



British Heart Foundation

Candidate pack

Role: Chair of the Board of Trustees



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Ghayan saved his son Jady's life after performing CPR on him when he was six years old

About the British Heart Foundation

After a year that tested the BHF like no other, we remain proud of our commitment to research. With significant disruption to our ability to generate income, we worked hard to mitigate the impact on our charitable mission. Due to Covid-19 our 2020-21 net income was down by 47% but the BHF continues to lead the way in research. With over £450m of BHF-funded research underway, and the BHF supporting 55% of all non-commercial research into heart and circulatory diseases carried out in the UK, the commitment of the BHF to honouring existing commitments and considering funding new research projects remains intact.

We raise money to fund research that saves and improves lives, and to support people affected by heart and circulatory diseases. These diseases can affect anyone and everyone. By funding the research that will find breakthroughs, we hope to realise our vision of a world free from the fear of heart and circulatory diseases.

In 2021 we're celebrating 60 years of life saving research. We are the leading independent funder of cardiovascular research in the UK with an employee base of over 4,000, supported by a further 18,000 volunteers. We are also the UK's largest charity retailer with almost 730 stores.

Covid-19 has caused us all to rely on science for solutions. And science has delivered in abundance, including developing, testing, and producing effective vaccines and therapeutics in record time.

Our life saving work is primarily advanced through long-term investment in medical research with an aspiration to invest £1 billion in cardiovascular research over the next ten years.

Our pioneering research has helped to transform the lives of people living with heart and circulatory conditions. The landscape of heart and circulatory disease is changing.

More people now survive a heart attack or stroke than ever before in the UK, and that combined with an ageing population means more people are now living with a heart or circulatory disease. We will continue to fund life saving research, vital prevention and survival activity, ensuring quality care and support for those affected by heart and circulatory diseases.

Celebrating 60 years of saving lives

In 2021, we're celebrating 60 years of life saving research.

The donations, time and tireless fundraising of our supporters has brought us a long way since 1961. Sudden death from a heart attack at the age of only 50 or 60 was so common it was thought to be just a fact of life. But with unwavering public support, BHF-funded researchers began to pioneer a revolution in the understanding and treatment of conditions like coronary heart disease. Today, 7 out of 10 people survive a heart attack in the UK.

We want
better ways to
identify people at
risk and help people
avoid disease

7,600,000

Around 7.6 million people are living with heart and circulatory diseases in the UK today – that's double the number of people living with cancer and Alzheimer's disease combined



Since we were founded, our research has helped to reduce annual UK deaths from heart and circulatory diseases by half.

But we cannot stop now.

Heart and circulatory diseases still cause untold heartbreak for millions of families. And although we have made great strides in solving many big problems in the past, continued and emerging challenges demand a bold new approach. As survival rates from heart attack and stroke have risen in the UK, more people now live to an older age, often with multiple chronic conditions that require new kinds of treatment and care. The number of people living with vascular dementia, for instance, is forecast to more than double in the UK over the next three decades. Risk factors like obesity and diabetes are putting our progress at risk, and health inequalities still persist.

We know research is the answer to these challenges. And we need to act now. Only through continuing to push the frontiers of scientific discovery, embracing the opportunities of our digital new world, and developing truly innovative solutions, will we be able to turn back the tide.

By building evidence, influencing decision-makers and involving people in their own health and care, together we can drive change at a national, local and community level.

We can prevent more people developing heart and circulatory diseases in the future, and make sure those with existing conditions and risk factors are detected and treated early, with more effective medicines and interventions.

We can ensure that everyone, regardless of factors like gender, age, ethnicity, or where they live, has access to the treatment, care and support that they need.

And we're ready for the challenge.

Our headlines

Our track record speaks for itself.

Heart transplants, pacemakers, clot-busting drugs and statins are just a few examples of the many advances in heart and circulatory health and care propelled by our world-class medical research.

There's no doubt the pandemic remains the biggest challenge that the British Heart Foundation has ever faced.

