



# CANDIDATE PACK FOR MEMBER & CHAIR OF AUDIT & RISK COMMITTEE



# WELCOME

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Dear Candidate,

This is a pivotal time for Skills for Care and the adult social care sector. The pandemic has highlighted the critical role that adult social care plays in underpinning our society's wellbeing and Skills for Care has a vital national role to play in equipping those who work in the sector to deliver safe, effective, personalised and responsive care. The reform agenda announced by the Government in the 'People at the Heart of Care: adult social care reform white paper' which sets out a 10-year vision for adult social care presents opportunities for both the sector and Skills for Care.

We have a high-calibre, high-energy Board made up of talented trustees with a range of skills and expertise. Our Board is essential in setting the strategic direction of the organisation and will be critical as we enter a period of change due to a shift in the way we will be funded. The Board is supported by a CEO and Leadership Team and our trustees bring a balance of challenge and support to the relationship which enables executive colleagues to lead the successful operation of Skills for Care.

We are seeking to appoint two new Trustees to join the Board – one experienced leader to chair our Audit & Risk Committee and a second leader whose strategic financial management skills will enable us to deliver our ambitious agenda.

For our Audit and Risk Chair you will have strong experience in an audit role and have a proven ability to provide strategic oversight to the organisation, provide support and challenge to the Leadership Team, ensure good governance and rigorously monitor the company's performance and controls. Our other trustee will bring evident strategic leadership skills with a good grasp of finance and organisational development. We are a substantial organisation of c£40m turnover and 200 people and you will be comfortable operating in an organisation of at least a similar size.

We are committed to finding at least one of our new trustees with lived experience of receiving social care – either personally or through a close family member. Your personal experience and insight will be invaluable as we deepen our impact across the sector. It goes without saying that as trustees of Skills for Care you will be advocates of social care and committed to achieving positive change for people who both work in and receive social care.

Whatever your background you will share our passion for the sector and our vision for a diverse and inclusive social care workforce that is supported and equipped to deliver their very best. This is a role rich in both complexity and opportunity.

Best wishes,

**John Coughlan CBE**  
**Chair of the Board**

# ABOUT US

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Skills for Care is the strategic workforce development and planning body for adult social care in England. We work with employers, Government, and partners to ensure social care has the right people, skills, and support required to deliver the highest quality care and support, now and in the future.

Our role is to work across the whole system to understand the key drivers of workforce change using insight, data, and evidence. We respond and adapt to the emerging trends and needs within social care, using data and evidence to drive forward widescale change. We provide managers and those involved in the delivery of social care with guidance on best practice, tools, resources, and intelligence to support workforce recruitment, capabilities, and culture. This combination of strategic and operational activity is the cornerstone of our reach and insight into the sector.

Our vision is of a fair and just society where people can access the advice, care, and support they need to live life to the fullest. We know that we can't deliver this without collaboration – one of our core values. By working with our partners, we're able to bring together a vast array of expertise, support, and influence – which in turn increases the impact and reach of our work. Convening and developing networks is one of our core strengths.

## OUR STRATEGY

Our strategy sets the direction of Skills for Care from 2021-2025. It informs our work, and ultimately help support adult social care to meet the needs of our families and communities now and in the future. We will be keeping it up to date during the lifecycle of the strategy to reflect feedback and changes in the landscape.

The strategy was developed through a highly collaborative process with significant input from all of our colleagues and Board members, and included a refresh of our vision and mission:

## OUR VISION

Our vision is of a fair and just society, where people can access the advice, care and support they need to live life to the fullest..

## OUR MISSION

To achieve the vision, the sector needs the right number of people in the right place at the right time, with the right skills, values and behaviours.

“Our mission is to support and empower current and future social care leaders, employers and the wider workforce”

We also identified our medium and long-term priorities grouped under four key strategic priorities. To find out more, [please visit this link](#).

## OUR VALUES - IMPACT

**Inclusive** - We work together to create Inclusive positive cultures where people are supported to feel safe, valued and respected.

- You will show a deep commitment to equality, diversity and inclusion and create inclusive environments. You will deeply embody our values, embed them deeply and live them visibly. Skilled in being diplomatic, respectful, and confidential.

**Motivated** - We are Motivated to make a difference for people who work in and draw on adult social care.

- You will think strategically but not be afraid to work with colleagues on things that need to be done, driving the achievement of our strategic ambitions.
- You will be able to inspire and lead to think broadly, and value diverse perspectives and linking activity to strategy.

**Passionate** - We are Passionate and proud to be part of a sector that makes such a valuable contribution to society.

- You will bring energy, passion and thought leadership and play a key role in making that transformation happen.
- Be a positive leader - an ambassador for our strategy, for collaboration, contributing to a positive culture which allows and encourages learning in everyone you meet.

**Ambitious** - We are Ambitious, for adult social care because we know what a difference it makes to people's lives and our communities.

- You will create and leverage visibility and strong relationships and partnerships with key stakeholders internally and externally.
- As part of the Board, you will contribute to driving forward our strategy and organisational change, using our strategy to set direction for our transformational work, always listening to and being led by the evidence and what works.

**Collaborative** - We are Collaborative, recognising our strengths and those of others, working together to achieve positive change.

