

**ROYAL
VOLUNTARY
SERVICE**

**Candidate Pack for
the Chair, Audit and
Risk Committee**



Thank you for your interest in joining the Board of Royal Voluntary Service.

Our volunteers and those we support span the generations and society as well as Britain and, through inspiring, connecting and supporting them, many magical moments and friendships are born.

When I joined RVS as Chair in December 2023, I found an organisation with an incredible track record of supporting individuals and communities through times of war, social and economic stress and emergency since its foundation in 1938. At the same time, it was brimming with potential. Not just to increase impact in each of our areas of service delivery but also to make a broader contribution through igniting and catalysing a revolution in volunteering.

Britain has never needed the support of our volunteers more, and its extraordinary value is now better understood than ever. At the moment just 28% of the population formally volunteer annually. This is down from 45% in 2013/14 (Community Life Survey DCMS). There are also over 140 million hours of volunteering time that organisations have granted which were not taken up in 2024. Why is this? Put simply, the structure of volunteering has not kept pace with lifestyle changes and technology.

Rather than bemoan this, RVS decided to do something about it and through the tremendous financial support from the players of People's Postcode Lottery and engaging the sector, volunteers and corporates we have created GoVo, a new digital volunteering platform, which is being launched imminently and which will benefit all charities.

Few organisations survive a sudden loss of half their income for several years, which is what happened to RVS during the pandemic. As you will see from the information in the pack, through the resilience and ingenuity of our teams, volunteers and supporters, RVS has been able not just to survive this but to emerge stronger as a result.

As well as developing our offerings, our teams and our relationships we are also continuing to develop our Board for the next phase of growth and to plan for succession.

We are now looking to appoint several new Trustees to help us ensure that RVS has the right strategy, resources and governance and support our executive leadership in developing our strategy, delivering it whilst maintaining financial and operational integrity. One of these four new trustees will become our next Chair of the Audit and Risk Committee following a period of handover. This person will have strong board level finance and audit experience with exceptional credentials in risk management, most likely gained in other fast-moving, complex environments.

With considerable financial and commercial acumen, you will have a critical role to play in the development of our new strategic direction, supporting our Leadership team in setting risk appetite and managing risk at a time of major opportunity. You will bring strategic reach, strong analytical and problem-solving skills and emotional intelligence to this role and will be a natural team player.

We actively encourage applications from people of all ages and backgrounds. If you believe you offer the skills and qualities we are seeking and are motivated by our vision of a diverse, connected and resilient civil society powered through volunteering – we very much look forward to hearing from you.

Patrick Dunne
OBE
Chair



Click [here](#) to hear directly from our CEO, Catherine Johnstone CBE, about RVS's ambitions and exciting new initiatives.

About Us

Royal Voluntary Service is a high profile, well respected, national charity.

The Royal Voluntary Service (then Women's Voluntary Services) was set up by Stella, Lady Reading, in 1938 to help communities prepare for the coming war. Their contribution was so outstanding and far-reaching the service became too important to disband when peace-time came.

Since then millions of volunteers have stepped forward with RVS helping to positively transform the lives of others and their own. Today, RVS volunteers run 100s of impactful services in hospitals, in communities and online to connect and support people to live happier and healthier lives.

In our fractured society and polarised world, volunteering offers much needed hope. It builds trust across communities, grows skills and confidence, brings people together and provides the foundations of our nation's social fabric and community resilience. Volunteers unlock significant social capital in communities and this translates into tangible productivity gains.

Today there is heightened need for volunteer support across the country – with great pressure on public services and charities. Yet volunteer numbers have been in decline for 10 years as demographics have shifted and expectations have changed. Royal Voluntary Service is seeking to address this challenge. We want to welcome a new generation into volunteering, enabling people to play their part whatever their age, particularly encouraging younger people and those of working age to engage. To succeed the offer needs to change.

We have been at the heart of volunteering for almost 90 years, and in 2025 we are at a pivotal moment for RVS and volunteering. We have recently launched a new strategy 'Mobilising Volunteers for a Better Britain'. This strategy is ambitious and dynamic, seeking to drive change through collaboration with charities, businesses and government so together we can build an inclusive and energised volunteering system fit for a new era.

It moves RVS forward, to play a key role in supporting others to embrace and grow volunteering, leveraging innovation in digital tech, our consulting offers, campaigns and influencing to bring this to reality.

There are three focus areas to our strategy:

- We will INSPIRE, leading an expansion of volunteering to build a stronger nation
- We will CONNECT, connecting people, communities and causes to improve lives
- We will SUPPORT, delivering our own volunteer-powered services where they are needed most.