In 2020 we faced our biggest challenge in our 60-year history. As grim headlines dominated around the world, the pandemic had a seismic impact on our organisation, halving our net income as all our retail stores were closed and our face-to-face fundraising activities were cancelled.

We had to respond swiftly, making some difficult decisions to manage our costs whilst protecting as much of our life saving research as we could and ensuring we were there for heart and circulatory disease patients who needed us more than ever. Despite these challenges, we honoured all existing research commitments, supported our researchers to respond to the crisis and continued to grant new funding, with almost £52 million of new grants issued in 2020/21.

Our response to the crisis, supported by our strong reserves position and robust fundraising performance, has put us in a strong position as we move into recovery mode and has meant we are feeling optimistic and excited for our next 60 years.





We love
the BHF...

Show some love. It starts with your heart.

Backing the power of science

At breakneck speed we had to switch to remote working, cancel much-loved fundraising events, and close all our shops and stores. Our income was devastated just as people with heart and circulatory diseases, many of whom are at increased risk from Covid-19, needed us more than ever.

It was clear early in the pandemic that Covid-19 threatened people with heart and circulatory diseases, and we are proud to have been there for those who turned to our BHF Coronavirus Hub for support.

Similarly, our commitment to our life saving research did not falter. We took urgent steps to protect over £450 million of investment in pioneering research, supported our scientists to redirect their research towards Covid-19, and partnered with the National Institute of Health Research to support flagship Covid-19 research projects.

There is no doubt it has been tough.

Covid-19 is the greatest financial challenge we've faced in our 60-year history. BHF funded research has advanced the prevention, diagnosis and treatment of heart and circulatory diseases – the world's biggest killers, causing disability across the globe. With less money available to fund fewer research projects, there is a danger that the pace of progress is slowed, and our mission delayed.

Covid-19 presents a heightened risk to people with cardiovascular diseases, so we rapidly mobilised research leaders from the BHF Data Science Centre, National Institute of Health Research (NIHR) and the British Cardiovascular Society (BCS), through the NIHR-BHF Cardiovascular Partnership.

Together, we approved seven UK flagship Covid-19 projects which could benefit people with heart and circulatory diseases.

Through working with the BHF Data Science Centre, a cornerstone upon which crucial Covid-19 research is being built, each of the flagship projects will involve patient or health data to address urgent clinical research questions on Covid-19 and cardiovascular health.

By awarding flagship status to these projects, we are mobilising resources and research efforts behind studies that have the best chance of swiftly improving care and saving lives. The speed at which we've done this is testament to the strength of UK cardiovascular science.



Fresh challenges, fresh thinking

Our ambitious strategy to 2030 guides us towards our vision of a world free from the fear of heart and circulatory diseases. The pandemic raised significant challenges and created unforeseen opportunities. How our organisation adapted and responded was crucial.

The pandemic increased demand for our support, research and services. With 45% of Covid-19 death certificates in England's first wave mentioning heart and circulatory diseases and 130,000 fewer heart procedures taking place in England's hospitals during the first year of the pandemic, we had to address the overwhelming need for information and support for people living with heart and circulatory diseases.

It was forecast that £310 million would be cut from medical research funding during 2021 as a result of Covid-19, so we needed to consider how we could address the shortfall in our own

funding, and mitigate the potential impact on the entire research ecosystem.

Our strategy also needed to reflect new ways of working. How could we support our employees and volunteers as they adapted to working from home, closed shops, digital technologies and the stress of lockdowns?

Our incredible achievements are the result of dedicated people pulling together, so supporting them remained a priority.

The changes we want to see in our world by 2030

Our vision is a world free from the fear of heart and circulatory diseases. It's a bold ambition, and we cannot achieve it alone. But we believe the next ten years will see unparalleled progress.

By 2030 we want the world to look different. We want to mobilise communities, leaders and the government to get us there. We want to see advances across the spectrum of heart and circulatory diseases; we want to prevent these conditions from developing, and we want those with existing conditions to have better, longer lives.

