

TRUSTEE

RECRUITMENT PACK



FERNE

ANIMAL SANCTUARY

COMPANY REGISTRATION

NUMBER: 09772680

CHARITY REGISTRATION NUMBER:

1164350

TABLE OF CONTENTS

03

**Welcome Letter from
the Chair of Trustees**

04

Our Strategic Framework

05

Ferne Board of Trustees

08

The Role

11

How to Apply



WELCOME LETTER

Dear Candidate

Thank you for expressing an interest in applying to be a Trustee of Ferne Animal Sanctuary.

Ferne was founded in 1939 through the foresight of the late Nina, Duchess of Hamilton & Brandon who realised that men and women going off to war had no-one to take care of their animals and so would require a temporary refuge for them.

The Duchess put a call out on the BBC and legend has it that when she returned to her London home there were several cats and dogs on her doorstep and even a parrot!

Ferne has invested almost £2m in the last five years in upgrading the Sanctuary provision and facilities and has a new vision for the future. The challenges facing the charity are similar to those of many others: raising income, recruitment for both colleagues and volunteers, attracting ever wider support, and establishing Ambassadors & Patrons.

We look to recruit trustees who are enthusiastic about animal welfare, and who offer skills which complement those of our existing trustees. We need trustees with commercial, business, financial or veterinary experience who can help us to grow the sanctuary and face future challenges with confidence.

We know through experience that different ideas, perspectives, and backgrounds create a strong and creative environment which enhances our work. To that end applications are welcomed from all interested parties, regardless of age, gender, orientation, or disability.

This information pack provides a description of the role and responsibilities of a Trustee. For more information about the work of Ferne please see our website www.ferneanimalsanctuary.org where you will also find issues of our magazine. We hope you will consider joining us.

Yours faithfully,

Richard Fuller
Chair of Trustees

STRATEGY TREE

VISION

The long term goal

A world where people respect animals and treat them with compassion

MISSION

Why we exist

To be a centre of excellence for animal care and rehabilitation through education, support and re-homing

AIMS

To improve the welfare of animals through changing people's behaviour

To expand our operation to ensure we can meet the needs of the growing number of animals surrendered to us

To maximise re-homing opportunities for all domestic and farm animals surrendered to our care

To provide the knowledge and skills the staff and volunteers need to carry out their roles effectively

To maintain our policies and practices to ensure the long-term financial sustainability of the charity

To fundraise effectively to deliver our strategy

PHILOSOPHY

How we wish to work

We are a charity committed to serving the welfare of all domestic, farm animals and horses. We recognise that to achieve the highest standards of animal welfare, we need to equip ourselves with knowledge and skills. We will reach out to people and communities to help them better understand and take care of their animals.

FERNE BOARD OF TRUSTEES

The Trustees are appointed by the Board and meet four times a year for full Board meetings. Currently meetings are held during the working day, but we can be flexible if you are unable to attend then. Trustees are encouraged to attend at least one sub-committee which requires another four shorter meetings, usually two weeks prior to the full meetings. We have at least one, strategy planning day during each year. Trustees stand for three years and can be re-elected for a further two, three-year terms. The Trustees also have the power to co-opt additional members onto the Board for their specific skills.

Sub-Committees:

Finance and General Purposes

Health and Safety

Marketing and PR

Animal Ethics

CURRENT TRUSTEES:

Richard Fuller (Chair)

Richard has been a director and trusted advisor for over twenty years holding senior influential roles in Financial Services businesses. His most recent roles combined Human Resources Director at WH Ireland plc and Chair of the HR committee of the Financial Planning and Wealth Management trade association (PIMFA). Since leaving corporate life behind in 2019, Richard has maintained mentoring arrangements for senior HR and Finance professionals from his South Somerset base. Richard and Becky have recently expanded their family to include a kitten (Spookie) and a brood of hens! They also enjoy family time with their two adult children and granddaughter.

Verity Stiff (Vice Chair)

Verity Stiff is a human resources professional with experience in organisational management and development, both as head of the HR function and as a consultant. Her most recent work has involved strategic planning and the development of the human resources function and capacity. She also has extensive experience in several other human resources areas, including recruitment, performance management, job evaluation, and policy development. She is currently HR Manager with the UK office of the International Committee of the Red Cross. Verity lived and worked for many years in the U.S.A. and has a Master's degree in Public Management (specialisation in the management of non-profit organizations) from Carnegie Mellon University. She was an active volunteer with an environmental organisation and Special Olympics. Since returning to the U.K. she has volunteered with the Devon Wildlife Trust and is a Trustee and Vice Chair of Sense International. With family in Devon and Cornwall, she has strong ties to the Southwest and is looking forward to working with the Sanctuary. In her spare time, she is a keen choral singer.