- You will work collaboratively with other Board members and executive colleagues, drawing on their skills and expertise and using governance appropriately to highlight risks and guide on future direction and priorities.
- You will take a collaborative approach recognising and valuing others on the Board.

**Trustworthy** - We are Trustworthy, honest in how we work and transparent in what we want to achieve.

- Taking an objective and whole organisational approach to decision making and continually striving to enhance and contribute to the success of our organisation.

# HOW WE ARE RUN

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## OUR BOARD

Our board has up to 12 members and meets four times a year to make strategic decisions about the charity.

Members have four main duties:

- Safeguard and promote the values and mission of Skills for Care.
- Determine the strategy and structure of Skills for Care.
- Ensure Skills for Care operates in an effective, responsible and accountable manner.
- Ensure the effective functioning of Skills for Care's board.

You can find out more about our Board [at this link](#).

## OUR LEADERSHIP TEAM

Our CEO Oonagh Smyth heads [our Leadership Team](#).

What one of our outgoing trustees says;

I was first attracted to the role of trustee at Skills for Care because of the opportunity presented to Chair an Audit and Risk Committee. Through my day job as a Director at the National Audit Office I had lots of experience of best practice in governance and how Audit and Risk Committees operate and saw a chance to bring that to a different organisation. But through working with Skills for Care I've also developed my professional skills and have learned a huge amount that helps me in my day-to-day career while helping build a platform for taking on future non-executive roles. Skills for Care has proved to be a really interesting organisation to work with as it combines features of the charity sector with a focus on business development and so while my background is public sector, I've been able to gain wider business experience. I've also very much valued the interaction with other trustees and executive team members who bring so many different experiences and skills to the organisation, which I can learn from.



# JOB DESCRIPTION

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## ROLE PURPOSE

To provide robust oversight, help ensure effective governance arrangements are in place, and rigorously monitor the company's performance and controls.

## MAIN RESPONSIBILITIES

- Ensuring compliance with our governing documents, charity law, company law and any other relevant legislation or regulations.
- Ensuring we pursue our charitable objects as defined in the governing document.
- Ensuring we apply resources in fulfilment of our charitable objects.
- Contributing to the Board's role in giving firm strategic direction, setting the strategic direction, the annual business plan and KPIs, and making sure we are structured and resourced to deliver the strategy.
- Ensuring the financial stability of the organisation.
- To protect and manage our assets and to ensure proper investment of funds.
- To lead the oversight and monitoring of the People Strategy for the organisation including talent management, performance management, reward, our culture and values, incorporating inclusion and skills development.
- To uphold the highest standards of integrity and probity and safeguard the good name and values of Skills for Care.



# PERSON SPECIFICATION

## KNOWLEDGE AND EXPERIENCE

Both trustees will be assessed on the following essential criteria:

- Significant experience in strategic financial management within a large and complex organisation, at a senior level.
- An understanding of charity governance, with prior board experience being desirable.
- Experience of engaging with stakeholders within a politicised environment in a nuanced and strategic manner.
- A high-level understanding of the challenges faced by the care sector. Lived experience of the care system or of working within the sector would be desirable but not essential.
- The ability to lead constructive conversations at the Board Level.

In addition, the Chair of the Audit & Risk Committee will be assessed on the following criteria:

- A professional accountancy qualification and strong experience in audit roles
- Deep experience of charity governance with prior experience of chairing a sub-committee desirable.

## SKILLS AND ABILITIES

- Proven ability to provide robust oversight, help ensure effective governance arrangements are in place, and rigorously monitor the company's performance and controls.
- Strategic in outlook with the ability to contribute towards the creation of our future strategy and business plans, as well as the ability to assess competing objectives.
- Exceptional communication and influencing skills, including strengths in leading conversations and building consensus.
- Outstanding team-working, collaborative, interpersonal and relationship-building skills.
- Analytical and creative thinker with strong problem-solving abilities.
- The ability to uphold good governance by observing the duties and legal and regulatory governance standards expected of Trustees, and by setting and delivering charitable goals.

## STYLES AND BEHAVIOURS

- Strong commitment to the organisation's values and its mission.
- Strong and demonstrable personal commitment to diversity and inclusion and to ensuring that these principles are promoted across all aspects of the organisation's work.



# TERMS OF APPOINTMENT

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## SALARY

This role is unremunerated and held on a voluntary basis. Expenses are paid for meetings that will be held in London or at our Leeds head office, and for all commitments when representing Skills for Care.

## LOCATION & TIME COMMITMENT

You will need to be available to attend four board meetings a year, plus an annual strategy day with a similar number of committee meetings (currently virtual). The role will require national travel with most meetings being held in London or Leeds.

The appointment is made for a term of three years, renewable based on performance for a second term.

## HOW TO APPLY

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We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact Juliet Brown at [juliet.brown@starfishsearch.com](mailto:juliet.brown@starfishsearch.com) or Szymon Podgorski at [szymon.podgorski@starfishsearch.com](mailto:szymon.podgorski@starfishsearch.com) and we will be happy to arrange a call. To make an application, please go to <https://starfishsearch.com/jobs/sfc-mem-chair-aud-risk/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

**Closing date**

27th November 2023