Our leadership team made the swift decision to pivot our strategy to guide us in our response to the crisis, prioritise our activities and deliver support where it was needed most. We decided to focus on four important areas:

- Promote information and support for heart and circulatory disease patients.
- Promote our life saving research, and maintain funding and confidence in it.
- Protect net income and financial sustainability.
- Support our people to adapt to changes and new ways of working.

While changes were essential to keep our strategy relevant in this crisis year, the fundamentals remain the same. We've made immense progress since our inception in 1961, helping to reduce annual UK deaths from heart and circulatory diseases by half, but we must achieve so much more. We know we can prevent more people from developing heart and circulatory diseases and ensure that people with existing conditions and risk factors are detected and treated early if we have more effective medicines and interventions. A persistent challenge we face is the gap between the burden of heart and circulatory diseases and the disproportionately low levels of research and healthcare investment when compared to many other diseases. But despite the difficulties we have had to overcome during the pandemic, we continue to tackle these challenges head on and deliver our strategy to 2030.





Our strategy to 2030

Our vision is a world free from the fear of heart and circulatory diseases.

Supporting the pandemic response



Researchers and support staff whose posts were funded by us were able to devote their time to the national effort, until they were able to return to their planned research activity. Institutions that held Research Excellence Awards and Accelerator Awards were also able to allocate uncommitted funds from their awards to supporting Covid-19 research.

We enabled our researchers, many of whom are cardiologists and clinicians, to return to the NHS frontline. We also made our infrastructure available for coronavirus testing. Labs across the UK, from Imperial College London to Glasgow, became testing centres and many of our PhD students were redeployed to support the national testing effort. We also lent state-of-the-art PCR equipment to lighthouse labs, which helped fast-track testing.

- We will continue to advance knowledge of heart and circulatory conditions, maintaining our position as the largest independent funder of cardiovascular research in the UK.
- We will conclude the competition for the BHF's Big Beat Challenge, a £30 million award to catalyse transformative research towards patient benefit.
- We will use our partnership with other international cardiovascular research funders to coordinate multinational clinical trials to maximise public investment and patient benefit.
- We will increase resources and use new ways to analyse the outcomes and benefits of the research we fund and develop a series of compelling narratives that inform our supporters, the public and policy-makers of the impact arising from our research.
- We will continue to support a positive research culture and promote a fair and open research ecosystem by implementing the principles of the San Francisco Declaration on Research Assessment (DORA).

We want
more people to
survive a heart
attack

5

Every five minutes someone
is admitted to a UK hospital
due to a heart attack



Making heart information accessible



The pandemic has made it harder for many people to access the care they need, with appointments postponed and support cancelled. People with heart failure are at increased risk of serious illness or death from Covid-19, so it is vital that they can still access care and support.

In response, we created a Heart Failure Hub to help people with heart failure and their families manage their condition at home as much as possible. The hub pulls together expert advice and information to ensure people have all the information they need about their condition in one place.

We want

everyone to know
their numbers

5

As many as 5 million people
are living with undiagnosed
high blood pressure in the UK



- We will use data, insights, and feedback to ensure we are effectively supporting the people who need us.
- We will tackle health inequalities.
- Our work on the Circuit (the National Defibrillator Network) and Nation of Lifesavers will gather pace to help improve cardiac arrest survival rates.
- We will continue working with Laerdal to offer CPR training to millions of people across the UK.
- We will expand our peer support offer geographically, and across different age groups, to extend our ability to support people.
- We will continue developing an influential voice with senior decision-makers in the Government so that we can raise the profile of our vital mission.
- We will continue working with external partners to improve post-mortem genetic testing for sudden, unexpected deaths so that family members can make informed choices about their health.

Turning a crisis into a recovery



We took important steps to mitigate our income shortfall, including prioritising our property portfolio strategy and prudently managing our financial reserves.

We are now looking to the future with optimism. Since the lockdown of non-essential retail was lifted, our shops and stores have traded strongly, at or above the levels we achieved before the pandemic hit. We believe our offer combining value, sustainability, community and choice positions us well for the future. We will also be building on many aspects of our response to the pandemic, including online and digital innovations, which have made our organisation stronger and more fit for the future.

