



Appointment of Lay Trustees

December 2023

LETTER FROM THE PRESIDENT

Thank you for your interest in becoming a lay trustee at the Royal College of Anaesthetists.

These are exciting and demanding times for the College, as we continue to support our membership in the vital work they do to care for patients. We have 26,000 members who are doctors and others working in anaesthesia, intensive care medicine, and pain medicine.

With two-thirds of hospital in-patients interacting with an anaesthetist, anaesthesia remains the UK's largest single secondary care specialty. The scope of practice of the modern anaesthetist often goes way beyond their clinical responsibilities – we are educators, communicators and medical leaders. We are at the heart of the NHS.

2022-23 was the first full year of our five-year strategy, in which we set out our vision for safe, more effective patient care, delivered by a well-trained, supported, and valued workforce. Our strategy is bold and ambitious, and we have made a good start in delivering on our promise to members, patients, and the public:

- Our policy and campaigning work has helped secure an additional 210 anaesthetic posts in England over a three-year period, alongside further progress in Scotland and Wales.
- We delivered examinations to 4,745 candidates across the College and Faculties, an increase on the previous year.
- We delivered 58 events, attended by a total of 5,867 delegates, including our flagship annual conference, Anaesthesia 2023, which was attended by 1,278 delegates in person and online.
- We developed the 7th National Audit Project, focused on perioperative cardiac arrest, which seeks to improve outcomes for the 900+ patients affected by this complication in the UK every year. NAP7 was launched in November 2023.

- We have sought to enhance the delivery of our member services and benefits through our online member portal, MyRCoA. This includes the launch of the digital edition of our membership magazine, the Bulletin.
- We are acting with partners as Core Participants in Module 3 of the UK COVID-19 Inquiry.
- Our busy and productive employee team, whilst dealing with a number of new challenges in a post-COVID world, remain engaged and happy – our satisfaction rating has risen from 72-78% in the past year. We continue to invest in our people, including through seeking an Inclusive Employer accreditation.
- We have underpinned the delivery of our strategy whilst embarking on a financial recovery plan to help us bounce back after COVID-19, and achieved our recovery targets 9 months ahead of schedule. We continue to consider the best use of the College's assets, including our estate on Red Lion Square, to ensure value for our members and the best outcomes for the environment.

In all of this, we were supported by around 7,000 volunteers, drawn from our membership and beyond, each of whom contributed to our programmes and activities to support the specialty, our members, patients and the public.

Having worked with our current lay trustees over the last six years, and benefitted greatly from their wisdom and insight, we are now seeking applications from those with substantial senior experience in finance, in technology transformation, and in environment, social and governance.

I hope you will be excited by what you read in this pack, and by the opportunity to join us. I look forward to hearing from you.



Yours sincerely,
Fiona Donald, President





ABOUT US

The Royal College of Anaesthetists is the professional body responsible for the specialty throughout the UK.

We are the third largest medical royal college in the UK by membership. With a combined membership of more than 26,000 Fellows and Members, we ensure the quality of patient care by safeguarding standards in the three specialties of anaesthesia, intensive care and pain medicine.

Working with our combined membership of more than 26,000 Fellows and Members, we remain committed to championing the diverse and critical work of anaesthetists, and the science that underpins our work.

Our key areas of work include:

- [recruiting](#), [training](#) and [examining](#) anaesthetists to the most exacting standards
- supporting our fellows and members throughout their careers, irrelevant of age and location
- setting high [standards](#) of clinical care to ensure the constant improvement of patient care and [safety](#)

- working collaboratively, through the [RCoA Centre for Research and Improvement](#) to advance, fund and promote research activity
- acting as the [voice of the specialty](#) on behalf of our membership while promoting the sharing of knowledge and best practice
- working closely with government on crucial policies and with key stakeholders across the UK and overseas to ensure that anaesthesia and anaesthetists continue to play a central role in shaping and delivering the healthcare agenda.

The College is the home of the [Faculty of Pain Medicine](#).

The College is proud to be one of the eight parent Colleges of the [Faculty of Intensive Care Medicine](#).

What we do

With our fellows', members' and patients' interests integral to our work, our [Strategic Plan 2022–2027](#) reflects our vision for the future of our College and our specialty. This strategy also defines the values that provide a solid, coherent and focused foundation upon which to build our shared future.

STRATEGY AND VISION

Our vision

Our vision for 2022–2027 is safe, more effective patient-centred care, delivered by a well-trained, supported and valued workforce.

