Recruitment of an Independent Trustee of the Board of Trustees

Information pack for applicants

Closing date: 5pm, 17 October 2016
Interview: 7 November 2016
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Introduction letter

Dear Candidate

Thank you for showing an interest in the post(s) of Independent Trustee.

These roles support the Academy’s work and development and provide the external scrutiny and challenge required in a healthy organisation.

The Board’s core role is to ensure the sound governance of the organisation. Whilst the Board of Trustees has ultimate accountability for the organisation, responsibility for the development of policy lies with the Council of members.

We are seeking two new independent Trustees to join the Board which comprises a Chair, another Independent Trustee, two members elected by the Council, the Chair of the Council and the Honorary Treasurer. The new board members fill a current and an imminent vacancy.

There are two different Trustee roles for which we are seeking applications:

1. **General Trustee**
   For this role, previous experience as a Trustee would be essential, as would meeting the person specification set out on page 8 of this information pack.

2. **Trustee with an additional role of chairing the new audit and risk committee (established with an interim chair in 2016).**
   The same person specification would apply, but in addition, confidence, experience and competence in the realm of finance/financial monitoring, and audit and risk governance, would be essential.

The enclosed pack provides all the information appropriate to these roles, together with background details of the organisation. The closing date is 17 October. The interview will take place on 7 November. If you would like to discuss the role(s) in more detail, please email kate.tansley@aomrc.org.uk to arrange a time for an informal discussion with Alastair Henderson (CEO) or with me.

Yours faithfully

Charles Winstanley
Board Chair
Academy of Medical Royal Colleges
The Academy

The Academy of Medical Royal Colleges is the umbrella body for all the 20 Medical Royal Colleges and major Faculties across the UK.

The Academy is the voice of the medical profession on education, training and improving healthcare. This unique voice gives us a leading role in the areas of clinical quality, public health, education and training, and doctors’ revalidation.

The Academy evolved from the Conference of Royal Colleges and Faculties in 1996. The Academy Council comprises the presidents of the Medical Royal Colleges and Faculties who meet regularly to agree direction and has ten full-time members of staff who coordinate the committee and project work. The Academy promotes, facilitates and where appropriate co-ordinates the work of the Medical Royal Colleges and their Faculties for the benefit of patients and healthcare. The Academy is funded through subscriptions from member organisations and external funding for specific projects.

The work of the Academy

Education

Medical Royal Colleges and Faculties devise the specialist curricula and help shape postgraduate medical education and training in the four countries across the UK. The Academy supports that role in relation to cross cutting educational issues. Over the past year the Academy has contributed towards developments in the way in which the UK educates and trains our future doctors.

Examples of our work in this area include:

- Work on the overall “Shape of training” for doctors – including Colleges beginning an exercise to map the extent of generic components to their curricula.
- Foundation Programme Curriculum and Resources – the professional development of doctors for the first 2 years after graduation from medical school, including a major revision for 2016, placing new emphasis on the whole patient, community care and long term conditions.
- Standard setting for examinations
- Improving the assessment process for doctors in training
- Action on differential attainment in medical education
- Creating a charter to support doctors in training (adopted as part of Shape of Training)
- Creating new guidance on safer prescription of cytotoxic and immunosuppressant medicines by foundation doctors
- Medical Training Initiative – the Academy acts as a sponsor to enable international medical graduates to enter the UK for training and development and work in UK hospitals

Revalidation

The work of the Academy is not just about educating and training an NHS workforce to have the right skills for the future. It is also about ensuring that today’s doctors remain up to date with the latest practice and thinking and are able to provide the service that patients need now.

Examples of our work in this area include:
- Producing core specialty guidance to help doctors provide supporting information on their work for appraisal and revalidation
- Guidance for Retired Doctors who wish to continue some element of their work
- Input into an Evaluation Study of Revalidation
- Holding workshops on Peer Coaching and Assessment Tools
Clinical Quality, Standards and Service Delivery

Advice on specific clinical issues and standards is the responsibility of individual Colleges and Faculties. However, the Academy is involved in a range of cross-cutting clinical and health policy issues.

Examples of our work in this area include:

- Informatics – the Academy sees the development of effective informatics and information systems (including electronic patient records) as a priority, and are key participants in the Informatics Strategic Clinical Reference Group which provides clinical input to informatics decisions at national level.
- The Academy produced guidance on child sexual exploitation specifically with guidance for Colleges in relation to curriculum development, information sharing and multi-agency working on safeguarding children.
- Mental Capacity Act – the Academy has set up a group to proactively identify barriers to implementing the Act by medical professionals.
- Reducing mortality – the Academy produced a report on priority areas to improve survival for hospital patients with acute illness.
- Co-ordinating Care – the Academy produced “Guidance for Taking Responsibility: Accountable Clinicians and Informed Patients”

Health Policy and Representation

The Academy plays an important role in providing a representative voice for the Medical Royal Colleges and Faculties. Academy members expect the organisation to respond on their behalf to relevant policy initiatives or consultation documents from the UK health departments, GMC or other organisations.