- We are committed to recovering our income through our retail and fundraising efforts, doing 'fewer things better for bigger impacts'.
- We will recover and grow our fundraising income by 'rebooting' our brand, to help us innovate with urgency.
- We will celebrate our 60th anniversary to inspire support, including through stories that bring our history to life.
- We will recover retail profits by reducing property costs, diversifying our online offer, innovating stock generation, and focusing on empowering and equipping our people.
- We will increase our investment in our data capabilities, customer service and customer facing technology infrastructure. This will include piloting a new logistics platform to support our growing Home retail business, seamless one stop experience.

We want
to tackle vascular
dementia

15,000

Vascular dementia causes more than 15,000 deaths each year in the UK. People with a family history of coronary heart disease are significantly more likely to develop vascular dementia



Evolving in an emergency



Our organisation looks different, and functions differently, as a result of the pandemic. Under pressure, we've had to make many decisions to adapt to the changing times and give our people the support they needed.

We established a new Marketing, Fundraising & Engagement directorate to improve the way we attract, engage and retain our supporters.

In Retail, we demonstrated much needed flexibility and resilience, with our offer combining value, sustainability, community and choice positioning us well for a strong recovery.

Our online retail offer continues to grow too, with a new ambition to be 'the destination retailer for pre-loved and heart health products online'.

- We will apply the lessons we've learnt during our Covid-19 response to how we work in the future, making sure we maximise the opportunities for improved flexibility, wellbeing and

effectiveness – making sure we work in a way that's the best for the BHF and our cause.

- We will recognise the varied experiences and difficulties staff and volunteers have, and continue to face, with the pandemic and making sure we have a safe, diverse and inclusive working environment for everyone.
- We will be equipping our leaders, managers and colleagues to unlock our people's full potential, inspire a deeper connection to our cause, and create an even stronger community of staff and volunteers supporting the work of the BHF.
- We will revisit our approach to strategic partnerships with external organisations, looking to understand the opportunities to maximise our impact through new/enhanced partnership working.
- We will further embed sustainable practices across the BHF and promote them in the wider sector (particularly in charity retail), to make sure we remain a leading force for good in society.

We want

every child born with a heart condition to lead a long and healthy life



13

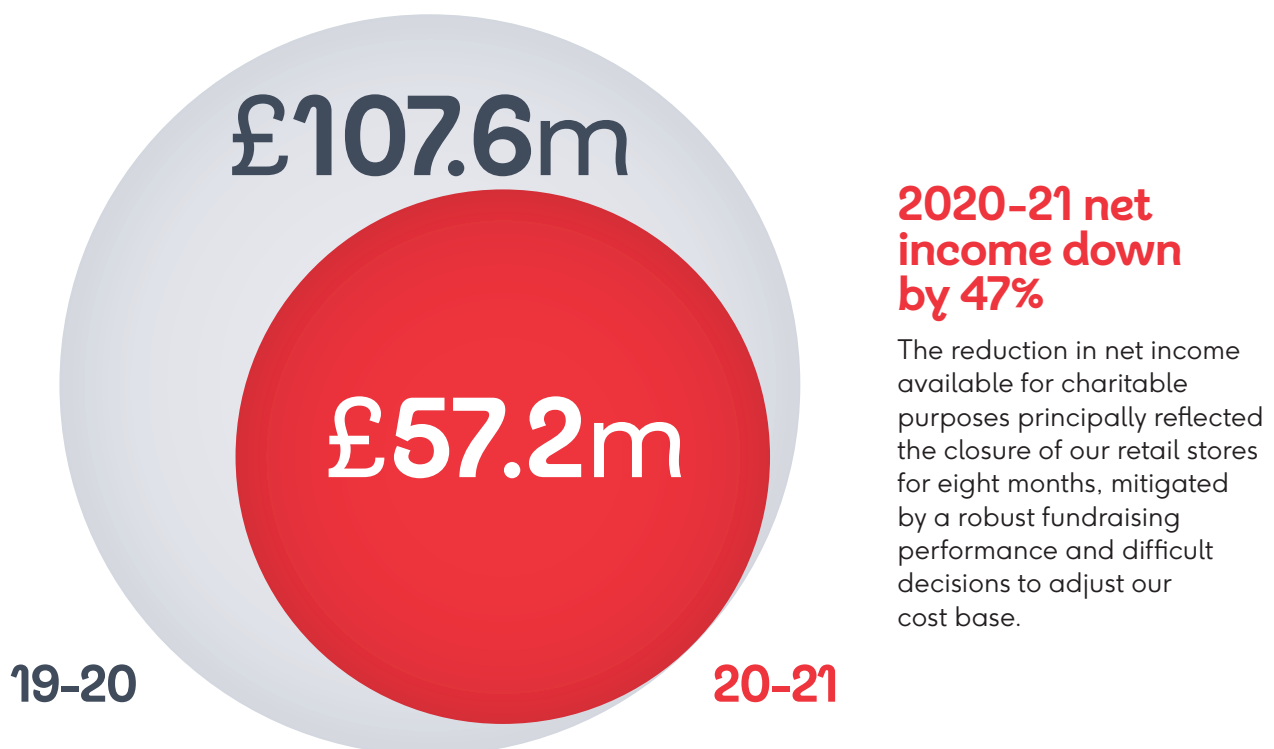
Every day, around 13 babies are diagnosed with a heart defect in the UK

