



Candidate Pack

Role: Trustee/Chair of Audit & Risk Committee



British Heart
Foundation

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Appointment of Trustee/Chair of Audit & Risk Committee



Dear Candidate,

Thank you for your interest in the role of Trustee of the British Heart Foundation (BHF) and our search for our next Chair of the Audit & Risk Committee.

As the Chair of the Board of Trustees, it is my privilege to lead the UK's leading heart charity and one of the world's largest independent funders of cardiovascular research. BHF has been at the forefront of advances in heart and circulatory disease research and health for over six decades, saving countless lives.

Despite this progress, we stand at a pivotal moment in our story. The challenges we face have changed but are just as critical. Every three minutes in the UK a family loses a loved one to cardiovascular disease, and millions are living with the devastating consequences that these conditions can have on everyday life.

At the same time, we are faced with immense opportunity. Revolutionary advances in areas such as AI, genomics and regenerative medicine hold the potential for lifesaving breakthroughs that belonged in the realms of science fiction just a few years ago. Our strategy is to accelerate progress in preventing, treating, and even curing some heart diseases - we know the only way to get closer to a world free from the fear of heart and circulatory diseases is to invest in pioneering research with the greatest potential to save and improve lives.

None of this will be possible without the support and leadership of our incredible Trustee Board. Our Trustees play a key role in the leadership and governance of the charity and as Chair of the Audit & Risk Committee, you will work closely in partnership with me, your fellow trustees, the Chief Executive and Chief Financial Officer in supporting and enhancing the work of BHF and play a key role contributing to functions of the board and BHF's overall governance.

The BHF is an exceptional organisation and we are looking for an exceptional Trustee who exemplifies and champions our values of being brave, informed, compassionate and driven. We also recognise the importance of board diversity and in seeking to attract the best talent and expertise we are committed to increasing diversity across the Board and wider committee structure, putting diversity at the heart of everything we do.

This candidate pack contains a wealth of information about the work we do and our ambitions for the future. If you feel you have the skills and experience that we need for this important Trustee role, and share our determination to make a difference for everyone touched by heart and circulatory diseases, I hope you will feel inspired to apply.

Thank you for your interest in the role.

Karen Frank

Chair of the Board of Trustees



Trustee/Chair of Audit & Risk Committee

Role Description

Summary of Role

Our Trustees play a key role in the leadership and governance of the charity.

For this particular role we are seeking to appoint an experienced Chief Financial Officer (CFO) or comparably senior finance professional to act as a Trustee and Chair of the Audit & Risk Committee.

This is a significant Trustee appointment with a wide organisational remit. It calls for an individual with experience, judgement and credibility, who is able to balance oversight with support and who is committed to high standards of charity governance.

As Chair of the Audit & Risk Committee, you will work closely with the Chair of the Board of Trustees, Chief Executive and Chief Financial Officer in supporting and enhancing the work of BHF and play a key role contributing to functions of the Board and BHF's overall governance.

All Trustees are by virtue of their appointment also registered as a Director of BHF.

Board of Trustees

The Board of Trustees is responsible for providing appropriate oversight, governance, and leadership to the charity in the pursuit of its strategies to fulfill its charitable purposes, including:

- Setting and evaluating the strategy and key policies of the BHF
- Developing the BHF's aims, objectives and goals
- Fulfilling the Board's collective responsibility for the governance of BHF in accordance with the BHF's governing document, prevailing legal requirements and regulatory guidelines, and
- Monitoring and inspiring the performance of the BHF, its Executive Group and Senior Leaders.

All Trustees are expected to

- Work in partnership with other Trustees and the Executive Group to achieve the BHF's objectives
- Consider giving to the BHF in line with personal means
- Consider introducing us to others who can support the BHF
- Act as high-level representatives for the BHF.

Key responsibilities & duties

- To set and approve the overall strategy and key policies of the BHF.
- To ensure that the BHF and its representatives function within the legal and regulatory framework of the sector and in line with the BHF's governing document, continually striving for best practice in governance.

