

# People & Nominations Committee

## Candidate information pack



# Introducing RCOT



**We're RCOT, the Royal College of Occupational Therapists. We've championed the profession and the people behind it for over 90 years; today, we're thriving with over 36,000 members.**

We're here to help achieve lifechanging breakthroughs – for our members, for the people they support and for society as a whole. This includes giving members opportunities to learn, research, teach, practice and continuously improve their

knowledge and skills. We also work with healthcare commissioners, political leaders and others to position occupational therapy as a solution at the heart of health and social care.

We're the powerful advocate and high-profile champion that the UK's occupational therapists deserve. Proudly inclusive, we also welcome and support new generations of occupational therapists and are working to create a profession that reflects our diverse society.

# Our vision. Our strategy.



## **We want people everywhere to value the life-changing power of occupational therapy.**

This bold and simple vision is at the heart of our five-year strategy (2022–2026) and guides everything we do.

We focus on making the biggest impacts, based on our strengths and our members' needs.

Four clear strategic priorities drive our work and we have a strategic delivery plan for each of them.

### **Rise Up**

We'll rise up to be bold, progressive advocates and champions – raising our profile and voice so that more people understand the power of what occupational therapists do.

### **Open Up**

We'll open up to new opportunities and people – joining forces, forming alliances and getting more people to see occupational therapy as the solution to their needs.

### **Lift Up**

We will lift up every occupational therapist and support them to be the best they can be throughout their entire career – by offering them the best community, resources and tools that will help them to succeed.

### **Build Up**

We will build up our organisation and culture to be dynamic, high performing and values-led – using insights and data to inform and drive us to achieve our purpose.

# Our values drive us to reach our goals



**Our values describe what matters to us and how everyone within RCOT acts and makes decisions as individuals and as a team to achieve our shared vision and purpose.**

## **We Impact**

- We make meaningful differences with all our work.
- We prioritise work that achieves our shared purpose and strategy.
- We go above and beyond for the people who need us.

## **We Challenge**

- We find new and better ways to make things happen.
- We are brave and bold in our ideas and actions.
- We challenge ourselves, each other and the status quo.

## **We Elevate**

- We lift up and support others to be and do their best.
- WE are accessible and collaborative.
- We are united and move forward together, even if we sometimes disagree.

## **We Respect**

- We value each other and celebrate our differences.
- We are approachable, genuine and trustworthy.
- We listen to others and believe everyone's views should be heard.

# A message from Odeth Richardson

I'm delighted to introduce you to the exciting opportunity of joining our newly formed People and Nominations Committee. With a broad remit, the Committee has responsibility for:

- planning for the future – developing a clear succession plan for Council to identify and prepare future leaders.
- finding the best talent – actively recruiting qualified individuals to fill vacancies on the Council and Board.
- ensuring fair elections – developing a transparent and effective election process.
- continuous improvement – supporting Council/the Board to develop a framework to review their own and Committee's effectiveness and ongoing development needs.

Our Council relies on the diversity of perspectives and expertise brought by its members. The People and Nominations Committee acts as a bridge between passionate individuals like you and the opportunity to make a real difference in our community.

In this candidate pack, we've presented information about the Committee's responsibilities, the benefits of serving and how to apply.

I encourage you to apply if you have:

- a passion for good governance – you believe in the importance of strong leadership and effective decision-making
- strong interpersonal skills – you can build rapport with diverse individuals and foster a collaborative environment
- excellent analytical abilities – you can assess information and make sound judgements about candidate qualifications
- a commitment to teamwork – you thrive in a collaborative setting and are dedicated to achieving shared goals.

Whether you've got extensive experience in committee work or are just starting your journey in community engagement, the People and Nominations Committee welcomes your interest.

This is your chance to play a key role in shaping the future of our Council. You'll develop valuable leadership and Committee skills, network with dedicated and passionate individuals and make a tangible difference in our community.

I look forward to receiving your application and the opportunity to work alongside you.



**Odeth Richardson**  
BAOT/RCOT Chair of Council

# About the People & Nominations Committee

We are recruiting for two Committee members, who will work alongside our Chief Executive Officer, Director of People, Finance & Governance and Head of Governance and Compliance.

## Our newly formed People & Nominations Committee will:

- **Ensure strategic leadership and governance oversight** on the RCOT people strategy, making sure it is consistent with the organisation's values and prescribed culture and supports its long-term sustainable success.
- **Oversee specific activities on behalf of the BAOT Council and RCOT Board of Trustees** regarding CEO appointment and SLT remuneration.
- **Lead the process for elections and appointments to the BAOT Council and RCOT Board of Trustees**, including making sure plans are in place for succession to Council and the Board of Trustees.



# Your commitment as a member of the Committee



## Length of role

We specify the length of the role at the time of appointment. If not specified, it will be 3 years.