Our work

A year of critical financial challenge

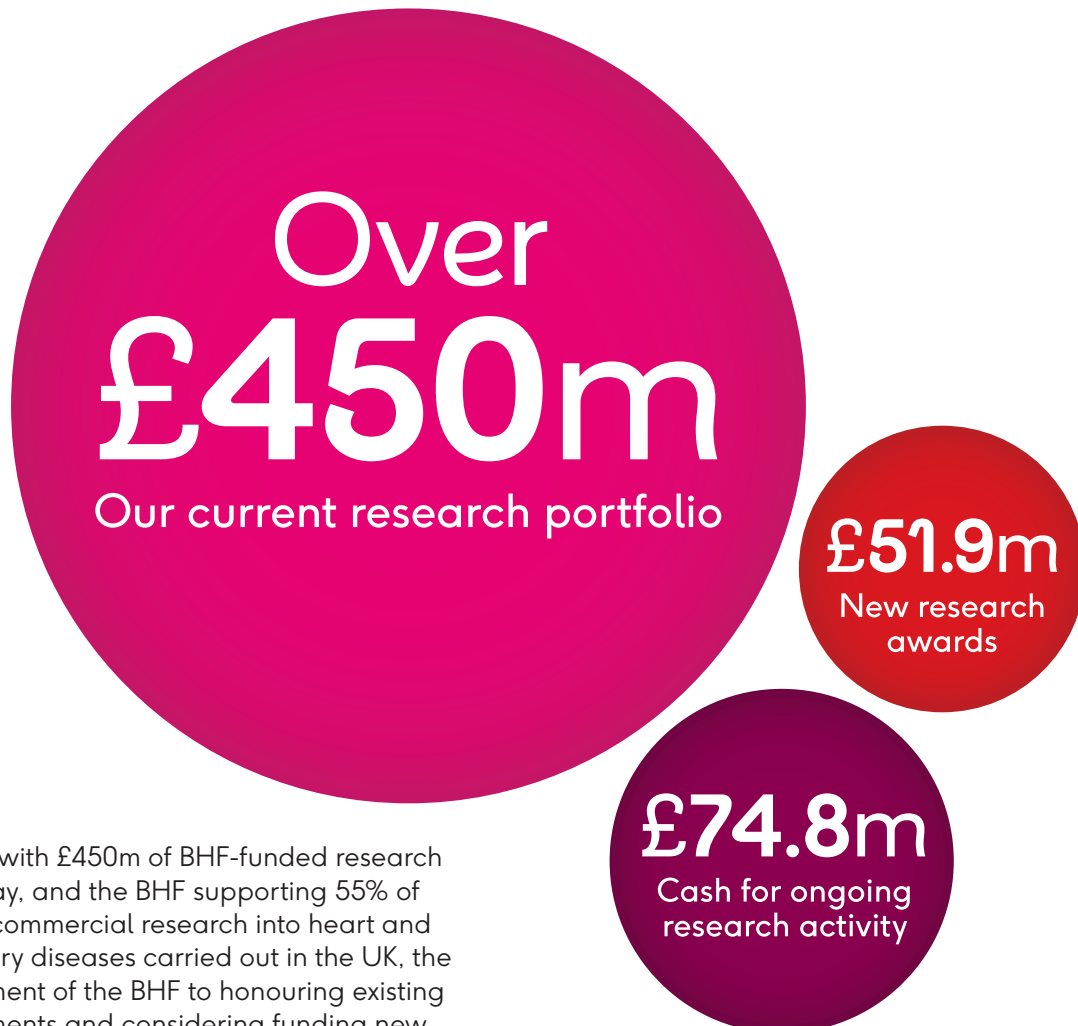
In the financial year when coronavirus hit, we remained proud of our continued commitment to research. With significant disruption to our ability to generate income, we worked hard to mitigate the impact on our charitable mission, including accessing our financial reserves – which are held for that very purpose.

