings a broad knowledge of social, charitable, management and governance issues | <p>Essential</p> |
| <p>Specialist experience</p> <ul style="list-style-type: none"> - Professional and / or personal experience of dementia; or - Professional or specialist experience of one or more of the following: <ul style="list-style-type: none"> ○ The commercial sector ○ Education/training ○ Finance ○ Fundraising ○ Health or social policy or social care or personal care ○ Human resources ○ Law ○ Marketing /media or campaigning | <p>Desirable</p> <p>Desirable</p> |
| <p>Abilities and skills</p> <ul style="list-style-type: none"> ○ A sharp mind and good judgment ○ A good listener and articulate communicator ○ Able to challenge and support judgments, whilst at all times respecting the views of others ○ A team player, able to work with others in the Society ○ Able to build strong relationships and act as an ambassador ○ A commitment to inclusion and diversity ○ Welcomes ongoing feedback | <p>Essential</p> |