Our ultimate ambition is that volunteering becomes the norm for everyone, in every part of Britain, throughout their life. Click [here](#) to view.

During the initial phase of our strategic period, we will focus on working with partners to remove barriers to volunteering. Our goal is to make volunteering 'frictionless' so open to everyone.

We will continue to develop RVS community services and grow income in fundraising and through our important retail estate.

We will deliver organisational change as we adapt to our new strategy, supported by a refreshed culture programme. Maintaining the 'heart' of RVS as we do so.

At a leadership level, we will engage as 'the expert volunteering agency' with government, the voluntary sector and business to drive forward volunteering policy and practice.

Strategic focus areas in the early phase to 2027:

- Develop and successfully deliver our digital 'tech for good' platform – GoVo – to match would be volunteers to causes they care about in flexible ways. Build and sell a paid-for business offer.
- Deliver high profile public campaigns to engage the public and causes including our launch campaign with ITV, Daily Mail Group, Global and YouTube.
- Develop and deliver consulting proposition for businesses on their volunteering strategy and implementation, growing a paying customer base.
- Create an Advisory Next Gen Board and onboard new trustees
- Reshape the charity's organisational structure to attract talent and drive innovation, and introduce updated enterprise systems.
- Expand our key community clubs and branches network and our 'calls with care' service provision

- Partnership working with stakeholders across government, business and charities including our Shaping the Future with Volunteering network and the Big Help Out collaboration.

We are stronger when we work with others, and our partnerships and coalitions will continue to be a key feature of the way we work. Volunteering spans all sectors and we are committed to working with the state, business and the wider VCSE sector to optimise the opportunities for people to gain access to volunteering on their terms.



The Board of Trustees has a maximum membership of 12. Each trustee can serve for a maximum of two terms of three years. The trustees provide leadership and strategic direction for Royal Voluntary Service and work closely with the Chief Executive and her leadership team, who implement the strategy.

Our current Board members include:

Patrick Dunne OBE, Chair



Patrick has held leadership roles across civil society and business. He is currently Chair of Education Sub Saharan Africa and previously founding Chair of EY Foundation. His business career has included executive roles at FTSE 100 business 3i and Air Products. Patrick is also a visiting professor and author of award winning book *Boards: A Practical Perspective*.

Dr Justin Davis-Smith CBE, Trustee



Justin has worked in leadership positions in the voluntary sector for most of his professional life including The Institute for Volunteering Research and CEO of Volunteering England. He is Course Director of the charity master's programme at Bayes Business School. Justin sits on our People & Remuneration Committee.

Dele Adeleye, Trustee



Dele is a senior leader at the Bank of England with a specialism in financial stability, prudential regulation, and risk management. He is also a dedicated volunteer and passionate about social justice. Previously, he was Trustee at health charity, Tourettes Action.

Dianne Hughes, Trustee and Chair of People & Remuneration Committee



Dianne brings a wealth of HR experience from across private and public sectors. She has held the position of HR Director at the Big Lottery Fund, after which, she established her own consultancy business. Dianne is a volunteer on the Remuneration Committee of a charitable foundation, is an enthusiastic artist and an Argentinian tango dancer.

Helen Buckingham, Trustee and Chair of Impact & Influence Committee



Helen has over 20 years of board level experience in healthcare organisations, including a previous role as Director of Strategy at Nuffield Trust, a leading think tank in health and care. She is current Chair of National Voices, the organisation which represents 200 health charities and those who rely on them.

Jez Hughes CBE, Trustee



Throughout his long service to the charity sector, Jez has focused his work on health and emergency response charities. He has held Chief Executive and leadership positions including Alzheimer's Society and British Red Cross and he is Co-Chair of The Prime Minister's Champion Group on Dementia Friendly Communities.



Margaret Moore OBE, Trustee

Since retiring from a City law firm as a commercial lawyer, Margaret has volunteered for many charities including as Vice Chair of Sue Ryder and as a trustee of Great Britain Wheelchair Rugby and Prior Park Schools. She is currently Vice Chair of the Fundraising Regulator and a trustee of the Bone Cancer Research Trust.



Matt Moorut, Trustee

Matt spent five years running the digital and marketing operations for Charity Digital (formerly known as Tech Trust). Now supporting Gartner in an advisory role, he brings a wealth of experience in digital implementation. He sits on our Audit & Risk Committee.