Net income impact



£254.6m Our financial reserves remain strong, supporting our research commitment

Our commitment to research



In 2020, with £450m of BHF-funded research underway, and the BHF supporting 55% of all non-commercial research into heart and circulatory diseases carried out in the UK, the commitment of the BHF to honouring existing commitments and considering funding new research projects, was essential.

Research in numbers

We are currently supporting:

 **340**
Students

 **900+**
Projects

 **508**
Principle Investigators

These are our values

Our values express who we are and what we stand for. They are the spirit and culture of our organisation. Because the way we work together, knowing what to expect of each other, knowing what we expect of our leaders, knowing what's expected of ourselves, we're

able to live our values. We are fearless in our approach. Together, we can fund life saving research to create a world free from the fear of heart and circulatory diseases.



We're brave

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



We're compassionate

We're open and honest. We respect others.
We promote our cause



We're informed

We work together. We're clear.
We're curious



We're driven

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



Equality, diversity & inclusion

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 inequality.

Reducing heart and circulatory disease health inequalities is an important part of our strategy to 2030. The ongoing work of Kaleidoscope, our diversity and inclusion group, demonstrates a similar commitment to improving equity, diversity and inclusion for our staff and volunteers. Discussion around how far the BHF could bring together all the different aspects of our diversity work, patients, research, our people; into one clear EDI strategy is underway.

Our Kaleidoscope group is made up of representatives from each directorate and our activities span across the diverse landscape which is prevalent in all of our communities, encompassing accessibility to work for people with caring responsibilities, working parents, disabilities, age, ethnic minorities, LGBTQ+ and many more strands of diversity.

We have a number of 'affinity groups' within the organisation. These include working parents as well as religions and racial and ethnic groups and are spaces for colleagues from underrepresented groups to feel connected, included and heard.

Whilst working for the BHF, you will be actively encouraged to bring your true self to work. You'll find a culture where colleagues are inquisitive about diversity and keen to get involved in all activities that make individuality part of what we do every single day.

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



Role specification

Job title	Chair of the Board of Trustees
Date	September 2021

Summary of role

As Chair of the Board of Trustees you will oversee and drive strategic delivery of the British Heart Foundations mission to Beat Heartbreak Forever. Working alongside the Chief Executive, your leadership of the Board will enable the BHF to be the most loved Charity in the UK and the most successful. With your support, BHF will grow and enhance its income streams, build stronger philanthropic networks and seek out and fund more ground-breaking science and research to save more lives from the impact of heart and circulatory diseases.

