

# Membership and Community Lay Trustee

## 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 life-changing breakthroughs – for our members, for the people they support and for society as a whole. This includes giving members opportunities to learn, research, teach,

practise 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.

## **What is occupational therapy?**

Occupational therapy helps you do the things you want and have to do. An occupational therapist helps people of all ages overcome challenges completing everyday tasks or activities – what we call 'occupations'. That could mean helping you overcome challenges learning at school, going to work, playing sport or simply doing the dishes. Everything is focused on your wellbeing and your ability to take part in activities.

Discover more about occupational therapy at [rcot.co.uk](https://rcot.co.uk)

Scan here to discover more about occupational therapy



# 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



**We live and breathe our values. They describe what matters to us. They show how everyone here at RCOT acts and makes decisions as individuals and as one team. And they drive us in our approach to achieving our 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 and Satvinder Reyatt

We're delighted to introduce you to the exciting opportunity of joining our Board of Trustees and to be responsible for RCOT's governance and strategy.

You'll be joining nine trustees who are occupational therapists elected by our membership. We're now recruiting for the following four trustee roles to provide extra business skills and expertise.

- Digital, Technology and Cyber Security Lay Trustee
- Finance Lay Trustee
- Legal and Compliance Lay Trustee
- Membership and Community Lay Trustee

In this candidate pack, we've presented information about the Board's responsibilities and the benefits of serving, along with the role profile and how to apply.

**We encourage you to apply if you have:**

- specialist experience in membership strategy, stakeholder engagement or community development to support RCOT's vision

- 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
- a commitment to teamwork – you thrive in a collaborative setting and are dedicated to achieving shared goals.

Whether you've got extensive experience in working on a board or are just starting your journey, the Board welcomes your interest.

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

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



**Odeth Richardson**  
Chair, RCOT Board of Trustees



**Satvinder Reyatt**  
Chief Executive (Interim), RCOT

# Membership and Community Lay Trustee role profile



## The purpose of your role

The Membership and Community Lay Trustee provides strategic oversight and expert guidance on membership growth, engagement and community development. Working alongside fellow trustees, you will support the organisation to build a vibrant, inclusive and sustainable professional community, that reflects its values and supports its charitable purpose. Acting as a critical friend to management, you will help shape policy, identify opportunities and risks, and support strategies that strengthen member value, retention and participation.

We're seeking a senior professional with experience in membership strategy, stakeholder engagement or community development, ideally with board-level experience or experience advising boards or working at a similar strategic level.

You will bring insight into how professional communities thrive, how member needs evolve, and how digital and data-driven approaches can support engagement and growth. Experience developing and evaluating membership models, including subscription-based approaches, is highly desirable. Experience within a regulated, professional or charitable membership environment is also desirable.

A collaborative approach, high integrity, and alignment with the organisation's vision and values are essential.



## Your main responsibilities

### Collectively, with the Board, you will:

- Support and advise on RCOT's purpose, vision, goals and activities.
- Set the organisation's strategic direction and monitor progress against agreed strategic priorities.
- Approve strategies and policies, and oversee their implementation.
- Oversee financial strategy, planning and budgeting to enable charitable objectives to be met.
- Ensure appropriate financial controls and systems are in place to safeguard the charity's assets.
- Ensure the effective and efficient governance of RCOT in line with Charity Commission guidance.
- Oversee the identification and management of key risks, including financial.
- Review and approve RCOT's financial statements, ensuring compliance with Charity SORP and other relevant accounting standards/regulations.
- Provide constructive support and challenge to the Chief Executive in the exercise of their delegated authority and affairs.
- Stay informed about changes in RCOT's operating environment.
- Ensure governance arrangements are effective, well implemented and monitored and regularly reviewed.
- Support clear, inclusive communications with the membership.

- Promote equity, diversity and belonging in all aspects of the organisation's work.
- Promote RCOT to wider audiences and contribute to the future of the profession and the organisation.