The Academy is increasingly seen by Government as the body to consult on matters of generic concern across the medical profession. We meet regularly with the Department of Health and ministers, the GMC, BMA and other national healthcare organisations. We work closely with the Medical Director for the NHS in England, Sir Bruce Keogh and other senior medical figures.

Details of our work and the organisation can be found on our website at www.aomrc.org.uk. There is a full summary of our recent work up to 2015 in our “Annual Review” which can be found in the “Reports and Guidance” section of our website.

Examples of our work in this area include:

- Producing guidance for doctors on reducing waste in the NHS to protect resources.
- Producing Manifestos – a compilation of College Manifestos was produced ahead of the General Election to highlight the medical profession’s views and priorities to politicians.
- Choosing Wisely – this will be a key element of our work in the coming year – work to embed a culture in which clinicians and patients regularly discuss the clinical value and effectiveness of treatments in order to reduce inappropriate and/or unnecessary activity.
- Five Year Forward View – the Academy supported the principles in proposals for the future direction of the NHS in England and endorsed a statement on principles for models of integrated care, produced jointly by the Royal College of General Practitioners and the Royal College of Physicians of London.
The governance structure

Until 2011, all 17 members of the Academy (the presidents or representatives of its member organisations, the Chair, Honorary Secretary and Treasurer) were trustees of the Charity. In practice, however, issues around budgeting, finance, staffing and risk management were handled by a Finance, Audit and Resources Committee with the whole trustee group signing off decisions.

Following an extensive review of the Academy’s governance arrangements, new articles were agreed for the organisation in 2010. These were approved by the Charity Commission.

Key aspects of the governance arrangements are now as follows:

- Separation of governance matters from membership arrangements and policy issues
- Membership of the Academy is on a corporate basis, with existing member college and faculties as corporate members
- A Board of Trustees which provides governance of the organisation, with the Council considering and developing policy.
- The Board of Trustees comprises
  - Four externally appointed trustees none of whom is a current president of a corporate member. One of the externally appointed trustees is the Chair of the Board of Trustees. At least two of the four should not be medically qualified.
  - Two trustees elected from the Council who are the current presidents of a corporate member
  - The Treasurer/Secretary
  - The Chair of the Council
- The Board of Trustees meets four times a year.
- Trustees are appointed for a term of three years which may be renewed for a further three years
- The remit of the Trustees covers
  - Governance
  - Finance, audit and accounts
  - Risk management
  - Remuneration of staff
  - Appointment of the chief executive
  - To review, and if in the best interests of the Academy, adopt the strategy recommended by the Council ensuring it is in line with the charitable objects of the Academy and to oversee its implementation

- The Council comprises a nominated representative from each of the corporate members of the Academy (the Royal College of General Practitioners also appoints an additional representative) together with the Council Chair and Treasurer/Secretary.
- The Council appoints a Chair who must be a current or immediate past president of a corporate member
- The Council has delegated authority over all matters relating to healthcare issues and the healthcare profession and in particular the development and production of appropriate guidance, documents and codes of practice
Independent Trustee - Role and Responsibilities

As an Independent Trustee your role will be to use your skills and your personal experience to contribute to the work of the Board.

General Trustee responsibilities will include the following:

Leadership
- Promote the vision, values and objectives of Academy of Medical Royal Colleges and take an active role in supporting the organisation’s strategy.
- Assist fellow Trustees in agreeing strategic aims, ensuring that the necessary financial and human resources are in place to meet its objectives, and that performance is effectively monitored and reviewed.
- Engage positively and collaboratively in Board discussion of agenda items.

Management
- In accordance with agreed Board procedures, monitor the performance and conduct of management in meeting agreed goals and objectives and statutory responsibilities, including the preparation of annual reports and annual accounts and other statutory duties.
- Participate in committees as determined and delegated by the Board of Trustees.

Governance
- Commit to working to, and encouraging within The Academy of Medical Royal Colleges, the highest standards of probity, integrity and governance and contribute to ensuring that the internal governance arrangements conform with best practice and statutory requirements.
- Provide independent judgement and advice on issues of strategy, vision, performance, resources and standards of conduct and constructively challenge, influence and help the Executive Board develop proposals on such strategies.
- Obtain assurance that financial information is accurate and that financial controls and risk management systems are robust and defensible.
- Bring independent judgement and experience based on commercial, financial, legal or governance expertise and apply this to the benefit of the organisation, its stakeholders and its wider community.