- To uphold the fiduciary duty invested in the role of Trustee, undertaking all duties in a way that upholds best practice in governance to maintain or enhance public confidence and trust in the BHF, including avoiding personal conflicts of interest.
- To determine the overall direction and development of the BHF through good governance and management, and clear strategic planning.
- To direct and monitor performance of the BHF and ensure that it is solvent and well run.

Strategy

- Setting and approving the overall strategy of the charity and clear objectives with plans to achieve this.
- Regularly reviewing performance against these objectives and holding the Chief Executive to account for the effective management and delivery of those objectives, where appropriate.
- Actively participating in and informing discussions on the strategic development of the charity.

Governance & Compliance

- Ensuring that the charity complies with its governing document, company and charity law and any other applicable legislation and regulations including health and safety, safeguarding, employment and data protection law among others.
- Being cognisant of Charity Commission and Fundraising Regulator guidance, the Charity Governance Code and the legal duties of Trustees/Directors.
- Ensuring the effective and efficient administration of the BHF and its resources.
- Maintaining the financial stability of the BHF and ensuring that robust systems are in place for internal financial control and the protection of the BHF's funds and assets.
- Maintaining sound financial management of the BHF's resources, ensuring expenditure is in line with the BHF's objectives and that investment activities meet accepted standards and policies
- Establishing and monitoring key policies that govern organisational activity and ensuring the charity's systems for risk management systems are robust.
- Providing oversight of key policies such as health and safety, safeguarding, the prevention of fraud and other areas of risk as identified on the Corporate Risk Register.

Leadership & Performance Monitoring

- Setting challenging objectives for improving performance and monitoring performance against those targets.
- Acting in the best interests of the BHF, its current and future beneficiaries at all times.

- Ensuring that the good name and reputation of the BHF with its body of supporters is rigorously protected.
- Promoting and developing the BHF in order for it to grow and maintain its relevance to the scientific community and the wider community.
- Taking time to meet people affected by heart and circulatory diseases - patients and their families –and reflecting their experiences in future plans.
- Monitoring the work and activities of the BHF and the Executive and Leadership Groups.
- Positively impacting Board of Trustee meetings (and any Committee meetings to which the Trustee is appointed) through bringing informed, quality perspectives to add contribution and stimulate debate.
- Building strong, effective and trusting relationships with fellow Trustees, members of the Executive Group, Senior Leaders and other stakeholders.
- Maintaining the confidentiality of sensitive/confidential information received in the course of a Trustee's responsibilities to the BHF.

In addition to the above, each Trustee should use any specific skills, knowledge or experience they have to help the Board of Trustees reach sound decisions. These may involve scrutinising Board and Committee papers, leading discussions, focusing on key issues, providing advice and guidance on new initiatives and other issues in which the Trustee has special expertise.

Relating to the Audit & Risk Committee

The Audit & Risk Committee assists the Board of Trustees in fulfilling its oversight and governance responsibilities in respect of financial reporting, risk management, internal controls and assurance, and ensuring that BHF's governance arrangements remain fit for purpose in a complex and evolving operating environment.

The Chair of this Committee provides leadership and constructive challenge, working closely with fellow Trustees, senior executives and internal and external auditors. The role carries particular responsibility for ensuring that significant risks and assurance issues are appropriately scrutinised and, where necessary, escalated to the Board, helping to ensure that the Board has confidence in the frameworks and information that underpin the Board's decision-making.

The Chair of the Audit & Risk Committee will:

- Chair meetings of the Audit & Risk Committee, ensuring that it operates effectively and in line with its Terms of Reference.
- Assist the Board of Trustees in maintaining oversight of BHF's risk management and governance processes and the effectiveness of internal controls.

