



THE ROYAL
COLLEGE OF
SURGEONS
OF EDINBURGH

POSITION PROFILE

Board Trustee x 4



Welcome Note	3
The Organisation	4
Background to the Opportunity	6
The Role	7
Preferred Candidate Profile	9
Remuneration & Process	10





Dear Candidate,

Thank you for your interest in becoming a member of the Royal College of Surgeons of Edinburgh (RCSEd) Board of Trustees.

The Royal College of Surgeons of Edinburgh was founded in 1505 by Royal Charter granted by King James IV. From the discoveries of Simpson and Lister to modern-day pioneers of medicine and dentistry who are developing simulation, VR, and robotics, the College has been driving innovation in medicine for five centuries – making it better for patients across the globe.

As a charitable membership organisation, with just under 32,000 members worldwide, we pride ourselves in providing high-quality education and assessment for our family of members.

We champion the highest standards of surgical and dental practice through our provision of courses and educational programmes, examinations, and Continuous Professional Development by liaising and working with external medical and regulatory bodies and by influencing healthcare policy across the UK.

As Chair of the Board, I believe this is an exciting time to join us. Over the last two years, we have initiated a period of rapid transformation as we react to changes in our external and internal environments. Notably, this includes proposals to introduce members to our Board of Trustees who are not elected surgeons or dental surgeons but are appointed specifically for their skills and expertise.

You will play a crucial role in the governance of the RCSEd, ensuring its sustainability and alignment with its core mission - improving patient safety and care worldwide. As a Board, we also work closely with the Chief Executive Officer, Mark Egan, and the Senior Leadership Team to provide them with challenge, scrutiny, and support.

I am proud that as a Board we are committed to inclusivity and diversity of thought, background, and experience. Together we bring diverse skills, experiences and styles, but share a commitment to the values, aims and goals of the RCSEd. I look forward to welcoming four new Trustees, who will have a passion for making a lasting difference, with new skills, ideas, and areas of expertise to help shape the future of the College.

I know that the role of a Trustee carries significant responsibility and time commitment, but I can assure you that it is immensely rewarding to contribute to the enhancement of patient safety globally. You will be supported in your role throughout your time with the RCSEd and will benefit from developing a diverse professional network and growth opportunities.

If you join us, I strongly believe that the College will benefit, you will benefit and most importantly so will our membership and patients.



Professor Rowan W Parks
President, Royal College of Surgeons of Edinburgh



Our Vision: To be the most welcoming, inclusive, and innovative surgical college in the world.

Our Mission: To be a strong voice for our family of members, developing their careers, upholding standards, and promoting patient safety globally.

As the oldest Surgical College in the world with just under 32,000 members in almost 140 countries, we are a family of Surgeons, Dental Surgeons and Healthcare Professionals who put patient safety at the heart of everything we do.

We provide strategic leadership and support through our six Faculties: The Faculty of Dental Surgery, The Faculty of Surgical Trainers, The Faculty of Dental Trainers, The Faculty of Perioperative Care, The Faculty of Pre-Hospital Care and The Faculty of Remote, Rural and Humanitarian Healthcare. This allows us to drive for development and advancement in key areas across the healthcare spectrum.

We are headquartered in Edinburgh in our home at Surgeons Hall, the world-famous category A listed building designed by William Henry Playfair in 1832. Our main Campus hosts a dedicated skills laboratory, the Surgeons' Hall Museums, the College Library, and function and meeting facilities. We also maintain a second office in Birmingham and a third office in Kuala Lumpur, Malaysia, to meet the needs of our growing international membership.

We also own and operate, through our subsidiary company Surgeons Quarter, a 129-bedroom hotel, Ten Hill Place Hotel.

These values and principles underpin all activities:

Inclusivity

- We all feel welcomed and valued as part of our family
- We are each treated in the same positive way

Integrity

- We behave ethically and professionally, with the best interests of the College and our profession at heart
- We are open and honest in everything we do

Innovation

- We seek to develop innovative ideas and new ways of doing things which make it better for the College, our colleagues, and our members
- We embrace innovation and enthusiastically support change

Respect

- We are afforded equal dignity, empathy, and respect
- We are supported by a positive culture that motivates and nurtures us throughout our career