BOB O'CONNOR

Bob lives in Somerset with wife Lorraine, he returned to Somerset on retiring from his position as Managing Director of The Aspinall Foundation in April 2019. Bob spent most of his career in retail and hospitality holding senior management positions with Tesco, Rank Group and the Brighton Pier company finishing with 16 years at The Aspinall Foundation. Currently Bob runs his own leisure consultancy business Bob O'Connor Ltd. He has extensive experience as a Non-Executive Director, previous roles include Chair of BALPPA (still on management committee) Chair of Shepway Tourism Group, Member of Management Steering committee Hadlow College and Member of Natural East Kent steering Committee. Currently he is a Non-Executive director of Tourism Southeast. Bob and Lorraine enjoy far flung holidays and recently returned from an extensive tour of Southeast Asia including visits to Singapore, Malaya, Vietnam, Cambodia and Thailand. Bob follows Bristol Bears rugby and hopes to see the British Lions play in South Africa next summer.

DR MIKE RICHARDS

Mike worked for over 25 years as a GP partner in South Devon. He was also involved in the development of the Devon Doctors out of hours service working as medical director for a number of years. Now mainly retired, he still does some support work with local GPs and has been involved with the Somerset covid vaccination program since the arrival of the vaccine in the UK.

Mike and Ruth have 3 active dogs, two rescue cats and a large garden which keep them busy and if there is any spare time left Mike will be found playing golf at the East Devon golf club.

KAREN CHADWICK

Karen lives near Axminster within 10 miles of Ferne with her 2 daughters. Karen has spent her career in both operational and HR roles, the vast majority of time in retail from Sainsburys but also in Health and Social Care and her last post was HR Director for Flybe where she was retained by Ernst and Young the administrators as part of the successful team that sold and restarted the airline.

This is her first Trustee position since taking early retirement but she's been a long term supporter of Ferne and is keen to "give something back" via the role.

Karen has 2 dogs, a rescue cat and horses, one of which was a rescue obtained from Ferne. She also volunteers for Riding for the Disabled and The Pony Club.

MAIN RESPONSIBILITIES OF A TRUSTEE



The Trustees' primary role is to ensure that Ferne fulfils its charitable objectives (see page 4) and that monies received are used effectively. In order to carry out this key role, Trustees (as a Board) must do the following:

MANDATE AND REPUTATION

Ensure that the charity is properly focussed on its charitable objectives and constitution and operates within the law. The Trustees are responsible for preserving the charity's good name and reputation.

STRATEGIC PLANNING

Work with the CEO and the leadership team to plan strategically for the future. Meet at least once a year to review the plan, then update or replace it as circumstances and needs change. The strategic plan is a changing, active document to which all trustees contribute. It is their job to challenge, assess and review the plan before approving the final strategy for the following five years.

OBJECTIVES, BUSINESS PLAN AND BUDGETS

Approve Ferne's objectives on an annual basis through the business plan and budgets that are submitted at Board meetings.

RISK IDENTIFICATION AND MANAGEMENT

Challenge the leadership team to keep effective processes in place to identify potential risks that the charity faces. This risk register is reviewed and updated at each Board meeting.

MANAGEMENT EFFECTIVENESS AND SUCCESSION

Ensure the leadership team is in place and operating effectively and efficiently. The role of Trustees is to question, scrutinise and monitor the charity's activities, for which purpose Trustees should have the opportunity to constructively question, test, and challenge the leaderships team's views and proposals in the spirit of achieving the charity's objectives. Although not involved in the regular appointment of new staff, trustees actively recruit and appoint the CEO.

INTERNAL CONTROL AND MANAGEMENT INFORMATION SYSTEMS

Ensure that effective systems exist to protect the organisation, and the necessary management information systems exist to assess and report back the charity's performance and progress in meeting its objectives.

ACCOUNTABILITY

Report back yearly to members, regulatory bodies, associated charities, staff and volunteers, and other stakeholders through the Annual Report, at the Annual general meeting and from time to time through the @Ferne magazine.

THE ROLE IN PRACTICE

1

The role of Trustees is to ensure that the charity is well-managed, rather than to manage it themselves (something that people often find hard). Day-to-day implementation of policy is delegated to the Chief Executive and through the Chief Executive to the rest of the team. The Trustees' responsibilities are to ensure that proper procedures and checking mechanisms are in place so that they can be certain the leadership team is doing its job in a cost-efficient and effective way and that the right colleagues are in place to fulfil the needs of the Sanctuary.

