

**ROYAL  
VOLUNTARY  
SERVICE**

## **Candidate Pack for the Trustees**



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 and delivering our strategy.

You will have a critical role to play in the development of our new strategic direction, and will bring strategic reach, strong analytical and problem-solving skills and emotional intelligence to this role and will be a natural team player. We are particularly keen to hear from candidates bringing deep expertise in one of the following focus areas:

- Tech for Good
- Organisational Development and Growth
- Commerce
- Next Generation
- Strategy
- Data, Impact, Research and Policy Influencing

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

## 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.

## Main responsibilities

Your role as a Trustee of the Charity will include:

- attending Trustee meetings which will require a commitment of around 8 days per year;
- working with the Chair, the Board, the Chief Executive Officer and the Chief Officers Group to oversee the future strategy and direction of the Charity;
- 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.

You are also encouraged 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 ensuring that your skills, knowledge and behaviours remain up-to-date, relevant and in accordance with best practice;
- attend regular board and committee meetings, having prepared fully for those meetings;

- serve on at least one committee of the Board;
- gain a better understanding of the Charity by attending at least one event each year;
- support the Chief Executive Officer and the Chief Officers Group;
- where appropriate, challenge current thinking, the method of governance and management of the Charity but always constructively and always acting solely in the best interest of the Charity;
- work in partnership with the staff to achieve the mission of the Charity, understanding and respecting the different but complimentary roles of Trustees and staff;
- regularly and collectively reflect on how the Board fulfils its responsibilities as trustees and directors of the Charity and how the Board brings added value to the achievement of the Charity's objectives;
- continue to 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

- Demonstrable experience aligned with one of the following focus areas, gained within a large and complex organisation:
  - **Tech for Good;** entailing a track record within the Tech / AI / Cybersecurity space, and a deep understanding of the ethics of technology.
  - **Organisational Development and Growth;** entailing a track record within senior roles focusing on culture and changemaking within a charity or social purpose business.
  - **Commerce;** entailing a track record across finance, retail, acquisitions and dispositions, and legal.
  - **Next Generation;** entailing a deep understanding of, and expertise in foregrounding, younger and more diverse voices.
  - **Strategy;** specifically within the context of entrepreneurship and development of start-up organisations with a social purpose.
  - **Data, Impact, Research and Policy Influencing;** entailing a track record within senior roles focused on research and impact measurement, and a publication history of insightful policy influencing.
- A thorough understanding of the legal duties and responsibilities of Trustees.
- Experience of the effective operation of charity or company boards is useful although not strictly essential.
- We are keen to see candidates from a broad geographic spread across England, Scotland and Wales.

## Skills and Abilities

- Ability to build and sustain good working relationships with fellow Trustees and senior staff.
- Ability to think strategically and creatively to consider and apply different approaches to challenges we may face, and engage critically with the work of RVS.
- High level communication and listening skills.
- Confidence in contributing to an effective Board, and able to debate with the appropriate level of challenge.

## Personal Attributes

- A commitment to volunteering and to the work of RVS, our 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 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 meetings 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

- Trustees are appointed by the Trustees of the Charity on the recommendation of the People and Remuneration Committee.
- The Trustee 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-trustee/> 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
<b>Trustee Away Days</b> 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

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