### Individually you will:

- Attend Board and Committee meetings and contribute actively to discussions and decisions.
- Use your skills, experience and networks to support RCOT's aims and reputation.
- Act as an ambassador of the occupational therapy profession and the organisation, including at key events such as Annual Conference.
- Reflect RCOT's values, principles and policies at all times.
- Comply with the Trustees Code of Conduct and policy on conflict of interest.
- Be an active and engaged member of the Board in fulfilling its responsibilities.



## What you bring to the role

- Experience shaping membership growth, engagement or professional communities at a strategic level.
- Deep understanding of member lifecycle, segmentation and value proposition development across diverse professional groups.
- Experience designing and evaluating membership models, including subscription-based approaches that support long-term sustainability.
- Experience identifying and managing strategic risks and opportunities related to membership models, retention and engagement.
- Expertise in applying data insights, member feedback and behavioural analytics to inform decision-making and evaluate impact.
- Ability to guide strategies that help members connect, collaborate and lead their own initiatives.
- Insight into member motivations, priorities and needs, with a commitment to inclusive, responsive and community-led approaches.
- Ability to analyse financial and other information to identify key issues, make balanced judgements and effective decisions.
- Commitment to ethical leadership, inclusive decision-making, and RCOT's vision and values.
- Willingness to understand and fulfil the responsibilities of a trustee and company director, acting in the best interests of the organisation.
- Ability and willingness to contribute time, energy and expertise to Board and Committee work.
- A collaborative approach, with the ability to listen, engage and challenge constructively.
- Confidence in contributing an independent and objective perspective.
- Enthusiasm for modelling RCOT's values in all aspects of your role.
- A commitment to environmental sustainability.
- A commitment to embedding equity, diversity and belonging across all areas of work.
- Understanding and commitment to the Nolan's Principles of Public Life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- Experience/understanding of digital/technological enablement and innovation (desirable).





# Your commitment as a lay trustee



## Length of role

Trustees are generally appointed for a fixed term of three years and can be re-appointed for a second term of three years.

## Time commitment

The expected time commitment is circa one day a month with flexibility.

The Board usually meets five times a year during normal business hours. Members are expected to adequately prepare for, attend and contribute to all the Board meetings and take part in additional tasks and meetings as required by the Board. Commitments include: Five full day meetings of the Board (which includes one development/strategy day).

- Additional meetings and development as required.
- Responding to requests for comments between meetings.
- Preparing for meetings which involves reading all meeting papers on weekends or evenings.
- Attending panels or committees or other forums as required by the Board.

Board meetings will alternate between in-person at RCOT, Phoenix House, 106-114 Borough High Street, London, SE1 1LB and virtual meetings.

As a volunteer you will be reimbursed out of pocket expenses in line with RCOT's expenses policy, however the role is an unpaid one.

Your main relationships will be with:

- Chair of the Board
- Fellow Board members
- Chief Executive
- Senior Leadership Team
- Head of Governance and Compliance

# How to apply

To apply, please submit a CV and suitability statement aligned with the role profile with no more than 600 words, via [this link](#) by **Sunday 15 February 2026**.

There will be a two-stage interview process from week commencing Monday 23 February 2026. The Panel and Board will then meet to decide who to appoint.

**Candidates are subject to the following register searches and checks in order to be eligible to serve as a trustee:** Individual Insolvency Register, Register of disqualified directors, Register of persons removed as a charity trustee. You'll also need to provide two references.

