



Guy's & St Thomas' Foundation

Appointment of Vice Chair

September 2024 Ref: AAGTD

Saxton Bampfylde

A person with curly hair, seen from the back, wearing a bright green t-shirt. Their arms are raised, and they appear to be holding onto a vertical pole or structure. The background is blurred, suggesting an outdoor setting.

About us

At Guy's & St Thomas' Foundation, our **vision** is clear: **to build the foundations of a healthier society.**

Our **mission** is to drive more equitable health, we back people and ideas – investing in fresh thinking and bold action. Our work is supported by our endowment – one of the largest among foundations in the UK – which allows us to take a long-term view while addressing the urgent health issues of today.

We believe that building the foundations of a healthier society requires a diversity of approaches and perspectives. This is why our work spans improving healthcare, driving health equity, and tackling the social factors that lead to poor health.

Our culture is anchored in our **values**, and we support each other to live them. They influence how we interact with each other and work together.

We are:

- **Enterprising** — we look at things from different angles, with willingness to experiment and test.
- We are **collaborative** — we give time and attention to people and ideas and motivate others.
- We are **delivery minded** — we're willing to get stuck in and take ownership for results.
- And we are **inclusive** — we understand the value of difference.



An independent Foundation

We are an independent foundation investing in a healthier society. We focus on backing people and ideas to drive more equitable health. For over 500 years, we have been a constant in London's ever-changing landscape, at the leading edge of health.

Our home in the heart of a global city is vibrant and diverse, but it is also a place with stark health inequity. Our aspiration is to be a global beacon for health equity — inspiring others to act to build a fairer, healthier world.

Health is a collective outcome, created by the environments around us, supported by the agency of individuals and communities, and maintained through access to quality healthcare.

Our work as a foundation is active across each of these areas. We pioneer original approaches to health. We learn what works where and why. We then share that widely with those who have the ability to affect change systemically. In doing so, we work with a multiplicity of partners, among them funded partners including our local NHS partners through which we support the incredible staff and patient across Guy's and St Thomas' NHS Foundation Trust, policymakers, opinion formers, peers and commercial organisations.

Where we work

London, a vibrant and diverse city, is home to 8.9 million people. It is one of the most expensive cities in the world, but there are also areas with high levels of deprivation, in particular in parts of East London and our home of Lambeth and Southwark. As with other global cities, unequal health outcomes persist, and life expectancy varies widely across the city.

Our work takes place in the South London boroughs of Lambeth and Southwark - it is a place that combines enduring inequalities and solutions that have shaped the world. In the heart of the capital, Lambeth and Southwark are two densely populated boroughs. They cover 59 square kilometres, an area half the size of Paris or exactly the size of Manhattan. The boroughs have a joint population larger than that of Manchester, though in half of the space.

Our boroughs are vibrant and have a rich social and ethnic mix. The proportion of Black residents is amongst the highest in the country, with a long-established Caribbean

community. Our boroughs are also home to more recent migrants from Africa, Europe and Latin America.

Our organisation's story is interwoven with the history of London and the health of its people – the stark inequalities that have persisted for centuries, and the trailblazing efforts of innovators and reformists to address them.

How we work

Our model is to take real-world insights on how to address health inequalities and get them into the code of how much wider systems operate. Over the past five years we have developed new capabilities and partnerships to understand what really works in improving health for everyone.

For our 2022-27 strategy, our goal is to build the platforms which will allow us to take this impact to a much greater scale.

How we are set up

The Foundation is focused on three core business areas of urban health, investments and charitable fundraising and funding, achieving impact through five external brands, and supported by internal, enabling functions:



Our routes to impact

We collaborate with a wide range of partners and use our assets to transform lives.

Guy's & St Thomas' Foundation

Investing in a healthier Society

- We use our endowment and other assets to achieve sustainable financial returns to fund our work and create measurable impact on health.
- Our aim is to invest our capital to generate financial returns as well as positive outcomes that are beneficial to society. Through our property portfolio we continued to make progress towards our ambition to create a world-leading life sciences district in South Central London.

Unlocking the potential for cities to be healthier

- Through **Impact on Urban Health**, we help urban areas become healthier places for everyone to live.
- Our programmes are long-term and formed of **partnerships** at local, borough, national and international scales. Using our funding and expertise, we back home-grown initiatives, evidence-based approaches from around the world, and exciting, brand-new ideas.
- **Beneficiaries** are residents of Lambeth & Southwark + other communities (where work is at a London or national scale).
- **Funded by:** Endowment + co-funding.

