

Dear Applicant,

**Re: Trustee/Chair of Scotland Committee vacancy**

Thank you for your interest in applying to become a trustee of the RCN Foundation. Please find attached an introduction to the Foundation, a trustee role description and person specification, a committee chair role description and person specification, and an equalities monitoring form.

**About the Role**

The RCN Foundation supports the nursing profession to make a difference to people's lives by investing in projects that improve health and wellbeing. It also helps those in the nursing team to develop their practice and provides assistance to individuals facing hardship.

In 2018 we embarked upon an exciting growth strategy which aims to reach more of the nursing community across the United Kingdom, and help them to provide the very best possible advice, support and care to patients and to improve the health and wellbeing of the public.

We are looking for a trustee who will help develop our vision for this ambitious plan and who has the skills to support our current and future work. This is an excellent opportunity to contribute to and improve the UK's healthcare landscape. In addition to joining the Board of Trustees, the Trustee will also be Chair of our RCN Foundation Scotland Committee. They will therefore need to be based in Scotland.

You will have an understanding of the key issues facing healthcare and nursing, particularly in Scotland. You will also have an understanding of good charity governance, proven success in your own area of expertise, strong leadership, management and strategic skills, and the willingness to act in the best interests of the Foundation. Specialist skills in the areas of marketing and communications, fundraising, legal and/or grant giving will also be an advantage.

The Board of Trustees meets quarterly in London but members are welcome to attend meetings electronically. Reasonable costs will be reimbursed. As well as sitting on the Board, the successful candidate will lead the Scotland Committee, with meetings three to four times a year in Edinburgh.

The successful candidate is expected to commit a minimum of 15 days a year to the work of the RCN Foundation, including attending meetings of the Board and Scotland Committee, reviewing papers, responding to requests for support from staff, leading

on project development, fundraising and networking. Trustees normally serve a minimum term of four years, which can be renewed for a second four-year term.

We are committed to developing a diverse Board that represents the communities we serve and encourage applicants from all backgrounds.

Please see the 'about us' section of our website ([www.rcnfoundation.org.uk](http://www.rcnfoundation.org.uk)) for further information about the Foundation.

Before applying, you may also wish to read about the duties and responsibilities of charity trustees on the Charity Commission's website at <https://www.gov.uk/topic/running-charity/trustee-role-board>

### Application Process

Please email the following documents addressed to Angela Flanagan, Clerk to the Trustees, to [angela.flanagan@rcn.org.uk](mailto:angela.flanagan@rcn.org.uk).

1. A current CV
2. A covering letter outlining, with examples, how you meet the person specification and taking into account the role description and any specialist skills you have in the above areas
3. A completed equalities monitoring form

Closing date for applications is **5.00pm on 30 April 2019**. Interviews for shortlisted candidates will be held during the **week commencing 20 May 2019**.

If you would like to have an informal conversation about any aspects of the Foundation's work, please contact Deepa Korea, Head of the RCN Foundation on 020 7647 3497.

I joined the Board of Trustees because I am passionate about the positive difference that the Foundation makes to nurses, nursing and healthcare. This is a particularly important time to be joining the RCN Foundation's Board, as we develop the new strategy and seek to increase our impact. We have ambitious plans for the growth and development of our work over the next five years and we hope that you will consider joining us at this exciting time. I look forward to receiving your application.



Christine Perry  
Vice-Chair of the Board of Trustees

## Introduction to the RCN Foundation

The RCN Foundation is a registered charity and company limited by guarantee whose mission is to enable nurses and nursing to improve the health and wellbeing of the public. Further details about our work can be found on our website at [www.rcnfoundation.org.uk](http://www.rcnfoundation.org.uk). Through our work, we support nurses, midwives, health care assistants and nursing students.

Our charitable objects are to:

- Promote the science and art of nursing and the better education and training of the nursing team and its efficiency in the profession of nursing
- Promote the advancement of nursing as a profession in all its branches
- Promote through the medium of international agencies and otherwise the foregoing purposes in other countries
- Assist members of the nursing team who by reason of adversity, ill health or otherwise are in need of assistance of any nature

These objects guide our work which falls into three broad areas:

- Supporting nurses in hardship by providing advice and funding
- Providing grants for education and career development opportunities for the nursing community
- Funding strategic nurse-led projects which aim to improve nursing practice and benefit patient care

The Foundation is part of the RCN Group, which also includes the RCN and RCNi (the RCN's publishing company). Although separate entities, the members of the Group work together to ensure that their work complements each other's and contributes to the overall aim of supporting the nursing community.

## The work of the Foundation

Since the Foundation was established, we have funded a broad range of projects and activities. This includes: the refurbishment of the RCN Library and Heritage Centre; a major dementia project; training for Huntingdon's Disease advisors; and supporting the revalidation of nurses in a care home setting. We have also funded a broad range of education bursaries for individuals including many focussed on primary care and long term conditions.

