

## Governing Board Appointed Member Candidate Statement

This Candidate Statement and your photograph will be published on the Cochrane Community website if you are appointed. For this reason, this Candidate Statement document template must be used; and full addresses, email addresses and/or unencrypted e-signatures excluded.

Please submit this Appointed Member Candidate Statement in Word format by the stated deadline.

|                                     |                |
|-------------------------------------|----------------|
| Family name (surname):              | Kelly          |
| First name(s):                      | Karen          |
| Today's date:                       | 15 April 2020  |
| Your current country of residence): | United Kingdom |

You may expand the boxes in providing your answers to the questions below:

### 1. What are your reasons for wanting to become an appointed member of the Cochrane Governing Board?

I have had an interesting and successful career as an accountant and financial leader in the public sector and since leaving full time employment in 2012, I have been developing my interest in a wider range of organisations through consultancy, training and non-executive roles. My interest and expertise as a non-executive has grown in this period and I have developed a balanced portfolio of sectors which currently include an NHS Board, a Further Education College, and a national charity. All these organisations are Scottish based and I have had an aspiration to add to my portfolio by joining an organisation which has a much wider geographical reach. It is however very important that I am able to feel a passion for the work of the organisation I join and that our values are aligned.

I became aware of the existence of Cochrane through a colleague who then later spoke to me about the possibility of becoming a Board member. This prompted me to look further and I was pleased to be able to access a plethora of information through the website. This immediately demonstrated to me the level of transparency which the organisation seeks to achieve and I believe this is an essential pillar of strong governance. I have been drawn to the importance which Cochrane places upon independence, collaboration and accessibility and the high priority given to making sure the work is relevant by responding to need.

I am also a strong believer of diversity on boards and have experience of seeing how this improves board effectiveness. I am aware that Cochrane is seeking to fill some specific gaps on the board and I

believe that I will be able to bring particular expertise in finance, management and corporate governance to support the work of the organisation.

**2. What experience do you have serving as a member of a governing board, board of directors or similar? This might be within a non-for-profit or charitable organization, or a hospital or University. Please include the name(s) of the organization(s), the roles you played and other relevant information (maximum 200 words).**

Current board roles:

- Non Executive Director at NHS Golden Jubilee Foundation Hospital, appointed 2017. In this role I chair the Audit & Risk Committee and have served on: Clinical Governance; Finance, Performance & Planning; and Remuneration Committees.
- Board Member at City of Glasgow College, appointed 2015. In this role I chair the Finance & Physical Resources Committee and have served on: Commercial Development; Learning & Teaching; and Remuneration Committees.
- Non Executive Director at Apex Scotland, appointed 2019. This is a charity which supports ex-offenders into employment. I was recently appointed as Chair of the Finance & Audit Group.

Previous board roles:

- Institute Council member at the Chartered Institute of Public Finance & Accountancy, 2014 - 2019. As well as being elected to represent the membership, I was also a trustee because CIPFA operates as a charity. I served on: Audit; and Education & Training Committees.
- Cash for Kids, 2015 - 2018. I served as an independent member of the Audit Committee.
- Royal Edinburgh Military Tattoo, 2011 – 2013. I served as Treasurer and Trustee on the Board. The Board has responsibility for both the main charity which donates to military charities and the charitable company which stages the Tattoo.

**3. Acting as a Board member requires a collaborative approach to decision-making, setting aside personal opinions and group affiliations and acting in the best interests of the charity. Please describe how you would fulfil this obligation, using examples from previous committee or other work (maximum 200 words).**

I believe that I have demonstrated these qualities in my board roles. When I am chairing meetings I am very careful to make sure that views are heard, that we consider the evidence, review the risks and take decisions in line with the objectives and values of the organisation. I also encourage reflections at the end of meetings to make sure everyone is comfortable with the conduct of the meetings and the decisions we have reached. I am an experienced trainer in board member responsibilities, skills and behaviours and I strive to practice what I preach.

My full time career was in local government where I worked closely with the Council of elected members. I was able to work impartially across political spectrums in the development of strategy, implementation of policy and monitoring of performance. Operating in a political environment can be extremely volatile but by maintaining a professional and transparent approach I was able to advise on suitable strategies and support robust decision making

4. What do you think would make you an effective member of the Board (maximum 200 words)?

I hope that I would be able to bring to the Board my expertise in finance, management and governance in a variety of structures. Coming from a support services background I understand the importance of the corporate centre supporting front line delivery rather than seeking to direct it so I would have a keen interest in making sure the organisation's resources are directed towards achievement of key objectives.