- Lead the Committee's review and scrutiny of the annual financial statements and related narrative reporting before submission to the Board.
- Oversee the work of internal and external audit, including review of audit plans, reports and management responses.
- Monitor the governance and delivery of programmes or activities with a major systems, financial or restructuring impact at least annually, or on a more frequent basis, as required
- Ensure that any significant issues, emerging risks or control weaknesses are brought to the attention of the Board, together with appropriate recommendations.

Person specification

For this particular role we are seeking to appoint an experienced Chief Financial Officer (CFO) or comparably senior finance professional, with extensive experience in large, complex organisations. This is a significant Trustee appointment with a wide organisational remit. It calls for an individual with the experience and judgement required to chair a key Board Committee and contribute effectively as a Trustee.

In addition to meeting the key requirements of the trustee role, candidates will be able to demonstrate:

- Strong financial literacy and experience of financial oversight, audit and/or assurance.
- A sound understanding of risk management and internal control frameworks, gained in a complex organisational environment.
- Experience of working with auditors and senior leadership teams, with the ability to provide independent and constructive challenge.
- A proven ability to lead a governance committee, providing effective oversight of financial reporting, internal controls, risk management systems and major projects - particularly in technology, retail and change management.
- The ability to maintain a strong and effective line of communication between the Board and the Audit & Risk Committee.
- A strong commitment to BHF's mission and values and an understanding of the opportunities and challenges we face.
- Experience in leading diversity initiatives would also be desirable.

Composition of the Board

The Board currently comprises 11 trustees, and a mix of professionally qualified, and medical and scientific backgrounds. In addition to the general Trustee requirements, each trustee shall (1) be proven leaders in their fields, (2) have a curiosity and appetite to understand, as well as an affinity for scientific and medical research, and (3) be both willing and able to take a leadership position on one or more of the specific priority areas of the BHF: commercial income

generation, fundraising, financial risk and audit, strategy development, or Government relations.

Time commitment

Trustees are expected to attend quarterly board meetings (~4-5 hours duration) with occasional site visits and ad-hoc meetings as required. Trustees are also encouraged to join other committees of the board, as appropriate to their skills and experience, which for this particular role includes:

- To Chair the Audit & Risk Committee meetings (4 x meetings a year in London for ~3 hours duration)

The total time commitment is approximately 2 days per quarter, including preparation and meetings.

Term of office

Three years, renewable, with an expectation that (except in exceptional circumstances) all Trustees serve a maximum of two consecutive terms of office.

Remuneration

The role is an unremunerated voluntary position, but reasonable expenses will be met.

Conflicts of Interest and Commercial Confidentiality

As the UK's largest non-commercial funder of cardiovascular research and an independent source of health information for millions of heart patients, it is important that our Trustees do not hold any position that could present a conflict of interest. A conflict of interest is any situation in which a Trustee's personal interests or loyalties could, or could be perceived to, prevent the Trustee from making a decision which is in the best interests of the BHF. We would encourage applicants to raise any potential conflicts during the application process.

This appointment is made on the basis of trust, a key component of which is to ensure that there are no conflicts of interest between this appointment and posts held elsewhere. The BHF maintains a 'Register of Interests' and requires any specific conflicts to be declared at relevant meetings.

Safeguarding

At the BHF, we are committed to creating a safe and rewarding environment for all of our people to work and volunteer. This means we have a robust safeguarding policy to ensure everyone is treated properly, and a whistle blowing service so people can raise any concerns they have confidentially.

Equality Diversity & Inclusion

The British Heart Foundation recognises the importance of board diversity and in seeking to attract the best talent and expertise is committed to increasing diversity across its Board and wider committee structure.

About us

If you had a heart condition in the early 1960s, your chances of survival were slim. At that time, cardiovascular disease caused more than half of all deaths in the UK, and 7 out of 10 people who had a heart attack in the UK died.

It was clear that something had to change, and fast. So, a group of cardiologists formed British Heart Foundation (BHF) in 1961 and set out to find lifesaving answers through science and provide health information and support to those who need it most.