In 2014, the Foundation commissioned the University of York to undertake a research and consultation project which focussed on patient care and professional development for nursing staff in care and nursing homes. The resulting report, *Supporting nursing in care homes*, was published in 2015. The Foundation has funded a number of projects across the UK; including developing a framework for listening and learning with older people; the production of a Massive Open Online Course focused on the complexity of the role of the nurse in the care home; and developing a career pathway for care home nurses. Looking ahead, we will be focussing on two new programmes – mental health in children and young people; and learning disability nursing.

## Structure of the RCN Foundation

The Foundation was registered as a charity in England and Wales in March 2010 and in Scotland in December 2012. We aim to register in Northern Ireland in due course. An overview of our governance structures is given below.

### The Board of Trustees

The Foundation has a Board of up to 12 trustees who volunteer their time to oversee its work. Four of the trustees are nominated by the Royal College of Nursing, which is the sole member of the RCN Foundation. At least three of the members of the Board must have had no prior association with the Royal College of Nursing.

### External Advisers

The work of the Foundation is supported by volunteer external advisers. External advisers have relevant professional expertise in areas including nursing education and practice, investment management, and academia. They sit on the committees alongside trustees, advising them on the work of that committee.

### Committees

The Board has the power to establish committees as the need arises. Membership of current committees consists of trustees and expert advisers with a trustee chairing each committee.

Currently the Foundation has the following committees:

- The Grants Committee which oversees the Foundation's benevolent, education and project grant-making activities
- The Income Generation and Investment Committee which oversees the Foundation's fundraising, communication and investment activities. This

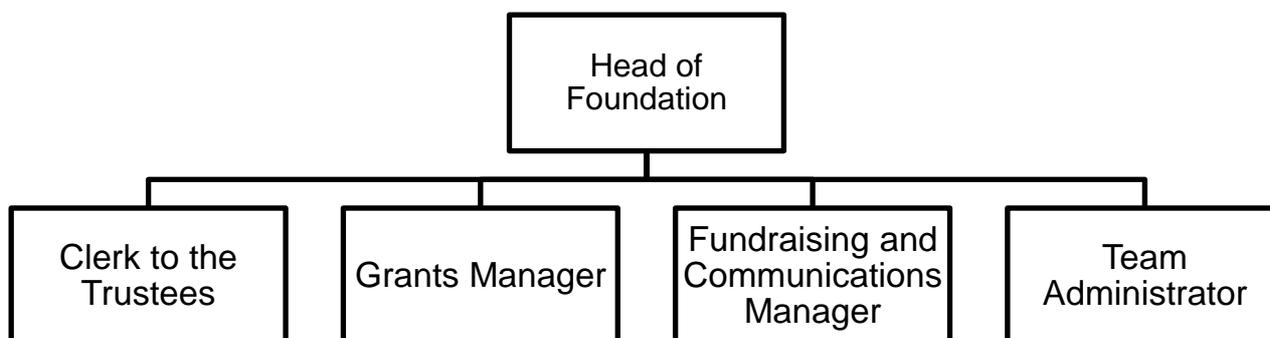
includes keeping the investment portfolio under review. The portfolio is managed by the asset management group Sarasin and Partners LLP

- The Scotland Committee, which oversees the Foundation's work in Scotland
- The Wales Committee, which oversees the Foundation's work in Wales.

The Foundation also has an Appointments Panel, which oversees the recruitment of trustees, Committee Chairs, expert advisers, and grant funding panel members. We will begin the process of setting up a Northern Ireland Committee later this year.

### Staffing

The Foundation's paid staff deliver the strategic plan developed by the Board of Trustees and support the Board and committees in all their work. The staffing structure is below:



## **RCN Foundation Trustee Role Description and Person Specification**

The Board of Trustees set the strategic direction and priorities of the charity. The Trustees have a legal duty to ensure the Foundation delivers on its charitable objects and complies with all legal, constitutional and regulatory requirements. They have a legal duty to govern the charity so as to help it achieve its charitable objectives and, in doing so, to act reasonably, prudently and selflessly. They must act in the best interests of the charity and comply with the Nolan Principles of Public Life (Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, and Leadership).

All Trustees are appointed through an open recruitment process. They hold office for a period of four years and are eligible for re-appointment for one further four-year term. Four of the Trustees are appointed by the Royal College of Nursing.

Trustees are expected to commit a minimum of 10 to 12 days a year to the work of the Foundation, including attending meetings, reviewing papers, responding to requests for support from staff, leading on project development and networking. This will vary depending on the number of committees a Trustee serves on.