I have an enquiring mind, I am aware of the extent of my knowledge and I'm not afraid to ask questions when I don't understand something. I will also make additional effort to appreciate the perspective of others eg. at the Golden Jubilee I spent a day shadowing one of the clinical staff to understand the impact of a major investment which had recently taken place. I am motivated to support innovation but I tend to adopt a cautious approach which means that I pay attention to evidence, risk and expert advice so that I can apply sound judgement.

I am used to working with people from different backgrounds and have managed multi-disciplined teams. I think I am able to empathise with others and make them feel valued.

**Questions 5-10: Specific Skills**

To function optimally the Governing Board requires a range of experiences, knowledge and expertise amongst its membership. We cannot expect any single Governing Board member to have all the necessary skills and experience. We are looking for diversity. We do not expect you to answer "yes" to more than one or two of these questions. If you do answer "yes", please provide at least one example which best demonstrates your experience or expertise.

You may wish to include:

- A description of the situation and the context
- What you did
- What skills and knowledge you deployed
- The outcome and your personal contribution

5. Do you have experience in the field of publishing?

Yes or No? If Yes, please provide details and examples below (maximum 200 words).

No

6. Do you have experience of fundraising & development?

Yes or No? If Yes, please provide details and examples below (maximum 200 words).

|  |
|--|
| No   |
| <p>7. Do you have experience of advocating for evidence?<br/>Yes or No? If Yes, please provide details and examples below (maximum 200 words).</p>   |
| No   |
| <p>8. Do you have experience of organizational finance and resource management?<br/>Yes or No? If Yes, please provide details and examples below (maximum 200 words).</p>  |
| <p>Yes</p> <p><u>Interim Chief Financial Officer at Scottish Police Authority Feb 2016 to Dec 2016</u><br/>Responsible for developing a long term financial strategy, co-ordinating and ensuring successful implementation of the financial management improvement plan, and supporting changes in governance arrangements.</p> <p><u>Head of Corporate Programmes at City of Edinburgh Council 2012 to 2015</u><br/>Responsible for setting up and running the Council's Corporate Programmes Office with a remit for oversight, assurance and support for major.</p> <p><u>Head of Finance at City of Edinburgh Council 2006-2012</u><br/>Responsible for providing financial, accounting and audit services for the City of Edinburgh Council and associated organisations, ensuring sound financial management and effective governance. Scope included revenue budget of £1.4bn, capital budget of £200m and asset base of £3.5bn.<br/>Co-ordinated the annual budget process and advised on options, liaising with Directors, Elected Members, Government, and consulting with stakeholders.<br/>Undertook statutory responsibilities as Chief Financial Officer 2011 to 2012 for City of Edinburgh Council, Forth Estuary Transport Authority, Lothian &amp; Borders Police and Fire Joint Boards.</p> <p><u>Head of Finance &amp; ICT at East Dunbartonshire Council 2000 to 2006</u><br/>Statutory Chief Financial Officer, responsible for all financial affairs of the organisation. Additionally, responsible for the corporate Information and Communications Technology (ICT) service.</p> |
| <p>9. Do you have experience of organizational development?<br/>Yes or No? If Yes, please provide details and examples below (maximum 200 words).</p>  |
| <p>Yes</p> <p>My career history shows that I have held senior management positions since 2000 responsible for organisational development not just of my own service area but also as a key contributor to and influencer of organisation wide development. I have taken lead roles in organisational restructuring, development of new services, transfer of services, design and procurement of different service delivery models, and detailed service planning.</p>   |

I have taken part in extensive consultation processes and stakeholder engagement involving Government, business, third sector, members of the public and trade unions.

In my non-executive roles I have been privileged to be involved with organisations going through significant transformational change and growth. In each case, the Board has worked closely with the executive team to determine the guiding strategies, make changes in governance to ensure the organisation is fit for purpose, and agree reporting arrangements to maintain oversight of progress.

**10. Do you have experience of charity governance (in any charitable organization around the world)?**

**Yes or No? If Yes, please provide details and examples below (maximum 200 words).**

Yes

This is largely covered in (2). I am or have been involved with the following charities:

- Apex Scotland 2019 to present
- Trustee and Treasurer of Royal Edinburgh Military Tattoo 2011 – 2013
- Radio Clyde Cash for Kids 2015-2018
- Chartered Institute of Public Finance & Accountancy 2014-2019

Although all charities have their own particular characteristics, my experience together with my knowledge of charities regulations mean that I come with a good understanding of the various elements which are needed for strong charity governance.