## Time commitment:

The People and Nominations Committee will meet at least three times a year, with more meetings if needed. We expect members to prepare for, attend and contribute to all Committee meetings. We also need members to take part in extra tasks and meetings as required by the Committee or the Council.

The expected time commitment is about six days a year, including:

- three half day meetings of the Committee
- additional meetings and training as needed
- participating in panels for Board and Committee recruitment, including short-listing and interviews
- responding to requests for comments between meetings.

We will hold the first Committee meeting on **Thursday, 26 September, from 10am–12pm.**

Meetings can take place either in person at the RCOT head office on 106–114 Borough High Street, London, or virtually. To support sustainability, we aim to hold 50% of our meetings virtually.

We will reimburse you for out-of-pocket expenses according to RCOT's expenses policy, but the role is unpaid.





# Person specification

## Your main responsibilities

### People:

- Overseeing arrangements for CEO appointment and succession-planning on behalf of Council.
- Contribute expertise on senior appointments and succession planning.
- Overseeing CEO and SLT remuneration.
- Monitoring organisation-wide engagement and culture change (and ensuring linkage with the associated levers such as talent planning and remuneration and other matters within the scope of the Committee).
- Providing a sounding board for CEO and Director of People, Finance and Governance on people issues, opportunities and challenges.
- Monitoring key metrics and dashboards to support an assessment of the effectiveness of the people strategy and workplan

### Nominations:

On behalf of BAOT Council and the RCOT Board of Trustees, the Committee is responsible for:

- Regularly reviewing the structure, size and composition (including skills, knowledge, experience and diversity) of the Council and Board of Trustees and making recommendations to the Council and Board of Trustees with regards to any changes to election or appointment process.
- Ensuring plans are in place for orderly succession to the Council and Board of Trustees.
- Identifying and nominating for the approval of the Board of Trustees, candidates to fill appointed Board vacancies as and when they arise.
- Overseeing the preparation of role descriptions for Council and Board of Trustee roles, taking into account the balance of skills, knowledge, experience and diversity on the Council and Board of Trustees.



## What you bring to the role

- Strategic HR workforce and change management.
- Experience of operating at board level and making strategic decisions in the public, private or voluntary sector.
- Experience of not-for-profit governance and/or board/Committee composition and succession-planning. (highly desirable)
- An appreciation/understanding or lived experience of the value of occupational therapy. (highly desirable)
- Ability to think logically and objectively and to analyse information in order to identify key issues, make balanced judgements and effective decisions.
- Tact and diplomacy, with the ability to listen, engage and challenge effectively.
- Strong and visible passion and commitment to the organisation's strategy.
- An enthusiasm to live and model our values across all areas of work.
- The ability to think strategically and creatively.
- The ability to work effectively as part of a team whilst contributing an independent perspective.
- The ability to be an effective ambassador and influencer.
- The ability to process detail and get to the heart of the issue.
- Willingness to devote the necessary time and effort.
- A demonstrable passion for including equity, diversity and belonging principles across all areas of work.
- Experience of chairing Committees (desirable).



# How to apply

To apply please send your CV and a covering letter, explaining why you're interested in and suitable for this role, to the People and Culture team at [people.culture@rcot.co.uk](mailto:people.culture@rcot.co.uk) by midday, **Thursday 15 August 2024**.