Since then, research we've funded has been at the forefront of scientific progress across the globe. We've helped transform treatments for heart attack, helped to restart hearts with the development of portable defibrillators and proved that statins can save lives, offering hope to those who desperately need it.

These are incredible achievements and a testament to the passion of the researchers we fund and BHF staff, volunteers, and supporters. Thanks in part to these breakthroughs and many others, the number of people dying from cardiovascular disease each year in the UK has nearly halved since BHF was set up. But our work is far from over.

Despite the strides we've made, cardiovascular disease remains the world's biggest killer. In the UK alone, 1 in 4 of us

die from them. It affects people of all ages and can stop hearts unexpectedly – leaving gaping holes in families and futures in tatters. This is why our research is still needed.

Hearts are precious. We write from them. Sing from them. Follow our dreams with them. And while we understand more about them today than we did seven decades ago, there is still so much left to discover. BHF can't tackle these conditions alone. The only way we can rise to some of the biggest challenges in cardiovascular medicine and save more lives is by continuing to fund scientific research.

Our vision is a world where everyone has a healthier heart for longer. Where fewer hearts stop without warning and more of us can live well with the people we love.

We know achieving this won't be easy. But thanks to decades of discovery and scientific advances, we are more confident than ever. Together, we want to stop the devastation for the millions affected by cardiovascular disease. All it takes is passionate people like you and believing in the power of research to create a better, brighter, healthier world for everyone.

“CPR and heart surgery saved my life when I was six. Research made that happen.”

Jadyn Briggs



Being a responsible charity

Every year we make further progress to being a more sustainable, fairer and well-governed charity.

We raise money to fund research to find cures and develop treatments for the world's biggest killers. And we are determined to do this in a responsible way.

When it comes to environmental factors, links to cardiovascular disease are clear. Research shows that people living with cardiovascular disease are more likely to be negatively impacted by extreme weather such as intense heat and cold.

We're also committed to making BHF as sustainable as possible throughout its operations. This includes a commitment to reducing avoidable waste, and reducing our carbon footprint with a commitment to be a net zero organisation by 2045, at the latest.

This covers all areas of our activities, from direct emissions, such as the heating we use in our BHF offices and stores, to the much more significant indirect emissions from within our supply chain through to how the research we fund is undertaken.

Our sustainability targets are ambitious and have been designed in accordance with the Greenhouse Gas Protocol and the Science Based Targets Initiative (SBTi). Our roadmap to net zero has six focus areas.

- energy efficient and zero emission buildings
- zero emissions transport
- product sourcing and suppliers
- travel and logistics
- waste and circular economy
- responsible research funding.

BHF remains dedicated to investing our funds responsibly, in line with our mission and values.

Sometimes the research we fund may involve animals; this isn't something we take lightly and you can read more about our commitments in research on our website.