2

This in turn means that the Chief Executive is accountable to the Trustees for effective leadership and management, for implementing policies and achieving the objectives laid down by the Trustees and for appointing suitable staff.

3

Trustees, advised by the Chief Executive, are responsible for setting the objectives and policies of the organisation. The Chief Executive alongside the leadership team will then develop more detailed strategies and objectives, both annual and longer term, and report on their achievement. The Trustees must consider, appraise, question and, where appropriate, challenge and improve those strategies and objectives. They must work with the Chief Executive to set yearly objectives and review outcomes at the appropriate time, working together to identify where improvement is possible. Part of their role is to support, encourage and challenge the Chief Executive and senior colleagues.

4

In addition to serving the charity as Trustees, most Trustees will also contribute by making available their specialist skills and experience. It is most important that they make a clear distinction between serving as a Trustee and serving in any other voluntary capacity, for example as a member of a sub-committee, as conflicts of interest or loyalty must be recognised and managed for the good of the charity.

ROLE PROFILE

Trustee

Four Board meetings per year (one of which also includes the Annual General Meeting), plus at least one Strategy Planning Day. Meetings take place during the working day but can be changed if the need arises. Trustees are expected, on occasion, to represent Ferne at various events and meetings. Trustees are also encouraged to be members of any sub-committee where their knowledge and skills will assist the charity. Occasionally trustees will be called on to deliver a talk for example, or to help in some other way at the Sanctuary: we are, after all, volunteers!

Trustees have the overall legal responsibility for a charity. The law describes charity trustees as 'the persons having the general control and management of the administration of the charity.'

What matters most, however, is the role, not the title. Trustees must act together to govern the charity and take decisions. Trustees work collectively as a board and take decisions at formal board meetings. Once a decision has been collectively made all trustees are bound to support that decision. The collective approach is effective as it allows us to move forward as a Board and present a united front to staff and the public.

The role of Trustee is not accompanied by any financial remuneration, as we are all volunteers, although expenses may be claimed for journeys and subsistence.

PERSON SPECIFICATION

Applicants should demonstrate the following skills:

Personal integrity

A commitment to the objectives of Ferne Animal Sanctuary

An understanding and acceptance of the legal duties, responsibilities, and liabilities of trusteeship

A willingness to devote the necessary time and effort to their duties as a Trustee

Good independent judgement

An ability to think creatively

A willingness to contribute to meetings

An ability to work effectively as a member of a team

ESSENTIAL:

An ability to contribute to strategic decision-making; for example, being able to 'see the big picture' when asked to plan strategically; being confident in putting a different viewpoint to the group and arguing for a point. Ability to abide by a collective decision even if it doesn't go their way.

Understanding the governance role of a Trustee; candidates will be required to show their understanding of governance as being different from executive or managerial roles and have a strong desire to gain direct experience of governance through Trusteeship of Ferne.

Experience of representing an organisation, in informal as well as work-based settings; an understanding of the values and mission of Ferne and the ability to put this across clearly and succinctly to different audiences.

DESIRABLE:

In addition to the essential criteria, we are particularly keen to seek applications from candidates able to meet one (or more) of the following criteria:

Experience of another membership organisation or Charity, for example experience working for a membership organisation as a manager or in a voluntary capacity, or simply through demonstrating an in-depth knowledge of being a member of another organisation.

Experience in the charity retail sector

Experience in either law or finance, either within the charity or commercial sector.

Experience of fundraising or marketing for charities.

Veterinary or animal welfare experience

HOW TO APPLY

Please email a covering letter and your CV, outlining your experience and reasons for wanting to be a trustee. Include two references, and send to HR@ferneanimalsanctuary.org

If your application meets our criteria, you will be invited to an interview with Trustees and leadership team and a tour of the Sanctuary, asked to attend one Board meetings as an observer, followed by formal appointment to the Board if all concerned are happy to go ahead. The role of trustee is both enjoyable and challenging and we aim to provide as much information in advance as possible. We want to appoint the person who will fit our needs, work well with the team, and make a strong contribution to the future of Ferne.

Ferne is a wonderful organisation which does such good work to give hope and new homes or sanctuary to hundreds of animals each year. Your contribution to our aims will be much appreciated, and I hope a rewarding, fulfilling experience for you.

Enclosed:
Annual report
The Essential Trustee
@Ferne magazine

.



FERNE

ANIMAL SANCTUARY

COMPANY

REGISTRATION NUMBER:

09772680

CHARITY REGISTRATION

NUMBER: 1164350