We will achieve our vision by:

- Taking an integrated approach to our specialties: anaesthesia, pain medicine, and intensive care medicine
- Delivering strategic aims and acting on our values
- Being mindful of our responsibilities to patients, the public, our members, our staff and resources
- Securing the future of the College through our organisational planning.

Our strategic aims

We will be focusing on four specific strategic aims:

- Championing our membership
- Shaping the future of our specialties
- Pursuing excellence in everything we do
- Promoting healthier outcomes for all.

Details of our aims can be found in the [Strategic Plan 2022-2027](#).

Our values

Our core values will be present throughout our five-year commitment. The values we will be following are:

- Caring and Supportive
- Just and Fair

- Innovative and Progressive
- Open and Responsive

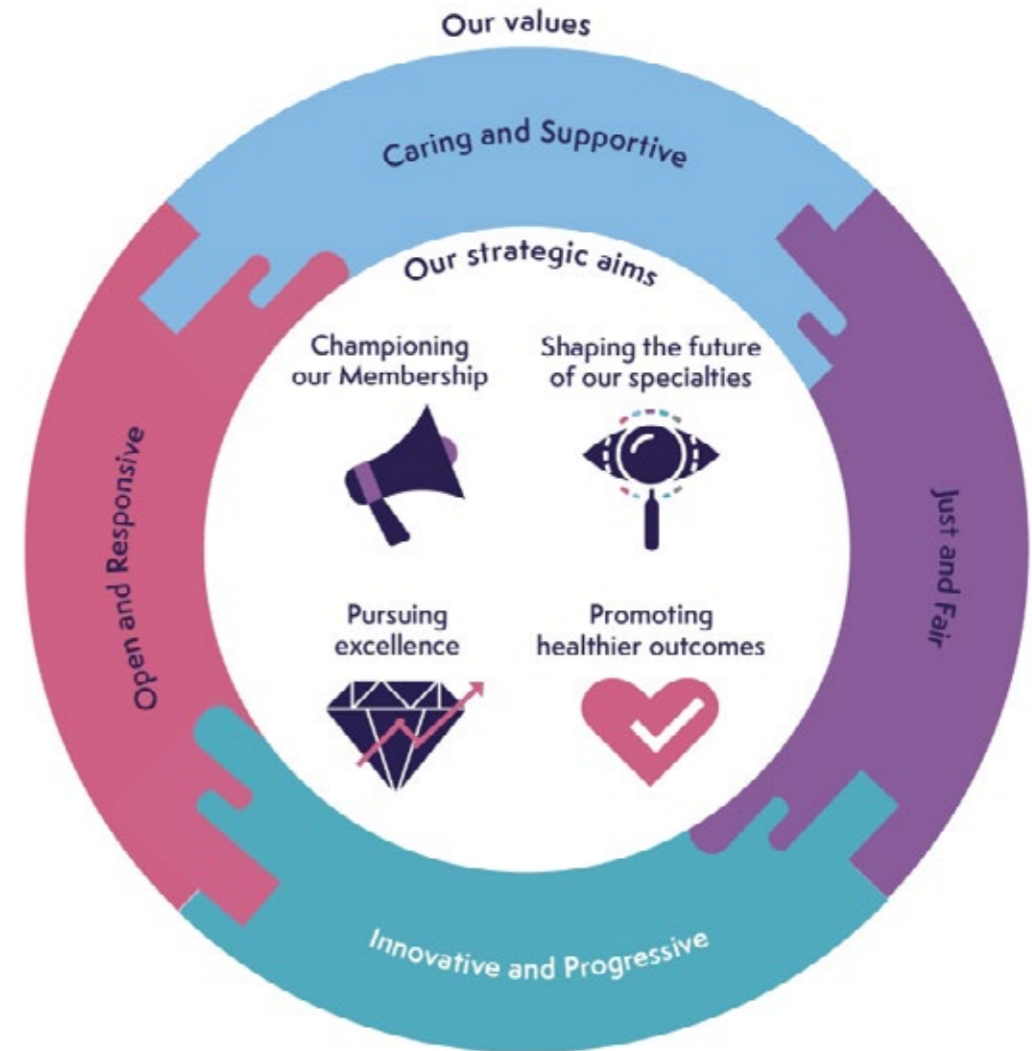
Our commitment to our members

We will continue to advocate at all levels to make this a reality. This will be from the individual patient wondering if surgery is right for them, through to championing our workforce at the highest decision-making levels in government.

Most importantly we must remain truly connected to our membership. We need to listen and respond to what is important for our members and our staff, so that collectively we can be the best we can be.