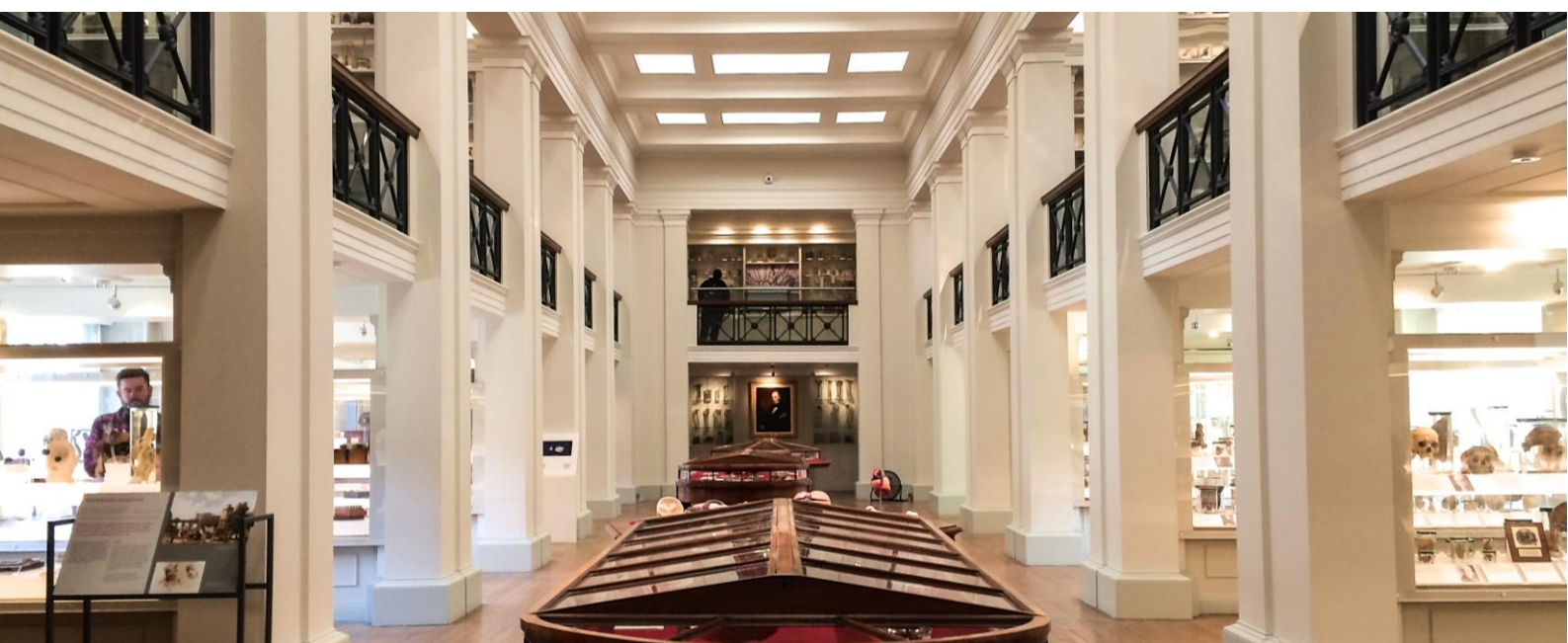
Professionalism

- We are committed to working together to deliver the best for the wider College community
- We are encouraged to grow our knowledge and skills and are given tools to help us

Our Strategy

Our strategy is to deliver the highest standards of education and examinations to more people in more locations across the globe and to encourage greater engagement with new and existing members. Our four strategic aims are:

1. **Advocacy:** To advocate on behalf of our members throughout the world, to ensure fairness and equal opportunity for all, a nurturing working environment and the highest standards of patient care
2. **Growth:** To be inclusive and welcoming to members from all surgical specialties and related healthcare professions, at all career stages across the world and to nurture their careers with education, development, support, networking, and mentoring
3. **Engagement:** To engage more deeply with our current and future members to share in all that the College has to offer, to strengthen the family bond, to encourage them to take part in the life of the College and to promote innovation, and best practice
4. **Support:** To support all relevant parts of the wider healthcare profession, through our faculties, by providing advocacy, career development, innovation, and networking opportunities across the globe





In 2022 we undertook a comprehensive strategic governance review, supported by Brodies LLP, to analyse the College's highest-level governance framework and decision-making structures and outlined how these might be enhanced in the future to align with best practice in UK charity governance.

As a result of the review and for the first time in our 518-year history, we are looking to introduce to our Board of Trustees members who are not elected surgeons or dental surgeons but who are appointed specifically for their skills and expertise.

The review also considered how any future governance structures and arrangements could provide greater opportunities for members of the College to be represented and have an appropriate voice in the work and direction of the organisation. This included recommendations to increase the number of available places on the Council and a reorganisation of our committee structures.

Implementing these changes is a challenging, but equally exciting time for the College and we need people who are excited by the prospect and understand the challenges of guiding a complex organisation through change.

New Governance Structures and Arrangements

The Board: The Board of Trustees will include up to 13 people, six 'Elected Trustees' (known as College Office Bearers), two 'Member Trustees' appointed from the Council, and a minimum of four and up to five 'Appointed Trustees.'

Council: The Board delegates to the Council, which consists of surgeons and dental surgeons, oversight of the management of professional policy and membership matters. The composition of the Council includes a range of surgical and dental disciplines and therefore represents the diverse interests across the profession. The Council is elected by the breadth of the College membership.



The Board of Trustees plays a key role in the oversight of the charity, ensuring that it is financially sustainable, has strong governance and safeguards to protect its reputation and that it delivers against its strategy and charitable objectives.