Our strategy

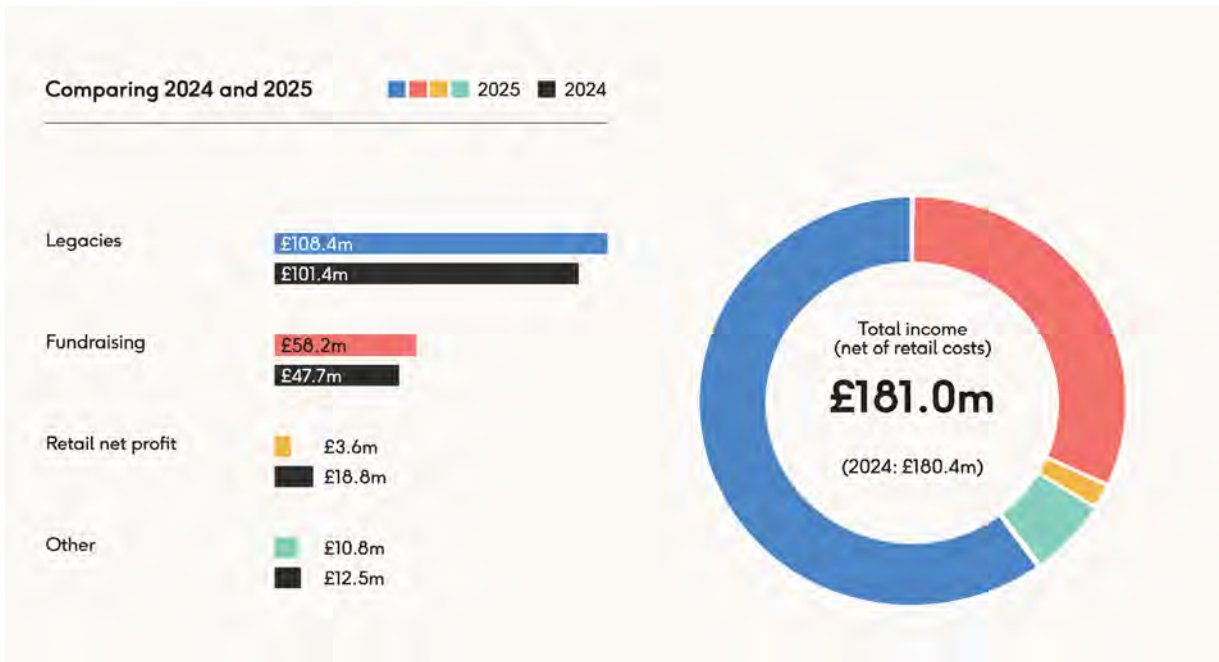
Our strategy sets out how we aim to save and improve lives on a scale more ambitious than ever before.

Our vision is a world where everyone has a healthier heart for longer. We'll get closer to that day by focusing on three goals:

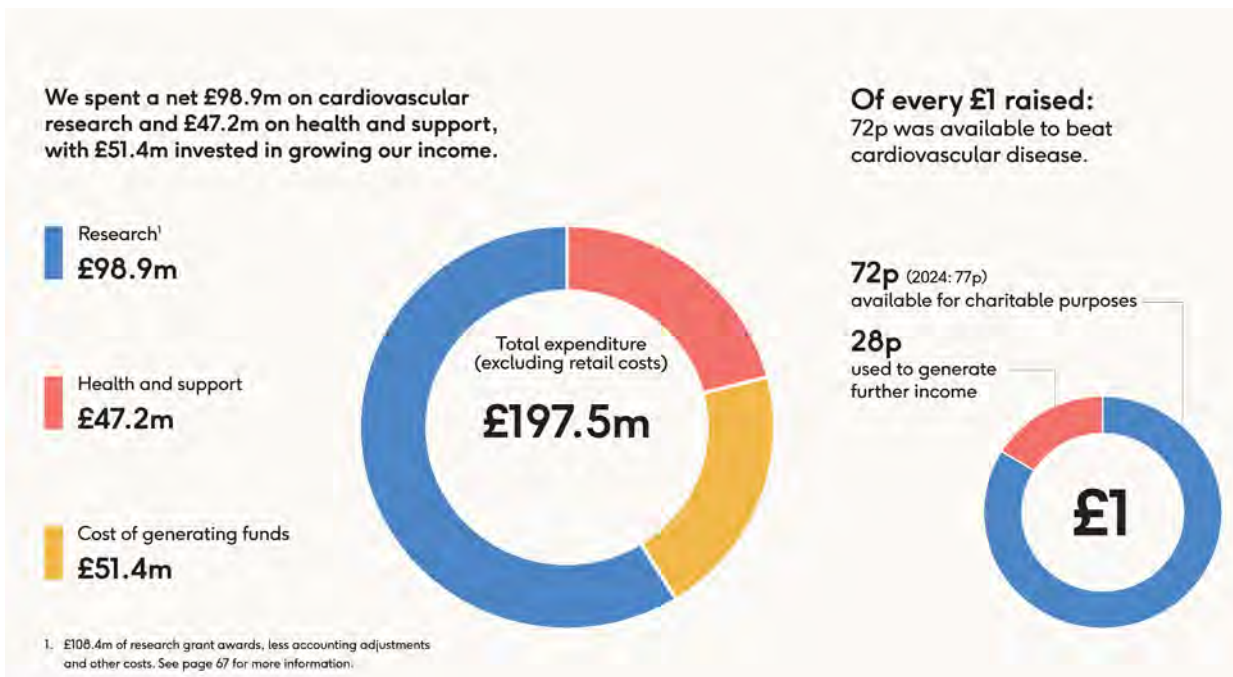
- We will stop heart disease before it starts, by revolutionising how we prevent it
- We will save more lives from heart disease by discovering groundbreaking treatments and cures
- We will support everyone with heart disease to live a longer, healthier life.