As well as inspirational leadership the Chair of the Board of Trustees will be a primary advocate and ambassador for the BHF, actively promoting or supporting the work of the BHF in any public or media situation. You will lead high level discussions with opinion formers, policy makers within government, the corporate world or with other key stakeholders and benefactors. As Chair you will open new avenues of income generation through your ambassadorial role, business connections or influencing to enable the BHF to sustainably grow its research funding, science, data and innovations.

You will work in partnership with the Chief Executive and Executive Group to ensure the BHF delivers and achieves its strategic goals and objectives, working towards its mission to beat heartbreak forever. Also, they will work with the Deputy Chair, and Chair of the Audit & Risk Committee to ensure that the overall governance of the BHF is fit for purpose.

The British Heart Foundation (BHF) is a registered charity in England & Wales, Scotland and on the Isle of Man, and a company limited by guarantee. As such, the Board of Trustees has full legal responsibility for the actions of the charity under the Charities Act 2011 and the Companies Act 2006.



Key responsibilities

Leadership of the Board of Trustees

- Lead and Chair meetings of the Board of Trustees, in collaboration with the Chief Executive, effectively and efficiently, bringing impartiality and objectivity to the decision making process
 - Approve the minutes of the Board and ensure that all decisions and actions taken at meetings are recorded and monitored
 - Ensure that adequate, relevant, and timely reports are received from the Executive Group to enable the Trustees to properly discharge their responsibilities
 - Ensure that the Trustees set BHF's overall strategy, major policies, and values, and that their implementation is monitored and reported back to the Trustees
 - Ensure high standards of reporting, including the measuring and monitoring of the execution of strategic plans, the overall management of risk, organisational performance, and financial outcomes
 - Ensure that Trustees are fully engaged and that decisions are taken in the best, long-term interests of the BHF and that the Board takes collective ownership
 - Ensure that the Board of Trustees is supported by a structure of sub-committees consistent with the needs of the charity, and that appropriate reports are received from each and, where required, feedback given
 - To Chair the Nominations Committee and with the Chief Executive, ensure that the Board of Trustees incorporates the right balance of skills, knowledge, experience and diversity needed to govern and lead the BHF effectively, and which also reflects the wider population and the lived experiences of people with heart disease
 - Ensure that the BHF's governance arrangements are of the highest standard and are up-to-date and fit for purpose
 - Lead an inclusive and engaged trustee board which works collaboratively with the Executive Group and the subcommittee members and chairs
 - To ensure that the necessary procedures are in place to manage any actual, potential or perceived conflict of interest for trustees and senior staff
 - In collaboration with the Company Secretary, ensure that all Trustees have access to appropriate advice, training and information consistent with their responsibilities as charity Trustees and company directors
 - Be an ex officio member of the Remuneration & People Committee, and any sub committees and working groups as determined by the Board
 - To develop and maintain a close working relationship with the Deputy Chair/Senior Medical Trustee that supports and enhances the work of the BHF and its overall governance
 - Together with the Deputy Chair, Chair of Audit & Risk Committee and Chief Executive to participate in quarterly Chairs Group calls providing input to the content of future board agendas, and taking an active role in the monitoring of any key activities, issues, major risks
 - Lead a regular review and evaluation of the Board of Trustees' experience, performance and impact; consequently, share and discuss reviews with Board of Trustees for continual development and enhancement
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Key responsibilities

Support to the Chief Executive

- Establish and build a strong, effective and constructive working relationship with the Chief Executive
- Ensure regular contact with the Chief Executive and develop and maintain an open and supportive relationship
- Conduct an annual performance review of the Chief Executive, identifying development needs and how these may be met
- Be responsible for the recruitment and selection of any new Chief Executive
- Lead on the annual review of the Chief Executive's pay and remuneration

