



# Appointment of Chair of the Board of the QARANC Association

Charitable Incorporated Organisation  
1163821

**31 October 2024**

**QARANC Association**

**Chair Vacancy**

The Queen Alexandra's Royal Army Nursing Corps (QARANC) Association is seeking to appoint a Chair for the Board of Trustees to lead a dynamic forward-thinking charity.

**Closing Date for Applications:** 13 December 2024

## **QARANC Association – Chair Board of Trustees**

### **How to apply**

To apply for this position please submit your CV, the application form and personal statement with a covering letter via email to the QARANC Association Administration Manager: [manager@qarancassociation.org.uk](mailto:manager@qarancassociation.org.uk)

Interview for the position will be Face to Face at Robertson House, Slim Road, Royal Military Academy Sandhurst, Camberley, GU15 4PQ.

**Closing date for applications: Midday on 13 December 2024**

**Expected date for interviews: Wednesday 5 February 2025**

## About the QARANC Association

The QARANC Association is a charity registered with the Charity Commission for England and Wales (hereafter referred to as The Charity). The Patron of the Association is currently HRH The Duchess of Edinburgh. The Chief Nursing Officer (Army) is currently the ex-officio President.

The Charity joins together in practical friendship and supports all those who have served in the QARANC and QAIMNS. We are a small charity which is characterised by our dedication to support our members and beneficiaries today, while working to sustain this support in the future.

This is an exciting time to join the Charity. The Royal Army Medical Corps, the Royal Army Dental Corps and the Queen Alexandra's Royal Army Nursing Corps will be joining together to become the Royal Army Medical Service (RAMS). This has meant that we now need to review the role and purpose of the Association, which has been in its current form since its inception in 1947. As an organisation our aspiration is to ensure that we continue to uphold the principles of our constitution whilst maintaining relevance and sustainability for the future.

We are looking to appoint an outstanding individual who will offer effective Board leadership, vision and clear direction at a time of significant opportunity and challenge.

This is a role that will require working closely with the Trustees, the office staff, and a constituency of 13 Association Branches located across the UK. The successful candidate will be able to offer appropriate support and constructive challenge, to all areas of our work at a time of profound change whilst ensuring the Board fulfils its oversight and scrutiny responsibilities and maintains strong governance arrangements.

Comfortable with leading and managing change the Chair will demonstrate the ability to engage and influence both within the charity and across wider stakeholder and partnership groups. This role will require a high degree of emotional intelligence, diplomacy, and influencing skills. They will demonstrate their commitment to the Nolan Principles of standards in public life as well as demonstrating good judgement, courage, resilience and compassionate leadership.



## QUEEN ALEXANDRA'S ROYAL ARMY NURSING CORPS ASSOCIATION

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### Chair of the Board of Trustees: Role Description

#### Principal responsibilities:

##### 1. Strategic Leadership

- Provide strong and demonstrably effective leadership to the charity and the Board of Trustees by promoting a clear focus on delivery of the charity's purposes.
- Support and inspire the Trustees and Administration Team to make best use of resources and deliver shared purpose.
- Ensure that the Board of Trustees fulfils its duties to achieve sound financial health of the charity, with systems in place to ensure financial accountability.

##### 2. Governance

- Oversee the development and implementation of policies and procedures ensuring that good governance is maintained across all aspects of the Charity.
- Ensure robust financial planning and forecasting, HR and risk management processes are in place.
- Oversee Trustee recruitment and induction. Provide supervision when required and support the personal development of Trustees and the Office Team.
- Ensure that the Charity is compliant with Charity Commission requirements.

##### 3. External Relations

- Maintain close relations with key stakeholders e.g. COBSEO, NCVO, Investment Managers, Armed Forces, Veterans and Nursing charities and related heritage organisations.
- Act as a spokesperson for the charity.
- Represent the Charity at external functions, meetings and events.