<p>Our vision</p>	<p>A world where everyone has a healthier heart for longer</p>			
<p>Our goals What we're trying to achieve</p>	<p>Stop Stop heart disease before it starts</p> 	<p>Save Save more lives from heart disease</p> 	<p>Support Support everyone with heart disease to live a longer healthier life</p> 	
<p>Our priorities How we'll achieve it</p>	<p>Inspire Inspire support and income to power lifesaving research</p> 	<p>Advance Advance the scale, breadth and impact of cardiovascular research</p> 	<p>Transform Transform the information, care and support available to all people affected by heart conditions</p> 	<p>Accelerate Accelerate impact by unlocking the potential of our people, technology and culture</p> 

Where our money came from in 2024-25



How your money was spent in 2024-25



Funding world leading research

British Heart Foundation is the biggest independent funder of cardiovascular research in the UK.

1,220

researchers including
PhD students



£108.4m
in grants
awarded

717

active research
grants

450

lead scientists

Lifesaving research

Advance

Advance the scale, breadth and impact of cardiovascular research



At the heart of our strategy is continuing to fund the best minds and the brightest ideas to advance our understanding of all cardiovascular diseases and to develop the diagnostics, treatments and cures of the future.

However, the world is rapidly changing and we need to evolve our approach to make the biggest impact. We will expand the scope of our funding to capitalise on emerging opportunities in areas like artificial intelligence, data science and genomics. And we will strategically invest in areas of unmet need, to make transformational breakthroughs with the potential to save and improve countless lives.

Furthermore, while continuing to fund the very best discovery science, we will increase our focus on translating more of our discoveries into groundbreaking ways to prevent, diagnose and treat cardiovascular disease.

Our objectives:

- Grow the UK's investment in cardiovascular research, helping to close the UK's funding shortfall in research to tackle cardiovascular diseases.
- Grow the strength, breadth, and diversity of the UK's cardiovascular research workforce, enabling it to power the discoveries of the future.
- Increase BHF's investment in prevention research, innovation, and partnerships to stop heart disease before it starts.
- Increase BHF's investment in strategic funding initiatives and Grand Challenges to discover the diagnostics, treatments and cures of the future.
- Significantly grow BHF's investment in clinical and translational research, leading to faster translation of scientific discoveries towards patient benefit.

Health and care



Transform

Transform the information, care and support available to all people affected by heart conditions



Funding cutting-edge research and innovation is the beating heart of BHF. But we need to turn the knowledge this research generates into improvements in care, into the information and support that helps people manage their conditions, and into transformational influencing campaigns that save and improve lives.

With our health systems in crisis and heart health inequalities widening, our work in these areas has never been more needed. In our strategy, we set out to reach more people with this vital work.

We will increase our investment in innovations that have the potential to transform heart care. We will make our health information and support available to millions more people when they need it most. And we will continue in our mission to create a Nation of Lifesavers, trained in CPR and able to access a defibrillator in the ultimate medical emergency.