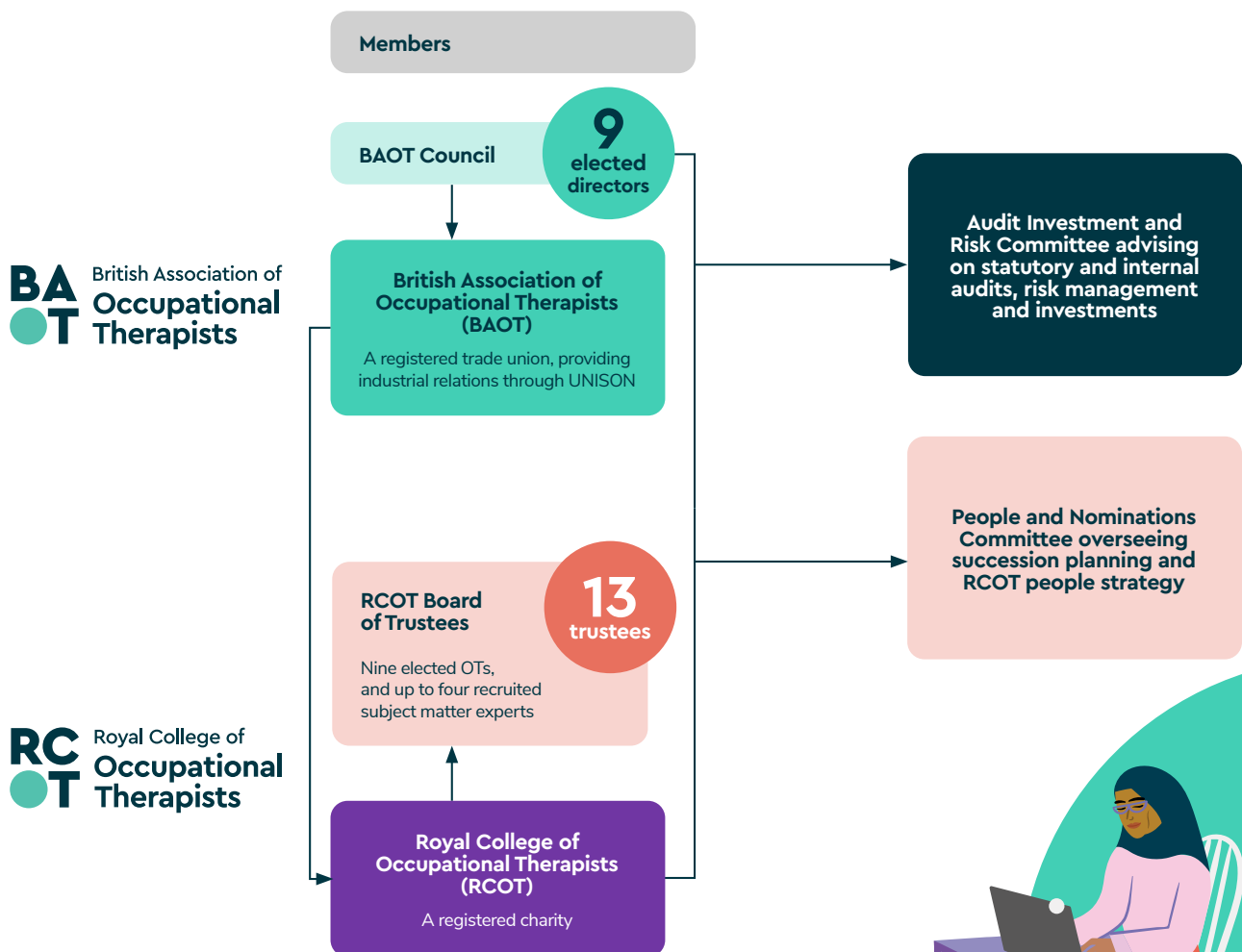




# Appendices

- Governance structure
- Governance summary
- 2023–2024 strategic report
- About the Board of trustees
- Who are our trustees?

# Governance structure



# Governance summary



The Royal College of Occupational Therapists (RCOT) is a charity and private company registered in England, Wales and Scotland. RCOT is the charity subsidiary of the British Association of Occupational Therapists (BAOT), which is the trade union for occupational therapists. Trade union activity is outsourced to UNISON via contract, and RCOT promotes the science of occupational therapy and the training, education and development of occupational therapists throughout the UK.