Sara Mubasshir, Trustee

Sara has been consulting on technology led business transformation for the past 20 years, and is currently the Head of Digital Change at the London Business School. Volunteering has been a part of her life from an early age and she continues to support causes like an orphanage in Pakistan and other initiatives across the world through a coordinated network of volunteers.



Nicola Wadham, Trustee

Nicola is a digital technology leader across private and public sectors with a focus on business transformation. She was previously Chief Information Officer at the Financial Ombudsman Service after roles at Scottish and Southern Energy (SSE) and Rolls Royce. A keen sportswoman and bell-ringer, she is also part of the Royal Voluntary Service volunteer community in Kingston.



Richard Williams, Trustee and Chair of Audit & Risk Committee

Richard has a wealth of experience in the not for profit, charitable, commercial and volunteering sectors. He is CEO of the Honorary Treasurers Forum and a trustee of the London Welsh Centre. Richard sits on our People & Remuneration Committee.

The Board is supported by three sub-committees: the Audit & Risk Committee; the Impact & Influence Committee; and the People & Remuneration Committee.

Please [follow this link to read more about our Board](#).

Role title Trustee and Chair of Audit and Risk Committee

Role purpose

The role of the Board of Trustees is to ensure that the Charity has the right strategy, resources and governance to achieve its vision and purpose through the delivery of its activities for the public benefit.

The Audit and Risk Committee and its members play an important role in ensuring that the Charity is appropriately and adequately supported by the trustees and that legislative and good governance requirements are complied with. The role of the Committee Chair is to provide leadership and guidance to the Committee.

Main responsibilities

The Committee Chair will:

- provide leadership to the Committee to ensure that it is effective in its function;
- chair all meetings Committee meetings (four scheduled meetings per year) with the potential for some ad hoc meetings as necessary);
- liaise with the Board and executive to develop and agree an annual workplan where necessary;
- liaise with the Charity's other Committee chairs to discuss and agree the alignment of the annual workplans for each of the Charity's committees keeping the Board advised as appropriate;
- liaise with the Board and Committee to ensure the annual review of the Terms of Reference of the Committee;
- work with staff and where required external stakeholders in advance of meetings to set meeting agendas and to ensure there is sufficient space on those agendas for all matters within the scope of the Committee to be considered as necessary;
- liaise with staff in advance of meetings to ensure the Committee receives timely, accurate and relevant information to support its discussions and decision making;
- act as a sounding board for members of the Charity's Chief Officers Group and Extended Leadership Team on significant matters which fall within the scope of the Committee;
- facilitate the contribution of all members of the Committee and other invited participants to the activities of that Committee;
- ensure that any information requested by the Board or any Trustees regarding a matter within the remit of that Committee is provided as requested;
- attend and contribute to Board meetings reporting particularly on the activity of their committee and ways in which it is supporting the work of the Board and the delivery of the Charity's Strategic Framework and Corporate Plan;
- report to the Board, or any of its committees as directed, in a timely way on matters within the remit of that Committee or as requested by the Board of any of its committees ensuring that the Board is informed of any serious concerns that the Committee may have;
- oversee, with the Charity's employees, serious allegations (excluding those relating to safeguarding which are within the remit of the Safeguarding Trustee) against staff or volunteers ensuring the Board is aware of any such matters, their cause, resolution and any improvements to the Charity's policies, procedures and practices;
- support the Trustees in developing their individual and collective understanding of matters covered by that Committee;
- undertake such training as is necessary to fulfil the role.
- In liaising with staff and volunteers the Committee will respect the difference between the role of chair in providing leadership and oversight, setting strategy and ensuring compliance, and a paid member of the Charity's Extended Leadership Team who implements Board decisions, and focus their chair role on supporting the work of the Board.

As a Trustee your role will include:

- sharing oversight responsibility for the performance of the Charity;
- representing the Charity externally and exerting positive influence with key stakeholders;
- ensuring that governance is exercised appropriately;
- to develop an understanding of the work the Charity does by getting out and about meeting people on the ground. There may also be events to recognise volunteers' achievements, to promote the work of the Charity or to support its fundraising activities.

In undertaking your role as a Trustee of the Charity you will be required to:

- act solely in the interests of the Charity;
- declare all actual or potential conflicts of interest;
- act collectively with your other Trustees;
- respect confidentiality;
- make available skills and experience to the Charity;
- be fully supportive of the Charity's mission, vision, purposes, goals and values;
- abide by the Code of Conduct for Trustees.