Our objectives:

- Grow the scale and scope of BHF's healthcare innovation funding, leading to pioneering models of care being rolled out across the NHS.
- Make BHF's information and support available to every family in need, at the point of need.
- Grow the number of people trained in CPR and able to access a defibrillator, contributing to an improvement in out-of-hospital cardiac arrest survival rates.
- Influence the Governments and health services in all four nations to prioritise tackling cardiovascular disease and reduce health inequalities.

Support and income

Inspire

Inspire more support and income to power lifesaving research



The scientific breakthroughs that have saved and improved countless lives over the last 60 years have been powered by the generosity of our incredible supporters, partners, volunteers and customers.

From taking on marathons in memory of a loved one, to donating their unwanted sofas, these remarkable acts of kindness fuel lifesaving progress. But the world is rapidly changing. And we need to evolve with it to raise the funds necessary to fuel our ambitions.

In our strategy, we commit to growing our fundraising income by building lifelong relationships with our supporters and building partnerships with high-value philanthropic donors and corporate organisations who share our passion for supporting lifesaving discoveries.

Furthermore, we will strengthen our position as the UK's leading charity retailer, both online and in people's communities.

Our objectives:

- Raise the profile of cardiovascular disease as the world's biggest killer.
- Grow our fundraising income by expanding our supporter base and the value of their support.
- Strengthen our position as the UK's leading charity retailer, by evolving our offer in response to changing market conditions and customer demands.
- Transform our organisation to be truly customer-centric in everything it does.

Accelerating our impact

Accelerate

Accelerate impact by unlocking the potential of our people, technology and culture



Over the last 60 years, we've made incredible progress. But we know we can go faster and make an even bigger impact. Three priorities will give us the tools to accelerate progress in every area of our work.

Our brilliant team of colleagues and volunteers will continue to be the heartbeat of what we do. But we will harness the power of our people, by increasing the diversity of our workforce and investing in the skills to make us fit for the future.

We will seek to utilise cutting-edge technologies to enhance the efficiency and impact of everything we do – from the life-changing research we fund to the personalised experiences we offer our generous supporters.

And we will continue to commit to being an agile, well-governed and financially sustainable charity – making the best use of every pound entrusted to us.

Our objectives:

- Build, develop and empower a talented and diverse team to deliver BHF's mission.
- Transform our technology foundations, harnessing data and AI to significantly improve our security, income, customer focus and impact.
- Lead the charity sector in creating a sustainable, fair and well-governed BHF with equality, diversity and inclusion at the centre of everything we do.
- Create a culture of excellence where we consistently look for ways to learn, innovate and continuously improve.

Belonging

Our push for equality, diversity and inclusion takes many forms, including how we manage our organisation, and how our research funding helps to tackle health inequalities.

An important starting point is making sure BHF's workforce reflects the general population so we can better represent the experiences and voices of the communities we support. A more diverse, inclusive, and fair BHF will not only improve the quality of what we do, but the impact we have.

The ongoing work of our Health Inequalities and Research Inequalities working groups demonstrate our commitments to improve EDI beyond our own workforce, and into the wider healthcare systems and research ecosystems we work so closely with

We want all of our BHF colleagues to have development and progression opportunities, and to embed a more inclusive culture throughout our organisation. Our EDI strategy sets out our roadmap of the changes we want to see.

We have a number of affinity groups within the organisation. These include spaces for working parents, individuals from different religious, racial, and ethnic backgrounds, members of the LGBTQIA+ community and those with disabilities and long term health conditions. These are designed to be spaces for colleagues to feel connected, included and heard.

Colleagues frequently organise internal events to foster a sense of belonging, often led by one of our Affinity Groups which serve as a focal point for colleagues with shared interests to come together. For example, we enjoyed a fantastic and joy-filled celebration of Diwali at both our London and Birmingham offices.

We want to fund lifesaving research for everyone. We can help to achieve this by welcoming colleagues from all backgrounds to come and be part of our BHF family.