RCOT's governance is overseen by the Board of Trustees, who also serve as company directors. The Board is responsible for upholding RCOT's vision, values, and strategic direction, ensuring compliance with legal and regulatory requirements and maintaining high standards of governance. The Board meets at least four times a year, with minutes and key updates made available to members via the RCOT website.

The Board comprises up to nine 'association trustees' – occupational therapists who are elected Council members for the British Association of Occupational Therapists (BAOT) and also serve as RCOT trustees – and up to four lay trustees recruited through a formal selection process.

The RCOT Board of Trustees delegates specific responsibilities and activities to various committees.

Our Audit, Investment and Risk Committee, ensures accountability and compliance by overseeing RCOT's audit processes, risk management, and investment strategy. It monitors internal controls, investigates potential risks and reports annually to the Board. The committee also reviews and approves the investment policy and engages with external auditors.

Our People and Nominations Committee, plays a key part in our organisation's

governance, supporting both the BAOT Council (union and parent company) and RCOT Board of Trustees (charity and subsidiary). It provides strategic leadership and governance oversight of RCOT's people strategy, ensuring alignment with

organisational values and long-term success. It also leads on CEO and senior leadership appointments, remuneration, and succession planning, and advises on processes for nominations and elections to the BAOT Council and RCOT Board of Trustees.

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 2023-2024.

## 2023–2024 strategic report

You'll find our 2023–2024 strategic report on pages 15-64 of our **RCOT Annual Report and Accounts 2023–2024.**





# About the Board of trustees

As part of a recent comprehensive governance review we have amended our Articles of Association to allow us to recruit four 'lay trustees'. Lay trustees will sit alongside our nine elected trustees from our membership. As a lay trustee you will fulfil a vital function within RCOT's governance structure, bringing specialist expertise to ensure the charity is equipped to deliver its mission and maintain the highest standards of governance, integrity, and strategic leadership. You will also play a critical role in upholding RCOT's independent and objectivity from its parent body BAOT during decision-making.

## With your fellow lay and elected trustees you will:

- support RCOT's vision for people everywhere to value the life-changing power of occupational therapy
- shape our strategy
- oversee key decisions
- continuously strengthen governance and leadership.

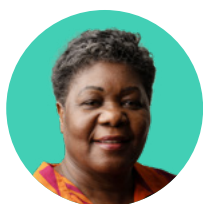
As a lay trustee of RCOT, you'll play a pivotal role in shaping the future of a profession that transforms lives every day. Occupational therapists help people of all ages overcome challenges completing everyday tasks or activities – what we call 'occupations'. That could mean helping you overcome challenges learning at school, going to work, playing sport or simply doing the dishes. Everything is focused on your wellbeing and your ability to participate in activities.

Occupational therapists see beyond diagnoses and limitations to hopes and aspirations. They look at relationships between the activities you do every day – your occupations – alongside the challenges you face and your environment.

By joining our Board, you'll contribute your expertise to a values-driven organisation that champions inclusion, innovation and excellence in healthcare. This is a unique opportunity to influence strategy, collaborate with passionate professionals and make sure occupational therapy continues to improve the wellbeing of people across the UK.



# Who are our trustees?



**Odeth Richardson,**  
Chair



**Aisling Durkin,**  
Northern Ireland



**Dr Anita Atwal,**  
Research and development



**Jacqueline Gordon,**  
England



**Paul Dunning,**  
Wales



**Janine Hackett,**  
Learning and Development



**Neil Carnegie,**  
Scotland



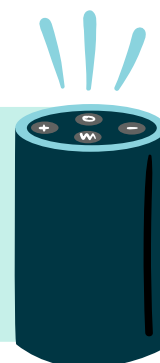
**Cathryn Holding,**  
Industrial Relations



**Dr Sureshkumar  
Kamalakannan,**  
International Affairs

**Want to know more  
about our Trustees?**

**Read their biographies**





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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)

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