#### 4. **Efficiency and Effectiveness**

- Chair meetings of the Board of Trustees effectively and efficiently, bringing impartiality and objectivity to the decision-making process.
- Ensure Trustees have the necessary information and training required to inform decision-making and execution of their role(s).
- Ensure that Trustees are fully engaged and that decisions are taken in the best, long-term interests of the charity.
- Undertake an annual appraisal and performance review for the Trustees and Administration Manager.
- Give direction to Board policymaking and ensure that Board meetings are well planned, meaningful, reflect the responsibilities of Trustees and focus on the charity's purposes and objectives.
- Review Board and Committee Records of Action and Decision Logs to monitor the implementation of decisions and identification and management of risks.
- Maintain an overview of the work of the committees to ensure that it aligns with the Charity's Objectives and Business Plan.
- The Chair will:
  - Be a member of the Governance committee which is chaired by the Vice Chair
  - Chair the Finance and General-Purpose committee
  - Be a member of the Benevolence and Grants Committee
  - Attend Heritage and Membership committee meetings on at least a six-monthly basis.

#### 5. **Business Rhythm**

- Ensure that the day-to-day management of the Charity encompasses the collaborative, effective and efficient deployment and performance of human resources, financial resources, technological resources and natural resources by all Trustees, the Administration Team and Contractors.

#### 6. **Additional information**

- The Vice-Chair acts for the Chair when the Chair is not available and undertakes assignments at the request of the Chair.
- The role of Chair is not accompanied by any financial remuneration, although expenses for travel and subsistence may be claimed.
- Time commitment: Attend a minimum of 4 Board meetings per year. The Chair is also expected to have regular meetings with the Trustees and represent the Charity.
- The Chair will line manage the Administration Manager.
- The Chair will report to the President of the Charity who will undertake an annual review process.

## **Person Specification**

In addition to the qualities required of a Trustee of the Charity, the Chair must also meet the following requirements:

### **7. Personal Qualities**

- Demonstrate a strong and visible commitment to the Charity and its strategic objectives.
- Exhibit strong inter-personal and relationship building abilities
- Ability to foster and promote a collaborative team environment
- Willingness to commit time to conduct the role efficiently.
- Have held a Senior Military appointment (Retired Regular or Reserves) with experience of operating at a senior strategic leadership level.
- Successful track record of achievement and managing change.
- Understanding of Charity governance matters.

### **8. Experience, Knowledge and skills**

- Have and be willing to further develop a broad knowledge and understanding of the charity sector and current issues affecting it.

## **Terms of Engagement**

The Charity's Chair will serve a three-year term to be eligible for re-appointment by the Board of Trustees every three years for up to a maximum of nine years.

## **Appointment Date**

There will be requirement to shadow current Chair from April 2025, with appointment from July 2025.



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### Trustee: Role Description

**Role Title:** Trustee of The Queen Alexandra's Royal Army Nursing Corps (QARANC) Association (hereafter referred to as The Association)

**Responsible to:** The Chair of the Board of Trustees

**Charity Status:** The Association is a Charitable Incorporated Organisation (CIO)<sup>1</sup>.

**The draft<sup>2</sup> objects** of The Association as a CIO wef April 2025 :

1. To relieve either generally or individually members of the Association or past members of the QARANC who are in conditions of needs, hardship or distress.
2. To support the means of maintaining contact between members of the Association, fostering mutual friendship between them.
3. To develop public knowledge and understanding of and partnerships to promote the historical role, function and heritage of military nursing.
4. To be the custodian of tangible heritage items held by The Association.

### Functions and Duties of Trustees:

The trustees shall manage the affairs of the CIO and may for that purpose exercise all the powers of the CIO. It is the duty of each trustee:

- a. To exercise their powers and to perform their functions in their capacity as a trustee of the CIO in the way they decide in good faith would be most likely to further the purposes of the CIO;

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<sup>1</sup> Constitution of a Charitable Incorporated organisation:  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/731633/foundation\\_model\\_constitution.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/731633/foundation_model_constitution.pdf)

<sup>2</sup> These draft objects have to be approved by the Charity Commission

b. To exercise, in the performance of those functions, such care and skill as is reasonable in the circumstances having regard in particular to: having any special knowledge or experience; and, if acting as a trustee of the CIO in the course of a business or profession, to any special knowledge or experience that it is reasonable to expect of a person acting in the course of that kind of business or profession.