We aim to have the best balance of skills, knowledge, expertise and experience to help the Foundation to achieve its purpose.

### **Role Description**

The role of the Board is to:

1. Ensure the Foundation is meeting its charitable objects and complies with all legal, constitutional and regulatory requirements.
2. Ensure the Foundation has a clear vision, mission and strategic direction.
3. Be responsible for the performance of the Foundation, reviewing major risks and monitoring controls and systems.
4. Hold the Foundation 'in trust' for current and future beneficiaries, acting as guardians of its assets and taking due care over their security, deployment and proper application.
5. Ensure the income of the Foundation is managed effectively and applied for the purposes set out in the governing document with complete fairness between people who are properly qualified to benefit.

6. Actively engage with the work of the Foundation, including attending regular meetings, reading relevant papers, leading on key activities, networking and promoting the Foundation's work.
7. Be prepared to act as a spokesperson for the Foundation if asked to do so and to work within an agreed brief.
8. Safeguard the reputation and values of the Foundation

### **Person Specification**

Trustees should have the following knowledge, skills, experience and qualities:

1. A commitment to the mission of the Foundation.
2. An understanding of charity governance and how this relates in particular to the Foundation.
3. Experience of making sound strategic decisions.
4. Experience of engaging with partners from a range of organisations.
5. The intellectual capacity to grasp issues outside personal experience and communicate opinions and contribute to discussions around such issues.
6. Numerate with the ability to understand budgets and charity finance.
7. The willingness to act in the best interests of the charity and comply with the Nolan Principles of Public Life (Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, and Leadership).
8. The ability to work well as a member of the team.
9. An ability to commit the necessary time to be an effective member of the Board of Trustees.

In order to ensure the Board functions effectively as a whole, the Foundation aims to have the best balance of skills, knowledge, expertise and experience on its Board to help achieve its purpose.

Individual Trustees should have specialist knowledge and skills in one or more of the following areas:

- Nursing and nurse education
- Health and social care policy
- Charity governance
- Financial and business management including investment expertise
- Strategic planning
- Equality issues

- Media, marketing and communications
- Income generation including fundraising and social investment
- Grant-making
- Digital strategy
- Impact measurement

## **RCN Foundation Scotland Committee Chair Role Description and Person Specification**

The RCN Foundation has a number of committees that report to the Board of Trustees and to which the Board devolves responsibility for elements of the charity's work. Foundation Trustees chair the committees and are primarily responsible for the governance of the charity. As Committee Chairs, they are also responsible for managing their respective committees by setting meeting agendas with the Head of Foundation, agreeing necessary paperwork for meetings, steering meetings to ensure they achieve their aims and objectives and representing their respective committees at Board meetings.

Committee Chairs are expected to commit approximately fifteen days a year to the work of the Foundation, including attending meetings, approving paperwork, liaising with staff and committee members and making any necessary decisions outside of meetings.

### **Role Description for Scotland Committee Chair**

As well as the functions outlined in the role description for trustees, the Scotland Committee Chair is required to:

1. Work with the Head of Foundation to set the agenda for the committee's work, and to establish the tone and pace of the work.
2. Assign work to committee members and ensure that they have the information they need to carry out their roles.
3. Work closely with the staff supporting the committee.
4. Approve the minutes of the committee's meetings.
5. Report to the Board on the work of the committee, the recommendations it makes.
6. Work with the Grants Committee to identify appropriate opportunities for grant-making in Scotland.
7. Work with the Income Generation and Investment Committee to identify appropriate opportunities for the Foundation's income generation and communications activities in Scotland.
8. Work with the Appointments Panel to ensure the work and membership of the committee is regularly reviewed.

### **Person Specification for Scotland Committee Chair**

As well as the knowledge, skills, experience and qualities outlined in the person specification for trustees, the Scotland Committee Chair is required to have:

1. A strong and visible passion and commitment to the Foundation, its strategic objectives and cause, with a clear understanding that actions and decisions should be taken in the interest of the Foundation
2. Excellent knowledge, experience and expertise in issues pertaining to nursing and healthcare in Scotland
3. Proven leadership skills and the ability to chair meetings
4. Tact and diplomacy with the ability to listen and engage effectively
5. Ability to guide discussion in a positive and pragmatic manner, ensuring that conclusions are reached and decisions taken
6. Ability to foster and promote a collaborative team environment
7. Excellent time-management skills
8. An understanding of fundraising and communication opportunities in Scotland and the ability to network for the benefit of the Foundation
9. Strong inter-personal relationships at all levels and be comfortable in an ambassadorial role
10. Ability to commit time to conduct the role well, including travel and attending events out of office hours

Although not essential, it would be an advantage for the Chair of the Scotland Committee to be either a practising or retired nurse.