



**British Association of Parenteral and Enteral Nutrition (BAPEN)
BAPEN Business Advisory Group (The Group)
Terms of Reference**

1. Aims & Objectives

- 1.1 The BAPEN Business Advisory Group is a recognised sub-group of BAPEN Board of Trustees.
- 1.2 The primary purpose of the Group is to provide insight and support to the BAPEN Hon. Treasurer, and by applying expertise, experience and problem-solving skills, help the Treasurer (and Board) fulfil their responsibilities efficiently and effectively (ie without overload or undue pressure).
- 1.3 A secondary purpose of the Group is to review financial, contracting and planning processes for threats, opportunities and best practices.
- 1.4 In addition, the Group is to consider forward-looking scenarios and strategies, to reduce risks and to identify new opportunities which may deliver long term financial sustainability in line with BAPEN's Values & Goals.

2. Group Membership

2.1 Membership of the Group shall be:

- The Honorary Treasurer
- One member nominated by the Board of Trustees from amongst the non-executive Trustees
- One member nominated by the BAPEN President from amongst the Executive Committee
- One member nominated by the organisation providing finance and accounting services to BAPEN (currently Medivents Ltd)
- One (optional) additional member nominated by the BAPEN Hon Treasurer

3. Group Meetings

- 3.1 Meeting frequency should be agreed by the members at the inaugural Group meeting
- 3.2 A minimum of 2 meetings per annum should be the only stipulation
- 3.3 Meetings should normally be by virtual media. If any face-to-face meetings are agreed by the group, provision must be made for virtual attendees.
- 3.4 As a sub-group of the BAPEN Board of Trustees, meetings shall be chaired by the member nominated by that body
- 3.5 Meetings should aim to complete business normally within 1 hour
- 3.6 At the inaugural meeting, the Group shall appoint a Group Secretary. Unless otherwise determined, the Group Secretary shall be the member nominated by the organisation providing financial and accounting services to BAPEN.



- 3.7 Agendas shall comprise any area of interest or concern raised by any member of the Group and notified to the Group Secretary no less than 7 working days before the next meeting. The Group Secretary shall provide a draft agenda no less than 5 working days before the next meeting
- 3.8 Record all recommendations or actions to be taken, that the Group has agreed. Notes of actions should be circulated to all members of the Group within 5 working days of the meeting. Online meetings will also be recorded and the transcriptions saved for future reference as required.
- 3.9 Where deemed appropriate by the Group, recommendations should be referred to the Executive Committee and/or to the Board of Trustees, where the recommendations should be considered and a response determined
- 3.10 The Executive Committee and Board of Trustees shall undertake to consider all recommendations received from the Group at their next available meeting

4. General Activities, Powers & Reporting

- 4.1 Meetings should be characterised by openness, sharing and support. Meetings should avoid 'mission-creep' – the Group is not an accountable body and should not behave as such. Focus should always be on the Group's purpose, whilst ensuring the Treasurer is confident, performing well and valued in their role.
- 4.2 The Group should conduct an annual review and evaluation which addresses the degree to which the Group has fulfilled its purpose as stated in section 1 of this document
- 4.3 These Terms of Reference have been approved by the BAPEN Board of Trustees and shall be reviewed by them after the first year of operation and periodically thereafter or by request of the Group.
- 4.4 The Treasurer is tasked with raising any issues or concerns relating to their role as Treasurer, seeking advice where needed and suggesting changes to current practice, finance policy or procedures. The Treasurer should be able to provide up to date information regarding the Charity's financial position to any Group meeting.
- 4.5 Group members are tasked with active listening and responding to issues raised, suggesting possible solutions to problems and developing an awareness and understanding of both the Charity's Finance Policy and Procedures and the applications of these in practice. They are also tasked with acting as conduit and reporter to their nominating body.
- 4.6 Decision-making should be by consensus to enable all members to be advocates for a decision should it lead to a recommendation back to their own nominating body. In other situations where no recommendations to the Executive or Trustee Board are involved, and if voting is considered necessary, it should be by simple majority with the Chair having a casting vote in the event of a tie.



- 4.7 The Group has no direct powers but has significant indirect powers through direct access to both the Executive and the Board of Trustees who undertake to address and respond to all recommendations made to them by the Group. (see also 3.10)
- 4.8 Terms of reference will be reviewed by the Chair every three years, and are required to be signed off by the BAPEN Executive Committee and ratified by the Board of Trustees