### **Key Responsibilities and Accountabilities:**

1. To ensure that the charitable association complies with its governing document, charity law and any other relevant legislation and regulations.
2. To ensure the charitable association pursues its purpose as defined in the governing document.
3. To ensure the charitable association applies its human and financial resources exclusively in pursuance of its purpose.
4. To contribute actively to the Board of Trustees and its role in giving strategic direction to its sub-committees, setting overall policy, defining goals, setting targets and evaluating performance against targets.

a. Attendance and Training Requirements are:

- (1) Board of Trustee meetings: 4 per year.
- (2) Sub-Committee meetings of which the Trustee is a member of:
  - Finance and General Purpose: up to 4 per year;
  - Governance: up to 4 per year with working group meetings as required;
  - Benevolence and Grants: monthly meetings;
  - Membership: up to 4 per year with working groups meetings as required;
  - Heritage: up to 4 per year with working group meetings as required
- (3) Non-permanent members of the Benevolence & Grants Committee meetings: must attend at least one meeting per year.
- (4) Sub-committee Chairs are required to attend the Finance & General Purpose committee meetings.
- (5) Branch and national events including the annual Association Reunion Lunch.
- (6) Training and Development – this may be an event requiring attendance or self-directed learning
- (7) Extra-Ordinary Board and Committee meetings.



5. To safeguard the good name and values of The Association.
6. To demonstrate Nolan's seven principles<sup>3</sup> which are the basis of the ethical standards expected of public office holders.
  - a. Selflessness;
  - b. Integrity;
  - c. Objectivity;
  - d. Accountability;
  - e. Openness;
  - f. Honesty;
  - g. Leadership.
7. To arrange Personal Performance Reviews<sup>4</sup> as follows:
  - a. 6 months after initial appointment as a Trustee a personal performance review with the Chair of the Board of Trustees;
  - b. An annual review with both the Chair of the Board of Trustees and the Chair of the Sub-Committee of which the Trustee is a member.
8. To support the Association Manager and Association staff in delivering efficient and effective administration and organisation of The Association.
9. To ensure the financial stability of The Association.
10. To protect and manage the property of the CIO and The Association and to ensure the proper investment of funds.
11. Scrutinise Board papers in order to be able to fully contribute to meetings of the Board of Trustees.
12. Scrutinise Sub-Committee papers in order to be able to fully contribute to the role of whichever committee Trustees are appointed to be a member of.
13. Act as a mentor to newly appointed Trustees.

**Special Conditions:**

14. The role is unpaid and on a voluntary basis.
15. Travel and reasonable expenses incurred by Trustees in fulfilling their role are reimbursed.

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<sup>3</sup> <https://www.gov.uk/government/publications/the-7-principles-of-public-life>

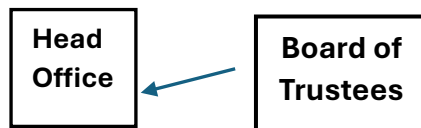
<sup>4</sup> – the purpose of the Personal Performance Reviews are to consider the Trustee's role and responsibilities, their contribution to the Board and any committee which they are a member of; review the skills and knowledge they require to fulfil their role(s) and acknowledge their achievements.

16. All Trustees are appointed for an initial three-year period and may elect to seek extension of their tenure up to a total of nine years.

17. Regular attendance at Board and sub-committee meetings and active contribution to the business rhythm of The Association is required. Failure to attend Board and / or Committee meetings may be a reason to foreshorten the tenure of a Trustee's appointment.

## Organisational Structure – Constitution 2024

- **Accountable to:** the Board of Trustees
- **Responsible for:** supporting the work of the Board of trustees and the committees



- **Accountable to:** the Charity Commission
- **Responsible for:** Strategic decisions and policy. Ensuring the charity is carrying out its purposes and is accountable for its actions; complying with the governing document and the law; acting in the charity's best interests; managing the charity's resources responsibly; acting with reasonable care and skill.

### BOARD COMMITTEES

#### Governance

**Responsible for** the charity meetings its obligations and for following best practice

#### Benevolence & Grants

**Responsible for** the consideration of applications; awarding benefits and grants; auditing the impact of awards made

#### Finance & General Purpose

**Responsible for** the viability and correct running of the charity's financial affairs; the administrative and human resource management of the Charity

#### Heritage

**Responsible for** preserving the history, heritage and traditions of Army Nursing

#### Membership

**Responsible for** promoting the objects of the Charity through liaison with the Branches and maintaining contact and connections between members of the QARANC and QAIMNS

#### Governing Principles.

1. To relieve either generally or individually members of the Association or past members of the QARANC who are in conditions of needs, hardship or distress.
2. To support the means of maintaining contact between members of the Association, fostering mutual friendship between them.
3. To develop public knowledge and understanding of and partnerships to promote the historical role, function and heritage of military nursing.
4. To be the custodian of tangible heritage items held by The Association.