Duties and Responsibilities

Strategy

- Set and maintain the vision, mission and values of the organisation
- Influence, approve and challenge the robustness of the strategic and operational plans of the College
- Regularly review the performance and outcomes of the College's key activities against objectives and ensure that plans are put in place for improvement where needed
- Ensure effective implementation, and accountability, of Board decisions by the Chief Executive and the Leadership team
- Ensure the effectiveness and performance of the College subsidiary companies, which may include acting as a Director of a subsidiary
- Regularly review and assess risks to ensure that the charity is not exposed to undue risk and take reasonable steps to assess the management of those risks.
- Hold the Chief Executive to account for the effective management and delivery of the College's aims and objectives
- Ensure the long-term sustainability of the College including ongoing scrutiny and agreement of the organisation's financial strategy and robust review of business cases/proposals for future investment

Governance & Compliance

- Legally responsible for ensuring that the College complies with its governing documents, charity law, regulatory requirements, company law, accounting standards, employment law, and any other relevant legislation and/or regulations
- Responsible for oversight of all aspects of financial management and seeking regular evidence of sound financial and operational health, including protecting against misuse of charity funds or assets and assurances that the College is, and will, remain solvent
- Ensure that financial controls and systems of risk management are robust. Regularly review and assess risks to ensure that the charity is not exposed to undue risk and take reasonable steps to assess the management of those risks
- Regularly review policies and procedures that govern organisational activity, including guidance for the board and staff



General

- Take personal, team and corporate responsibility as a Charity Trustee and Director
- Support the Board Chair (President) and Chief Executive while exercising personal responsibility and accountability
- Active promotion and championing of the work, impact and values of the College
- Offer constructive criticism and challenge to the Leadership Team
- Support projects by championing key areas of work and development in liaison with the Leadership Team
- Participate in any induction, training and evaluation identified as an individual and as part of the Board including annual board performance appraisal and self-assessment

To discharge their duties, the Board will have the support of underpinning committee structures, external auditors and professional advisors including legal professionals and investment managers.

Key Working Relationships

- President of Council (also Chair of the Board)
- Vice Presidents of the Council (also the elected members of the Board)
- Other members of the Board (two Council members and other appointed members)
- Chief Executive Officer and members of the College Leadership Team
- Members of the Council and Dental Council
- In addition, trustees will be expected, from time to time, to interact with organisations and individuals including charities, other health sector organisations, the NHS and other medical colleges

Time Commitment

We would anticipate the time commitment to be 1-2 day(s) a month and would involve:

- 6 meetings of the Board annually (within the working day)
- Meetings of the Board Committees or sub-groups
- The Board of Trustees annual away day
- Ad-hoc working groups which progress the College's strategic objectives
- Attendance at College events, mostly in the evenings, as appropriate



Previous board experience is not a pre-requisite for this role as we are more focused on identifying new Board Trustees who are committed to the work of the College, its faculties and subsidiaries and share a passion for becoming well-informed about surgery, dental surgery, and the wider healthcare context in which the professional and clinical matters of the College are debated.

We are specifically looking to identify new Board Trustees with one or more of the following areas of expertise

- **Accountancy or strategic financial management** – including knowledge of relevant financial and governance frameworks
- **IT / Digital Transformation** – including relevant expertise in leading transformational change to business technologies and processes and/or adopting a digital first approach
- **Fundraising** – including relevant experience in maximising the income generation potential of an organisation's brand across its whole fundraising portfolio
- **Education** – including relevant knowledge/experience to ensure the College's approach to education, training and examinations meets both the current and future needs of its members

The **core knowledge, skills and experience** required in the role of Board Trustee includes:

- A firm understanding and acceptance of the legal duties, responsibilities and liabilities of Trusteeship
- A willingness to lead, by the College values, and by example
- Strong strategic thinking and oversight
- Relevant experience supporting and delivering organisational change
- Be willing to collaborate with and respect the talents, views, and opinions of their fellow board members as experienced people with broad career portfolios
- An understanding and willingness to respect the boundaries between the governance role of the Board and operational or day-to-day matters
- The ability to objectively challenge and offer a professional opinion, at a strategic level, and adopt a short, medium and long-term perspective to ensure the ongoing growth and long-term sustainability of the College
- Highly developed interpersonal and communication skills and willingness to participate actively in discussion
- Demonstrable experience in building and sustaining relationships with key stakeholders and colleagues to achieve organisational objectives
- A proven track record of sound judgement, effective decision making and strategic vision
- Able to work effectively and collaboratively as a member of a team
- A strong personal commitment to equity, diversity and inclusion



This is a voluntary and non remunerated role, however, expenses reasonably incurred (travel, subsistence, hotel and accommodation) are reimbursed, in line with the College Travel Policy.

The Recruitment Process

The recruitment for this position is being managed by our advising consultants, Livingston James.

Livingston James will conduct initial conversations prior to discussing candidates with the College at the shortlist meeting.

Interested candidates should provide a tailored CV and covering letter, outlining their interest and suitability, to douglasadam@livingstonjames.com.