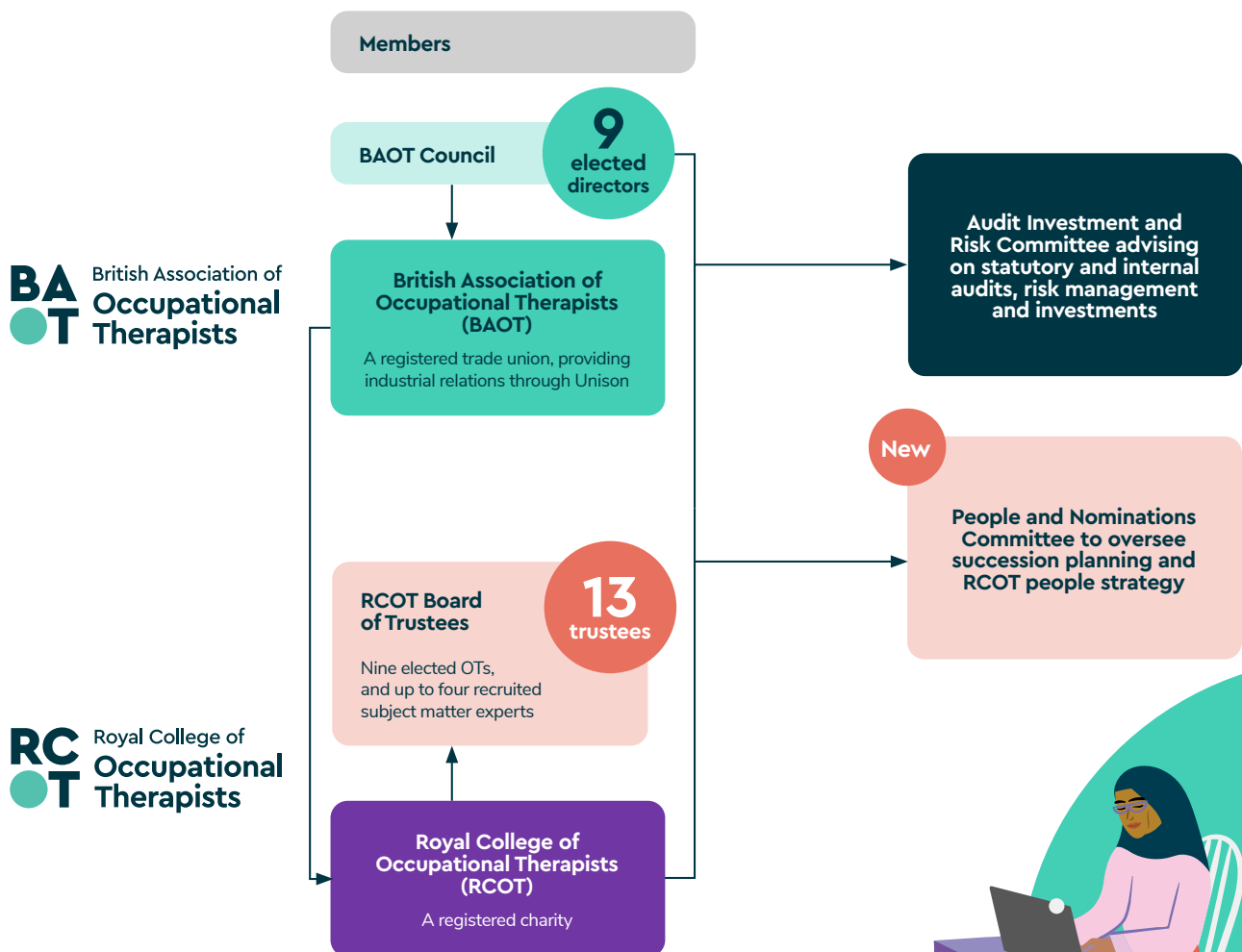
We will interview candidates on either Tuesday 3 September, 2–5pm, or Thursday 5 September, 10am–1pm.



# Appendices

- Governance structure
- Terms of reference
- 2022–2023 strategic report

# Governance structure



# People & Nominations Committee



## Terms of reference

### 1. Purpose

#### 1. The Committee's purpose is to:

- a) Provide strategic leadership and governance oversight on the RCOT people strategy, ensuring that it is consistent with the organisation's values and prescribed culture and supports its long-term sustainable success, including being an employer of choice for talent, development and retention of that talent.
- b) Oversee specific activities on behalf of the BAOT Council and RCOT Board of Trustees regarding CEO appointment and SLT remuneration;
- c) Lead the process for elections and appointments to the BAOT Council and RCOT Board of Trustees, including ensuring plans are in place for succession to Council and the Board of Trustees.

### 2. Responsibilities

#### People

The Committee is responsible for:

1. Overseeing arrangements for CEO appointment and succession-planning on behalf of BAOT Council.
2. Contribute expertise on senior appointments'.
3. Oversight of CEO and SLT remuneration.
4. Monitoring organisation-wide engagement and culture change (and ensuring linkage with the associated levers such as talent planning and remuneration and other matters within the scope of the Committee).

5. Providing a sounding board for SLT to discuss people issues, opportunities and challenges, including on the following:

- Ensuring that the organisation retains an appropriate organisational structure, size and balance of skills to support its strategic objectives and values, relative to its income.
- The development and delivery of the people strategy, which includes leadership and management, culture, knowledge and skills development, performance management and reward.
- Policies designed to enable the recruitment, wellbeing, motivation and retention of colleagues.
- Ensuring matters of equality, diversity and belonging are considered and guided by the principle that there are no biases pertaining to any of the protected characteristics.

6. Monitoring key metrics and dashboards to support an assessment of the effectiveness of the people strategy and workplan and the extent to which its values have been successfully embedded, to enable the successful delivery of our vision.

### **Nominations**

On behalf of BAOT Council and the RCOT Board of Trustees, the Committee is responsible for:

1. Regularly reviewing the structure, size and composition (including skills, knowledge, experience and diversity) of the Council and Board of Trustees and making recommendations to the Council and Board of Trustees with regards to any changes to election or appointment process.

2. Ensuring plans are in place for orderly succession to the Council and Board of Trustees.

3. Identifying and nominating for the approval of the Board of Trustees, candidates to fill appointed Board vacancies as and when they arise.