We need to stay financially strong, so that we have the resources to follow through on our commitments. Our five-year plan will provide the focus we need to achieve these aims for 2022–2027, building in the vision, agility and compassion that recent history has shown are so important for the College's work, for our members, our staff and for our patients.

Read the [full strategy](#) to find out more about our commitment to you.



GENERAL DUTIES OF A TRUSTEE

The Charity Commission of England and Wales and the Office of the Scottish Charity Regulator require that trustees must:

- be willing to act as a trustee of the organisation and accept ultimate responsibility for directing the affairs of a charity, and ensuring that it is solvent, well-run, and delivering the charitable outcomes for which it has been set up.
- understand the organisation's purposes (objects) and rules set out in its governing document; and will not be eligible to serve as a trustee because they have an unspent conviction for an offence involving dishonesty or deception; are currently declared bankrupt (or subject to bankruptcy restrictions or an interim order); have an individual voluntary arrangement (IVA) to pay off debts with creditors; are disqualified from being a company director; are subject to an order made under section 429(2) of the Insolvency Act 1986; have previously been removed as a trustee by the Charity Commission, the Scottish charity regulator or the High Court due to misconduct or mismanagement; or have been removed from management or control of any organisation under section 34(5)(e) of the Charities and Trustee Investment Act.

Strategic Leadership

- Supporting the defining of goals, setting targets, and evaluating performance against agreed targets through participation in strategic planning to forward the RCoA's business development
- Fulfil trustee duties and responsibilities of the effective management and administration of the RCoA.
- Ensure that the board operates within the RCoA's charitable objective, its standing orders and provides clear strategic direction to the RCoA.
- Regularly review major risks and associated opportunities, and satisfy itself that systems are in place to take advantage of opportunities, and manage and mitigate the risks.
- Fulfil trustee duties to ensure sound financial health of the charity, with systems in place to ensure financial accountability.

Compliance

- Ensure that the RCoA complies with charity law, and with the requirements of the Charity Commission as regulator; in particular ensure that the RCoA prepares reports on what it has achieved and annual returns and accounts as required by law.
- Ensure that the RCoA does not breach any of the requirements or rules set out in its governing document and that it remains true to the charitable purpose and objects set out there.
- Comply with the requirements of other legislation and other regulators (if any) which govern the activities of the RCoA.
- Act with integrity and avoid any personal conflicts of interest or misrespuse of charity funds or assets.

Duty of Prudence

- Ensure that the RCoA as a charity is, and will, remain solvent
- Use charitable funds and assets reasonably, and only in furtherance of the objects of the RCoA as a charity
- Avoid undertaking activities that might place the endowment, funds, assets or reputation of the RCoA as a charity at undue risk
- Take special care when investigating the funds of the RCoA as a charity, or borrowing funds for the RCoA as a charity to use

Duty of Care

- Use reasonable care and skill in their work as trustee, using their personal skills and experience as needed to ensure that the RCoA is well-run and efficient
- Consider obtaining external professional advice on all matters where there may be material risk to the RCoA as a charity, or where the trustees may be in breach of their duties
- Relationship with the chair of the board, president and chief executive and wider management team

- Establish and build a strong, effective and constructive working relationship with the chair of the Board of Trustees, president and chief executive, ensuring that they are held accountable for achieving agreed strategic objectives.
- Support the chair of the Board of Trustees, president and chief executive whilst respecting the boundaries of those roles.
- Ensure regular contact with the chair of the board of trustees, developing and maintaining an open and supportive relationship within which each can speak openly about worries, concerns and challenges.

Additional Duties

- Attending meetings of the RCoA Board of Trustees, including scrutinising papers and leading discussions
- be responsible, as part of the full Board of Trustees, for appointing and dismissing the chief executive and holding the chief executive and senior staff to account
- Be involved in the appointment of senior staff as and when required
- Attend functions on behalf of the college
- Show an active and current interest in all aspects of the RCoA
- Bring particular expertise to bear on the work of the RCoA, e.g. business (UK or international); working with government; marketing; communications; financial; investments, legal; information technology; education; examinations; property development; charity governance; membership organisations; or HR expertise
- Declare any potential conflict of interests in a timely manner throughout the entire term as a trustee
- Discharge any other duties or functions required of them by law or under the RCoA's constitution

ROLE BACKGROUND

Anaesthetists have overall responsibility for patients' wellbeing before, during and after surgery. They are often the lynchpin that holds secondary care together and are the UK's largest hospital specialty. 16% of all hospital consultants are anaesthetists and over two-thirds of hospital in-patients will see an anaesthetist. Away from the operating theatre, anaesthetists are involved in a broad range of activities, from maternity care to dentistry, resuscitation to sleep medicine. Their work crosses many boundaries providing anaesthetists with a unique position to see the big picture and to have a broad understanding of healthcare delivery.