**11. Is there anything else you would like to say in support of your nomination?**

As previously stated I already have three NED positions and I have found that benefits flow from having a portfolio of positions. However, I also want to make sure I have sufficient capacity so that I am able to commit properly to the responsibilities as a board member. I have therefore considered this carefully. My current commitments are: NHS one day per week; College one half day per week; Apex one day per month. I also deliver occasional training events. The timing of my commitment is primarily determined by the respective Board meeting diaries which are agreed for at least one year in advance. The remainder of my time commitment is flexible and I am therefore confident that I have the capacity to commit to a position on the Cochrane Governing Board.

## Declarations:

To be eligible to stand for election, candidates must confirm the following by putting a 'tick' (✓) or their initials in the boxes below:

### I hereby confirm that I:

1. Have read the following guidance produced by the [National Council for Voluntary Organisations](#) in the UK:

|   |
|---|
| ✓ |
|---|

|  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• What is a charity</li> <li>• What is a charity trustee</li> <li>• What trustees must do</li> <li>• How trustees look after the charity</li> </ul> |   |
| 2. Accept the <a href="#">Governing Board Charter</a>  | ✓ |
| 3. Accept and will adhere to the <a href="#">Code of Conduct for Trustees</a>  | ✓ |
| 4. Have completed the Cochrane 'Declaration of Interest' Statement (Annex 1 of this document)  | ✓ |
| 5. Have completed the 'Trustee Eligibility Declaration' required by the <a href="#">UK Charity Commission for all Trustees</a> (Annex 2 of this document)                                  | ✓ |
| <b>NAME: Karen Kelly</b>   |   |
| <b>DATE: 15 April 2020</b>   |   |

## Annex 1: Cochrane declaration of Interest Statement

Candidates must make a declaration of conflict of interest, including financial or non-financial relationships with other organizations, professional relationships to other members of the Board, and other Boards she/he may sit on. In writing this statement, candidates should refer to Cochrane's [conflict of interest policy](#) and the [declarations of existing members of the Board](#).

Please answer the following questions:

| <b>1. Financial interests</b>   | <b>Yes/No (If yes, please provide details)</b> |
|---|--|
| <b>In the last 10 years, have you:</b>  |  |
| a) Received research funding: any grant, contract or gift, commissioned research, or fellowship from Cochrane or a related organization (i.e. any organization related to health care or medical research)? | No   |
| b) Had paid consultancies: any paid work, consulting fees (in cash or kind) from a related organization?  | No   |

|   |    |
|---|----|
| c) Received honoraria: one-time payments (in cash or kind) from a related organization?   | No |
| d) Served as a director, officer, partner, trustee, employee or held a position of management with a related organization?  | No |
| e) Possessed share-holdings, stock, stock options, equity with a related organization (excludes mutual funds or similar arrangements where the individual has no control over the selection of the shares)? | No |
| f) Received personal gifts from a related organization?   | No |
| g) Had an outstanding loan with a related organization?   | No |
| h) Received royalty payments from a related organization?   | No |
| <b>2. Do you have any other competing interests that could pose a conflict of interest that would reasonably appear to be related to the primary interest?</b>  | No |

## Annex 2: Trustee Eligibility Declaration

As required by the [UK Charity Commission](#)

Please tick or initial in the boxes below to confirm the following:

### I declare that I:

|  |   |
|--|---|
| Am willing to act as a trustee of The Cochrane Collaboration   | √ |
| Understand Cochrane's purposes (objects) and rules set out in its <a href="#">Articles of Association</a>  | √ |
| Am not prevented from acting as a trustee because I: <ul style="list-style-type: none"> <li>• Have an unspent conviction for one or more of the offences <a href="#">listed here</a></li> <li>• Have an Individual Voluntary Arrangement, debt relief order and/or a bankruptcy order</li> <li>• Have been removed as a trustee in England, Scotland or Wales (by the Charity Commission or Office of the Scottish Charity Regulator)</li> <li>• Have been removed from being in the management or control of any organization in Scotland (under relevant legislation)</li> <li>• Have been disqualified by the Charity Commission</li> <li>• Am a disqualified company director</li> <li>• Am a designated person for the purposes of anti-terrorism legislation</li> <li>• Am on the sex offenders register or equivalent in any country</li> </ul> | √ |

|  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Have been found in contempt of court for making (or causing to be made) a false statement</li> <li>• Have been found guilty of disobedience to an order or direction of the Charity Commission</li> </ul> |   |
| Will provide true, complete and correct information to the Charity Commission if elected as a Board member   | √ |
| Understand that it's an offence under section 60(1)(b) of the Charities Act 2011 to knowingly or recklessly provide false or misleading information  | √ |
| Comply with my responsibilities as a trustee that are set out in the <a href="#">Charity Commission guidance 'The essential trustee (CC3)'</a>   | √ |