Developing and building the BHF's external profile and interests

- Where appropriate to act as a high-level representative for the Charity, attending and representing BHF at key events or in the media, and in high level discussions with opinion formers and policy makers within government, the corporate world and with key stakeholders
- Open new avenues of income generation through personal and business connections and introductions
- Enhance a culture of major gift fundraising, and the principles of philanthropy, at board and organisational level, leading by example, including personal philanthropic support of the BHF
- Supporting the BHF to secure philanthropic or major gifts by hosting, leading and attending key stakeholder meetings, dinners, briefings and high-profile functions as required

Time commitment

- On average, 3 to 4 days a month.
- To chair approximately 4 Board of Trustees meetings a year (in London, virtual or hybrid) with one meeting being an all-day Strategy meeting.
- To Chair the Nominations Committee (same day and prior to the board meetings) and additionally attend the Remuneration & People Committee and other Sub-committees/meetings as required. The Chair would additionally be expected to meet colleagues across the BHF from time to time, attend occasional lab visits and support Philanthropic meetings as required.

Term of office

- Three years, thereafter renewable for second term 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.

Person specification

Knowledge, training and qualifications

- Must be willing and not disqualified from acting as a trustee or company director
 - Successful track record of achievement through their career
 - Knowledge of the principles and current best practice in good governance
 - Possess necessary network and contacts capable of accelerating the BHF's income generation through philanthropic and corporate giving
 - Knowledge of charity sector is desirable
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Experience

Essential

- Experience of high level commercial and strategic business planning and an ability to understand and shape the BHF's strategy and influence its implementation
- Must be able to demonstrate a strong and visible passion and commitment to the BHF, its strategic objectives and cause
- Demonstrable experience of driving financial growth for an organisation.
- Experience of developing/measuring evidence-based performance and outcome measures to deliver the mission and purpose of an organisation.

Desirable

- Experience gained in a commercial environment
 - Experience as Chair of a voluntary organisation or similar Trustee Board
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Skills and Attributes

- Strong and effective leadership skills at board level in a large and complex organisation
 - Authentic leader able to provide clear direction and an environment that enables our Board of Trustees to perform to their best and deliver successfully
 - An understanding of legal duties, responsibilities, and liabilities of trusteeship, together with an understanding of the financial aspects of running a charity
 - Exceptional communication and highly developed relationship building skills which enable effective engagement and influence of both internal and external stakeholders
 - A collaborative approach to working with people at all levels of the organisation
 - Strong networking capabilities that can be utilised for the benefit of the charity
 - Strong ambassadorial and networking skills; the ability and presence to promote the BHF's mission with confidence and authority.
 - Ability to think creatively above and beyond immediate requirements to foster innovation across an organisation
 - Ability to work effectively in a fast-paced, dynamic environment with shifting priorities
 - Ability to influence and persuade others, including senior leaders, and to build consensus within a group
 - Role model our values, and demonstrate passion, idealism, integrity, a positive attitude, and be mission-driven
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Safeguarding

At the British Heart Foundation (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

How to apply

Russell Reynolds Associates (RRA) has been appointed to support this recruitment. The British Heart Foundation is committed to diversity throughout the organisation and welcomes applications from all qualified candidates.

The closing date for applications is 23:59 on Friday 14th January 2022.

Please submit your full application by email to responses@russellreynolds.com.

Please quote the role title and assignment code **2110-085L** in the subject heading of the email. All applications will be acknowledged.

All applications must include the following:

1. A Curriculum Vitae with your education, professional qualifications and full employment history.
2. An accompanying Supporting Letter (maximum 2 A4 pages) – setting out your suitability for the role and how you meet the essential and desirable criteria set out in the person specification.
3. Diversity Monitoring Form. If you experience problems accessing the monitoring form, please contact the team at responses@russellreynolds.com

Indicative Timetable (subject to change)

Closing date for applications:

- 23:59 on 14th January

Longlist Meeting – Search Committee:

- w/c 17th January

Preliminary interviews with RRA:

- Weeks of 24th & 31st January and 7th & 14th February

Shortlist Meeting – Search Committee:

- w/c 28th February

Informal Fireside conversations:

- Weeks of 7th, 14th, 21st & 28th March

Final Interviews:

- w/c 4th April



bhf.org.uk