4. Overseeing the preparation of role descriptions for Council and Board of Trustee roles, taking into account the balance of skills, knowledge, experience and diversity on the Council and Board of Trustees. In identifying suitable candidates for appointed roles, the Committee shall:

- Use open advertising or the services of external advisers to facilitate the search
- Actively seek candidates from a diverse range of backgrounds, ensuring that recruitment processes are aligned with the organisation's EDB Strategy and action plan;
- Actively seek candidates with a connection to, experience with or understanding of occupational therapy as part of the recruitment process
- Consider candidates on merit and against objective criteria, ensuring regard to diversity, and taking care that appointees have enough time available to devote to the position.

### **3. Accountability to Council**

1. The People and Nominations Committee is constituted as a Committee of the Council to support and advise both the BAOT Council and RCOT Board of Trustees and, acting with their delegated authority, is accountable to them. As such, the Committee Chair will report to the BAOT Council or RCOT



Board of Trustees on its proceedings after each meeting. The Committee will provide assurance that both organisations meet required policies, standards, best practice, and regulatory requirements.

2. The Committee will report by means of minutes, that may be redacted to ensure that sensitive personal data is not shared more widely than necessary.

## **4. Constitution**

### **1. Chairperson**

1. The Board will be chaired by a chairperson with the appropriate expertise, to be determined in a role description approved by Council. This may be a member of Council or an independent external chairperson who is not a member of Council, as the need dictates.

### **2. Membership**

1. Core members of the Committee will comprise.

- Two current Council members (in total, including the chairperson if the chairperson is a Council member) by a call for volunteers from the Council body. If there are more expressions of interest than posts, these volunteers will be asked to submit a formal written expression of interest. A Council vote will be held for the purpose of selecting Committee members. Membership of the Committee ceases if the member is no longer a member of the Council/Board of Trustees.
- Two independent members (in addition to the chairperson, if the chairperson is an independent member) with strong senior HR, and governance expertise. Their membership will be approved by Council.

### **3. Attendees**

1. Standing attendees will be:

- Chief Executive Officer
- Director of People, Finance & Governance (or equivalent)
- Head of Governance and Compliance

2. The Committee may invite other attendees to act in an advisory capacity, as deemed necessary, or to observe the workings of the Committee.

3. An update will be provided from the Colleague Forum once a year in person or in the form of a report.

### **4. Term of Office**

1. The term of a person's appointment may be specified at the time of appointment but, if not specified, it will be 3 years. A person's appointment may be renewed for a further term, not to exceed 6 years when aggregated with the initial term.

### **5. Quorum**

1. The quorum is set as three members. In the absence of the Chairperson, a member of the committee will be appointed to chair the meeting.

## **5. Decision Making**

1. Decisions shall be made by consensus when possible. When this is not possible, the Chair may call for a vote in which only the Chair and core members of the Committee may participate. The outcome of the vote will be by simple majority (more than 50%). In the event of a tied vote, the Chair will decide whether to use their casting vote or refer the matter to the Council/Board of Trustees.

## 6. Authority

1. The Committee is authorised by Council to obtain external legal or other professional advice and to secure the ad hoc attendance of anyone it considers has relevant experience, expertise, or knowledge.

## 7. Frequency of meetings

1. The Committee will meet at least three times a year, and more if required. Meetings of the Committee will be arranged by the Director of People, Finance & Governance, who will organise the production of the Board's minutes.

2. Meetings can be held in person at the RCOT head office or virtually. In terms of sustainability, the Committee will seek to make 50% of their meetings virtual.

## 8. Review

1. The Committee shall, at least once a year, review its own performance and terms of reference to ensure that it is operating at maximum effectiveness and will recommend any changes it considers necessary to the Council for approval.

Our vision is to put equity, diversity and belonging (EDB) at the heart of everything we do and be recognised as a bold, progressive advocate of equity and social justice by 2027. We intend to actively oppose discrimination, demonstrate effective allyship and be transparent and accountable.

Read more about our commitment to equity, diversity and belonging in our RCOT Annual Report and Accounts 2022–2023.

# 2022–2023 strategic report

You'll find our 2022–2023 strategic report on pages 16–57 of our **RCOT Annual Report and Accounts 2022–2023.**





We're RCOT, the Royal College of Occupational Therapists. We've championed the profession and the people behind it for over 90 years; and today, we are thriving with over 36,000 members.

Then and now, we're here to help achieve life-changing breakthroughs for our members, for the people they support and for society as a whole.



[rcot.co.uk](https://rcot.co.uk)

© 2024 Royal College of Occupational Therapists.  
A registered charity in England and Wales (No. 275119)  
and in Scotland (No. SC039573) and a company  
registered in England and Wales (No. 01347374)