



# RNOH CHARITY

**CHAIR OF TRUSTEES**

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**CANDIDATE PACK**



## About the RNOH Charity

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The RNOH Charity is a vital partner in the way the Royal National Orthopaedic Hospital (RNOH) delivers care. Since its inception in 1997, the RNOH Charity has received and administered millions of pounds' worth of donations, which have funded numerous essential projects around the hospital.

The Charity's main purpose is to raise funds to help the Royal National Orthopaedic Hospital provide world-class care for patients with musculoskeletal conditions, and to support the hospital's pioneering work in orthopaedic research and education. It strengthens the vital work of the RNOH on an on-going basis by funding extra services and facilities that are beyond the reach of the hospital's NHS budget.

The Charity's main focus over the last three years has been to fund major capital projects which support the redevelopment of the RNOH site in addition to helping the hospital deliver other key services. The Charity's success is displayed in the new Stanmore Building, the Spinal Cord Injury Centre expansion, the volunteer and buggy service, an equipment library and pioneering research projects. These new facilities and services clearly showcase the significant contribution made by the Charity. During this period, the Charity has awarded grants amounting to over £5 million. In October 2016, the Charity became an independent organisation and subsequently appointed its first ever chief executive precisely two years later, in October 2018. This represented an important step change in the development and enterprise of the Charity.

## RNOH CHARITY VISION

To strengthen and support the RNOH to create the best patient experience.

## RNOH CHARTY MISSION

To strengthen and support the people, research and infrastructure that make the RNOH one of the world's best orthopaedic hospitals.

## RNOH CHARTY VALUES

Our values sit at the heart of who we are as an organisation and underpin everything we do, and how we do it, from our creative approach to fundraising through to the enthusiasm we show our supporters, RNOH patients and their families, at the hospital.

**Creative** – we have high standards and make sure we are commercially astute in our approach to raising funds and processing donations. We are creative, take measured risks, embrace new ideas and work in a dynamic, forward thinking and resourceful way. We are confident to try new things and learn from our mistakes so that we can continually improve how we work.

**Respectful** – We genuinely value people and work in a very respectful environment. Everyone is treated fairly - contributions and insights are valued - we work as a team and are supportive of one another.

**Excellence** – in all that we fund and deliver. We strive for excellence and always ensure we work to the highest possible standards.

**Enthusiasm** – we are proud that we work for such an incredible organisation and are inspired to achieve our best. We are motivated and committed to achieving the goals and aspirations of the Charity.

**Integrity** – we act responsibly, ethically and professionally, ensuring transparency and demonstrating integrity. We strive to achieve the highest standards through honest communication, being accountable and always acting in the best interests of the Charity.

**Collaborative** – we work together within the Charity, with the Trust and other charities, through open and clear communication. We value the relationships inside and outside of our organisation and maximise our contribution through collaboration. We embrace the value of networking and build strong relationships based on trust and collaboration.

## RNOH CHARITY OBJECTIVES

The Charity has set itself ambitious objectives for the next three years in order to fulfil its vision for the Charity. They are as follows:

1. Enhancing the patient experience
2. Improving the staff experience
3. Creating a world-class facility
4. Investing in medical research

# The Role – Chair of Trustees

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This is an exciting opportunity to join and lead the RNOH Charity. We are looking for a new Chair of Trustees who will offer strategic and supportive leadership to our highly effective, collaborative and committed board.

## Role Description

The role of Chair of the Board of Trustees is to lead and develop the strategic direction of the Charity, and ensure the delivery of results by monitoring performance. The Chair is responsible with the Board for ensuring compliance with all legal responsibilities and maintaining the highest standards of corporate governance.

The Chair's main responsibilities include:

### Strategic leadership

- Work with the Board to provide clear, strategic direction for the Charity, set clear targets and enable delivery of the business plan within budget.
- Chair Board meetings effectively and efficiently so that the Board can focus on the key strategic issues for the Charity and achieve clear outcomes.
- Understand and review the major risks and opportunities facing the Charity, and ensure that systems are in place to take advantage of the opportunities and mitigate the risks.

### Governance

- Ensure that the Charity operates within its charitable objectives, in compliance with all legal duties and, where possible, in accordance with best practice.
- Support the Board to fulfil its duties and responsibilities by ensuring that the governance arrangements work in the most effective way for the Charity, periodically reviewing the board structure, processes and effectiveness.
- Maintain the financial health of the Charity with systems in place for financial accountability.
- Monitor that decisions taken by the Board are implemented.
- Appraise the performance of Trustees annually and ensure they receive appropriate induction, training and development.
- Ensure that the Board incorporates the right balance of skills, knowledge and experience needed to govern and lead the Charity effectively and that succession planning is undertaken for all board roles, especially key officer roles.