The Royal College of Anaesthetists supports over 26,000 members and fellows, including approximately 4,000 from the College's associated Faculties of Intensive Care Medicine and Pain Medicine. The Royal College champions the work of anaesthetists, and the science that underpins their work. We recruit, train and examine anaesthetists to the most exacting standards. We support our members throughout their careers, and fund research to ensure that anaesthesia continues to advance. We promote the sharing of knowledge and best practice, and work with government and other stakeholders in the UK and overseas to make sure that anaesthesia and anaesthetists play a central role in shaping and delivering the healthcare agenda.

What we are looking for

Traditionally, the College's Council has acted as the Board of Trustees. After an extensive governance review and with the College having grown to an annual turnover of over £12 million, investments of a similar value, and employing 100 staff we have decided to create a new Board of Trustees. This group will work with the Council, who will continue to oversee professional issues.

We are now looking to strengthen our new Board with three additional Trustees, to sit alongside the Board's members drawn from the Council. It is envisaged that the Board of Trustees will meet four times each year, with a total commitment of around 8-12 days per year. While we are interested in all candidates who meet the brief we would particularly like to hear from candidates with:

- Business and Financial expertise in areas such as commercial property financing, commercial contracts, and general financial accounting.
- IT and digital transformation expertise.
- ESG/ ED&I.



ROLE DESCRIPTION

- Role Title:** Trustees
- Appointed by:** RCoA Nominations Committee
- Term of office:** Three years from the date of appointment, renewable for a further three years
- Commitment:** Four Board of Trustee meetings and other associated committees, average of 8 to 12 days per year
- Salary:** Unremunerated but reasonable travel, subsistence and hotel bills will be paid
- Skills:** Primarily the College wishes to appoint those who will aid decision making at Board of Trustee level but we are particularly interested in candidates with the following experience:
- Business and Financial expertise in areas such as commercial property financing, commercial contracts, and general financial accounting.
 - IT and digital transformation expertise.
 - ESG/ ED&I
- Location:** London, WC1



PERSON SPECIFICATION

Experience

- Demonstrable experience of operating successfully within a board in a charitable, public sector or commercial organisation
- A proven track record of sound judgement and effective decision-making
- Experience of charity governance and working with or as part of a Board of Trustees.
- Experience of guiding and directing an organisation at a strategic and level during periods of pressure, change, and development.
- Experience of constructive and effective contribution to a broad range of operational boards and committees
- Proven high-level expertise and experience in one or more of the following areas:
 - Business and Financial expertise in areas such as financial strategy and planning, investments, commercial property, commercial contracts, and general financial management and accounting;
 - Digital and technology transformation, with a knowledge of complex data systems;
 - Environment, Social and Governance (ESG), with a particular focus on sustainability and/or EDI

Knowledge, Skills and Values

- An understanding and acceptance of the legal duties, responsibilities, and liabilities of Trusteeship and the respective roles of the chair, trustees, president, chief executive and Council.
- An understanding of charity governance.
- A commitment to the organisation, its values, and objectives
- A willingness to devote the necessary time and effort to their duties as a trustee
- Sound, independent judgement
- An ability to think creatively
- Willingness to listen and learn, and to speak your mind directly and constructively
- An ability to work effectively as a member of a team.
- A general and broad knowledge of the healthcare landscape and its current issues.
- Confident and effective communication skills.



HOW TO APPLY

Charity People Ltd is acting as a recruitment agency advisor to RCoA on this appointment. To apply, please send your CV and cover letter by answering the below questions to seniorappointments@charitypeople.co.uk by 8th Feb 2024.

1. What particularly interests you about applying to be a Trustee of the Royal College of Anaesthetists (500 words)
2. Which of your professional skills and/or experience do you feel are most relevant to this trusteeship and why (500 words)

Timeline

Closing date for applications:	8th Feb, 2024
Informal meeting:	22nd /23rd Feb 2024
Interviews:	27th /28th Feb 2024

We want you to have every opportunity to demonstrate your skills, ability, and potential; please contact us if you require any assistance or adjustment so we can help make the application process work for you.

Charity People actively promotes equality, diversity, and inclusion. We match charity needs with the skills and experience of candidates, irrespective of age, disability (including hidden disabilities), gender, gender identity or gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, or sexual orientation. We do this because we know greater diversity will lead to even greater results for the charities with which we work.



Charity People

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