A diverse Board with a healthy mix of skills and experience is the foundation of a high performing Trustee Board. We are therefore looking for:

Knowledge and Experience

- A seasoned finance and audit professional, with proven experience of risk management, audit processes and relevant frameworks.
 - This experience will ideally have been gained within a leadership role at a large and complex organisation.
- Considerable financial and commercial acumen.
 - This experience will ideally have been gained within the not-for-profit sector.
- A thorough understanding of the legal duties and responsibilities of Trustees, of good financial governance practice, and of the financial duties of charities is essential.
- A prior track record within a trustee role, or as committee chair would be desirable.
- We are keen to see candidates from a broad geographic spread across England, Scotland and Wales.

Skills and Abilities

- Confident in chairing meetings, developing effective excellent Board and Executive relationships and managing effective discussion with the appropriate level of challenge.
- Credibility and ability to build relationships, engage and influence at all levels, including high profile external stakeholders.
- Ability to build and foster consensus.
- Ability to think strategically and creatively to consider and apply different approaches to challenges we may face.

Personal Attributes

- A commitment to volunteering and to the work of the Charity, its mission, vision and values.
- An example to others on integrity, equality, diversity and inclusion.
- Intellectual curiosity/flexibility to allow analysis, constructive questioning and challenge.
- A skilled communicator able to engage with people regardless of age, seniority, background, culture or discipline.
- A good sense of humour.



Remuneration

This role is offered on a voluntary basis. Reasonable expenses incurred in the course carrying out the role will be reimbursed by the organisation.

Location

Trustee meetings are generally held at a London location, but may be outside of the city. The location of our Annual Trustee Away Day varies each year and is often accompanied by service visits to a location in the UK. Increasingly we may hold meeting in other locations in the UK. Committee meetings are generally held on Teams.

The post-holder will need to be willing to travel throughout the UK, including very occasional overnight stays (for example at the Annual Trustee Away Day or to support external engagements).

Time Commitment

This currently includes:

- Four scheduled Trustee meetings per year, 3 hours each in person.
- One of the four meetings is an extended two day Away Day and may include a dinner the night before or following the meeting.
- Draft agendas are prepared by the Exec Team and shared prior to meetings together with supporting papers which are taken as read.
- There are also four scheduled Committee meetings each year lasting 2 to 2.5 hours each held on Teams.
- Pre reading of all papers is expected before any meeting.
- Potential for ad hoc internal/external events diaries/geography allowing.
- Annual Trustee 1:1s to support Board Effectiveness Review – 1 day. Process can be shaped by Chair but to date involves circulation of questionnaire to Trustees for completion ahead of 30-minute phone call between Chair/each Trustee. Chair reviews results and compiles short paper with feedback and recommendations.

Terms of Appointment

- The Committee Chair is appointed by the Chair on the recommendation of the People and Remuneration Committee.
- The Committee Chair may serve two terms each of three years. The initial appointment will be for three years with the expectation that it will be renewed for a second term.
- Appointment will be subject to a satisfactory DBS/PVG check and completion of a Trustee Declaration as to fitness to hold office.



To make an application, please go to <https://starfishsearch.com/jobs/rvs-chair/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A covering letter that sets out your motivation for the role and describes the specific experience you can bring to the appointment.

We would also be grateful if you would complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Deadline for applications is **Monday 17th November**.

Closing date: Monday 17th November

Preliminary interviews: w/c 24th November and early w/c 1st December

Final Panel interviews: w/c 15th December or w/c 5th January 2026

Forward meeting dates

Confirmed Trustee Board meeting dates – in person

Date	Time	Location
Thursday 12 February 2026	10:00 – 13:00	London – venue TBC
Trustee Away Days Wednesday 3 June & Thursday 4 June 2026	10:00 – 17:00 (next day)	Venue TBC
Thursday 17 September 2026	10:00 – 13:00	London venue TBC
Thursday 3 December 2026	10:00 – 13:00	London venue TBC

Proposed Trustee Committee meeting dates – virtual

Confirmed Trustee Board meeting dates – in person

Date	Time	Committee
Thursday 5 February 2026	09:00 – 11:00 11:30 – 13:30 14:30 – 16:30	Impact & Influence People & Remuneration Audit & Risk
Thursday 7 May 2026	09:00 – 11:00 11:30 – 13:30 14:30 – 16:30	Impact & Influence People & Remuneration Audit & Risk
Thursday 23 July 2026	09:00 – 11:00 11:30 – 13:30 14:30 – 16:30	Impact & Influence People & Remuneration Audit & Risk
Thursday 5 November 2026	09:00 – 11:00 11:30 – 13:30 14:30 – 16:30	Impact & Influence People & Remuneration Audit & Risk