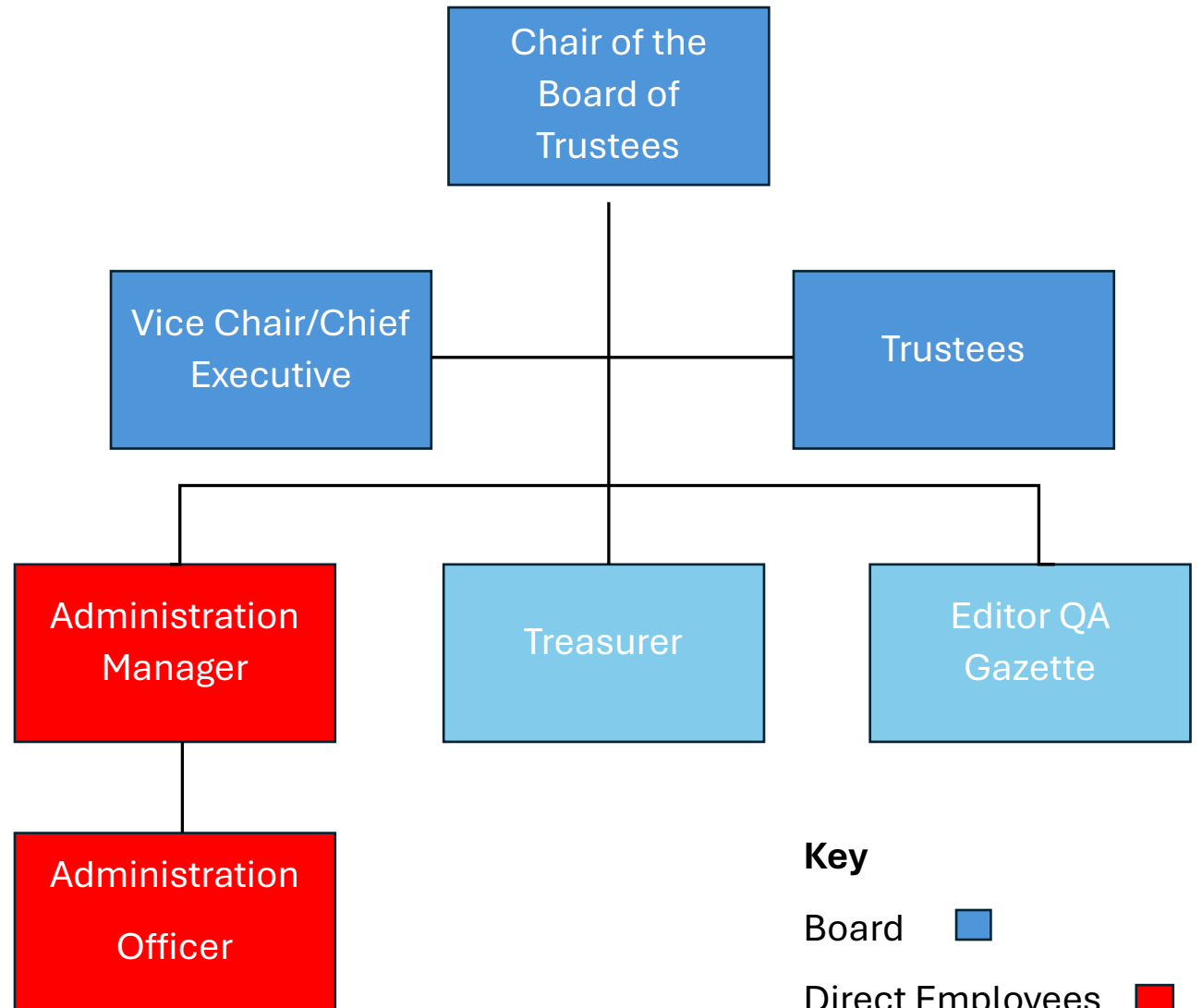
Finance and  
General  
Purpose

Membership

Benevolence  
and Grants

Heritage

Governance



**Key**

Board ■

Direct Employees ■

Contractors ■

Committees ■