### Collaborative Leadership

- Chair meetings of the board effectively and efficiently, bringing impartiality and objectivity to the decision-making process, seeking consensus, balancing the need for full debate on key questions with the expeditious despatch of business so as to reach clear and agreed decisions as swiftly as possible.
- Enable Trustees to be fully involved in discussions and decisions and that they feel free to challenge constructively both the Chairman and the Chief Executive, in order that decisions

are taken in the best, long-term interests of the Charity and that the board takes collective ownership of such decisions.

- Foster and maintain constructive relationships between the Trustees.
- Work closely with the Chief Executive and Vice-Chair to give direction to Board policymaking.
- Encourage positive change where appropriate, address and resolve any conflicts within the Board.

#### Relationship with the Chief Executive

- Establish and build a strong, effective and constructive working relationship with the Chief Executive, providing support and enablement, conducting regular 121s, holding him/her to account for achieving agreed strategic objectives.
- Lead the annual appraisal and remuneration review for the Chief Executive, drawing on the views of the Vice-Chair and other Trustees.
- Ensure appropriate delegation to Board committees and ad hoc working groups, within clear terms of reference.
- Provide the Chief Executive with the opportunity for professional development and appropriate external professional support.

#### External Relations

- Act as an ambassador and spokesman for the Charity, when appropriate.
- Represent the Charity at external functions, meetings and events.
- Support fundraising initiatives.

#### **Person Specification**

In addition to the qualities required of a Trustee of the Charity, the Chair must also meet the following requirements:

#### Skills, Knowledge and Experience

- Experience of operating at a senior strategic leadership level within an organisation with a track record in supporting growth and success.
- Strong leadership skills able to foster and promote a collaborative team environment and effectively engage and manage wide ranging stakeholders.
- Understand and accept the legal duties, responsibilities and liabilities of Trusteeship.
- Strategic and forward looking vision in relation to the Charity's objects and aims.
- Good, independent judgement, political impartiality and the ability to think creatively in the context of the organisation and external environment.
- Good communication and interpersonal skills, with an ability to facilitate, mediate, influence and respect the confidences of colleagues.
- Balancing tact and diplomacy with willingness to challenge and constructively criticise.
- Be comfortable in an ambassadorial role and possess gravitas to lead the organisation.
- Demonstrate a strong and visible passion and commitment to the Charity and its strategic objectives.
- Strong networking capabilities that can be utilised for the benefit of the Charity.

- Desirable to have a broad knowledge and understanding of NHS hospitals, the voluntary and community sector and current issues affecting it.

RNOH Charity recognises the value and importance of diversity. We welcome applications from individuals with disabilities, Black, Asian or Minority Ethnic (BAME) backgrounds, LGBT+ and from different socioeconomic and educational backgrounds.

### **What difference will you make?**

Your leadership will support the Board to fulfill its responsibilities for the overall governance and strategic direction of the Charity. You will make a difference by facilitating and stimulating excellent, well-rounded and carefully considered strategic decision-making whilst working in partnership with the Chief Executive and other senior members of staff to achieve the aims of the Charity.

### **What's in it for the volunteer?**

By becoming our new Chair you will be part of a cutting edge and pioneering organisation, which aims to continue making a significant difference in the lives of the 150,000 people who come to the hospital every year. The RNOH has been at the cutting edge of orthopaedic care for over 100 years. This is an exciting time to join our Charity and help steer its strategic direction to continue providing its invaluable work for more years to come.

### **Time commitment**

The time commitment for the Chair equates to approximately 12 days a year. This involves the following activities:

- 4 board meetings per year, normally held at the end of the working day.
- In addition to chairing the main board meetings, the Chair attends the finance sub-committee, which meets quarterly.
- To provide line management to the CEO, including support, enabling achievement and assuring that targets/objectives are being met.
- Be involved in recruitment, induction and appraising of the Trustee board; engage with Trustees between meetings, often by email or phone, and provide support to ensure collective working.
- Represent the Charity at events and meetings with key stakeholders when necessary.

### **Other information**

- Board meetings take place in Stanmore, London.
- The Chair will serve at least one three-year term to be eligible.
- The role of Chair is not remunerated, although reasonable out-of-pocket expenses may be claimed.
- We welcome applications from individuals looking to join the Board as Trustees.

## How to apply

Please submit a CV and covering letter via the TrusteeWorks team. In the covering letter please include how your skills and experience match the person specification, why you wish to join the Board and any other relevant details in support of your application.

**Deadline for applications is 3<sup>rd</sup> April**

Email applications to [trusteeworks@reachvolunteering.org.uk](mailto:trusteeworks@reachvolunteering.org.uk)