Building an inclusive and supportive environment

We recognise the importance of ensuring BHF offers an environment that allows all our colleagues and volunteers to thrive. Our equality, diversity and inclusion (EDI) strategy, continues to deliver positive improvements to ensure this is the case.

Whilst working at BHF, we actively encourage our colleagues to feel safe to bring their true selves to work. We strive to create a culture where colleagues are inquisitive about diversity and keen to get involved in all activities which make individuality and inclusivity part of what we do every single day.

Improving diversity in research

Making the world a fairer place is an important goal, one that we are proud to contribute to by tackling inequalities in cardiovascular health, improving the diversity of our research workforce, and making BHF a more inclusive place to work.

We want to have achieved greater inclusivity in the funding and the design of research, as well as in the cardiovascular research community. We have focused on collating data that defines our starting point, so we can take the right action to improve diversity.

We've published our first research funding diversity report. The report provided valuable insight that is helping us shape our future actions to address under-representation in our research community.

Staff engagement

Every year we reinforce our EDI commitment through a colleague engagement survey, to help us understand how we can continue to improve.



One of the most important questions is whether BHF has created an environment where people of diverse backgrounds can succeed. Last year, 2023-24, we were at 86% and set a target score of 90% for January 2025 which we are pleased to say we achieved this year!

Enhancing our benefits

We aim to empower and support the health and wellbeing of everyone who works at BHF, and so we continually review our staff benefits to ensure they are fair and attractive both to current and potential employees.

We've recently added a holistic and flexible Support Leave provision for everyone. This provides extra paid time off to support colleagues or others close to them during a life event.

Celebrating Pride

Pride is a chance for us to learn and show support for the LGBTQIA+ community. BHF colleagues have taken part in Pride events across the country since 2018, including Pride marches in Edinburgh, Cardiff, Belfast and London.

Wellbeing

We take immense pride in fostering an environment that prioritises the health, safety, and wellbeing of our employees, volunteers, and customers. Our excellence in health, safety and wellbeing is about cultivating a culture where every individual feels valued and safe.

One of our standout initiatives is the Live Well Work Well project group, which plays a pivotal role in enhancing workplace wellbeing. This group organises a myriad of activities and resources aimed at promoting and supporting mental, physical, social and financial health.

At BHF, we believe that a safe and healthy workplace is the foundation of success. As we continue to innovate and grow, our commitment to health, safety, and wellbeing remains unwavering. Join us and be a part of an organisation that not only values your professional contributions but also cares deeply about your overall wellbeing.

A flexibly connected organisation

Our flexibly connected programme allows colleagues to work flexibly, in a way that helps unlock their best work for the cause.

The programme has been engaging with our Champions network, gathering insights from colleagues through our Ways of Working Study, to continuously adapt the approach where needed. It was awarded the Best Flexible Working Strategy at the HR Excellence Awards.

Join us at BHF and be part of a team that truly cares about your wellbeing. Together, we can make work to a world where everyone has a healthier heart for longer, while supporting each other every step of the way.



Our values

We are proud that the work we do is funding groundbreaking, lifesaving research. Our vision is a world in which everyone has a healthier heart for longer.

That's why our values are key to defining who we are, how we do things and how we can achieve our ambitions so that every pound we raise funds the research that keeps millions of hearts beating.



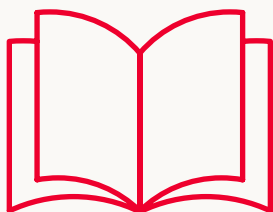
Brave

We speak out.
We're decisive.
We're innovative.



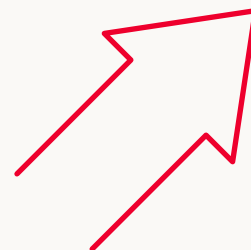
Compassionate

We're open and honest.
We respect others.
We care.



Informed

We're clear.
We're open minded.
We work together.



Driven

We're focused.
We're determined.
We keep learning.



British Heart Foundation