Additional
One of the new Independent Trustee chair the new audit & risk committee (established with an interim Chair in 2016).
Independent Trustee - Person Specification

Essential Knowledge & Experience

- Experience of working and achieving at senior or board level in a small organisation, with a good understanding of the main components including planning, budgeting, contract management, assurance, control and performance management of its activities.

- Previous experience as the Trustee of a charity.

- Governance experience, bringing experience of strategic planning, financial, risk and performance management.

- Two additional qualities are essential for the trustee who will chair the new Audit and Risk Committee:

  - Experience, confidence and competence in the area of financial monitoring and forward planning.

  - Specific experience in audit & risk governance, either as an auditor or audit committee member/chair.

Competencies & Qualities

In addition to the essential knowledge and experience, all candidates interviewed will need to show that they have the generic competencies required to be effective in this board level role.

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<th>Competency</th>
<th>Description</th>
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<td>Organisational focus</td>
<td>An understanding of the organisation: its purpose, objectives and targets and an understanding of the requirements of its members and the context of its work.</td>
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<td>Strategic Direction</td>
<td>The ability to think and plan ahead, balancing needs and constraints as well as a high level of personal and business integrity.</td>
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<td>Holding to Account</td>
<td>Ability to challenge and debate constructively.</td>
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<td>Effective Influencing and Communication</td>
<td>Excellent interpersonal and communication skills.</td>
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<td>Team Working</td>
<td>Be committed to working collaboratively.</td>
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<td>Self Belief and Drive</td>
<td>The motivation to improve processes and procedures and confidence to take on challenges.</td>
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<td>Intellectual Flexibility</td>
<td>The ability to think clearly and creatively and the ability to analyse complex information.</td>
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<td>Membership</td>
<td>An understanding and experience of a membership organisation.</td>
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It is the role of the Independent Trustee to support the governance of the Academy.

**Remuneration**

The role of Independent Trustee is not remunerated.

You will be eligible to claim allowances for reasonable travel and subsistence costs necessarily incurred.

**Time Commitment**

The successful candidate will need to devote sufficient time to ensure satisfactory discharge of their duties but the expectation is that this is not an onerous responsibility.

There will be four Board meetings a year. There will also be at least one general members meeting. According to the decisions of the board there may be additional sub-committees to attend.

In addition, there would be some ad-hoc activity and also a requirement to comment on issues and respond to questions by e-mail.

**Term of Office**

The appointment will be for a period of 3 years which can be renewed for a further three years. If an Independent Trustee is subsequently appointed as Chair of the Trustees s/he may serve a maximum of nine years as a trustee with a maximum of six years of that as Chair.

**Induction and Training**

The Academy of Medical Royal Colleges will organise appropriate induction and training for the successful candidate.

**How to Respond**

To apply for this post you will need to complete the application form which you will find attached with this email (or at [www.aomrc.org.uk](http://www.aomrc.org.uk)) by 5pm on 17 October. Please indicate whether or not you have a preference for either of the two roles specified, i.e. either as a general trustee or as trustee with the additional role of chairing the audit and risk committee, and if so which one you prefer.

If you would like to discuss the role(s) in more detail, please email [kate.tansley@aomrc.org.uk](mailto:kate.tansley@aomrc.org.uk) to arrange a time for an informal discussion with Alastair Henderson (CEO) or Charles Winstanley (Chair of the Board from 1 April 2016.)

Please email [kate.tansley@aomrc.org.uk](mailto:kate.tansley@aomrc.org.uk) with any queries and/or with your completed application form.
Application Process

- The Academy will acknowledge receipt of your application form by email (if supplied) or letter shortly after the closing date.

- Your application will first be checked for completeness and eligibility.

- The Academy will then assess your completed form to see the extent to which you have the qualities and expertise specified for the posts before it is passed to the selection panel for consideration.

- Shortlisted candidates will be informed by the Academy as soon as possible if they have been selected for interview. The date of the interview will be 7 November 2016 – candidates shortlisted for interview will be informed as soon as possible and interview times will be arranged at that point.

- At the time of the formal interviews, as a source of external validation as part of their due diligence checks on candidates, references will be sought by the Academy of Medical Royal Colleges.

- Interviews for the Trustee post will be held on 7 November 2016 in London. At interview, you will be asked questions by the selection panel to assess whether you can demonstrate the required qualities and skills for the posts.

- The Academy of Medical Royal Colleges will make the final appointment. If you are successful, you will be notified by telephone as soon as possible and a letter of confirmation will follow. All unsuccessful interview candidates will also be advised of the outcome of the selection process.

Complaints

The appointments process is the responsibility of The Academy of Medical Royal Colleges. In the event of any complaint, this should be directed to the Academy where it will be handled under their complaints procedure.