Impact on Urban Health

Guy's &
St Thomas'
Charity
&...



Evelina
London
Children's
Charity

Guy's Cancer
Charity

Supporting incredible NHS staff and exceptional healthcare

- Through our three public-facing charities we help Guy's and St Thomas' NHS Foundation Trust provide exceptional healthcare, through supporting a world-class environment for patients and staff at our hospitals and community sites.
- We do this through a mix of philanthropic support, managing all donations and funding the costs related to fundraising and administration to ensure 100% of donated funds go towards helping patients and staff.
- **Beneficiaries** - residents of Lambeth & Southwark / patients + employees of Guy's and St Thomas' NHS Foundation Trust.
- **Funded by:** Endowment + fundraised income.

Key numbers in 2023/24

Over the past three and five years, average annual returns have exceeded the Foundation's financial objective of UK RPI + 4%

Fundraising income has increased to £9.5m from £8.9m in 2022/23, reflecting our ongoing investment in this area

We allocated £100m impact investment target by 2026, the largest of any charitable Foundation in the UK

Our direct charitable expenditure was £37.7m

Increasing our workforce by more than 50%

£17.8m in charitable support for NHS staff and healthcare through our NHS charities

Our strategic journey

In the last five years

We focused on **testing how best to have impact**

We built **new methods, capabilities and partnerships**

Our work is now more **data-informed, human-centred, experimental and replicable**

Combining **humility** with **ambition**
long-term thinking with **tenacity**
open-mindedness with **focus**

In the next five years

- **Focusing on impact.** Increasing our focus on the total long-term impact we have in the world. We want to build a healthier society for everyone. The decisions we make will be guided by a desire to have more impact, for more people and for longer.
- **Ensuring our internal operations are set-up to support our long-term goals.** We have grown and changed a great deal in the last five years. Over the last year, we have taken stock of whether all of the different elements are working as well together as they need to. Therefore, one of our priorities for 2024/25 is to ensure our internal operations are set up to support our long-term goals.
- **Supporting our people.** We recognise that, given the different ways we approach achieving health equity, we need a strong, inclusive and collaborative culture to ensure we deliver more than the sum of our parts. A priority for us is to support a unifying and inclusive culture that values diversity and helps all of our people to thrive.

This will need:

- Greater attention to our internal operations
- Focusing on how we maintain agility
- Continuing to invest in our people as an asset for our long-term mission
- And embedding principles of inclusion more deeply across our work

Our people

To achieve our mission in this landscape, we need an amazing, diverse team of collaborative, enterprising and delivery-minded people. We see our people as a long-term asset for health impact – attracting and developing future leaders who can help build a healthier society beyond their time with us.

We have invested in our people, resources and capabilities to achieve our goals. Critical to this is opening our doors as wide as possible to diversify the backgrounds and perspectives across the Foundation. As a result, we have a talented, diverse, ambitious, and passionate team.

Over the last four years we have gone through a period of rapid and significant growth, alongside structural change – and most of this during the pandemic.

- The staff team is now over 200 people.
- We have new structures, aligned to a multi-faceted portfolio of activities, led by a newly configured Executive Team.

Although we don't anticipate continuing with this rate of growth, we will continue to evolve as an organisation. There is work to do to consolidate, stabilise and ensure we are set up well to support the larger organisation.



Our finances

We are the custodian of one of the largest charitable endowments in the UK. In our role as an investor, we are working towards our dual mandate. We combine mainstream and impact investments that aim for both a sustainable financial return and a measurable impact on health.

Our mainstream investing portfolio invests in funds, including a number that are healthcare related. A combination of in-house and external financial expertise, including our dedicated Investment Committee, ensures these investments combine competitive returns. We invest carefully and for the long-term, maintaining a diversified portfolio across asset classes and geographies.

Our endowment is one of our most powerful tools when it comes to driving our mission and creating positive change through our dual objectives of achieving financial returns and health impact. We use our assets to transform lives and demonstrate that investing in health is good business. This strategy allows us to take a long-term view while addressing the real and urgent health issues of today.

We manage our investments on a long-term basis. Each year we transfer around 4% of the value of our endowment to fund our charitable work.



The role

Board Vice Chair

Reports to: The Board of Trustees

Purpose of the role:

The Vice Chair plays an important role in the governance of the Foundation, equivalent to that of the senior independent director of a commercial Board. It is a requirement of the Charity Governance Code that larger charities should have a Vice Chair.

The role is primarily response for:

1. Providing **feedback** to the Chair on the effectiveness of all aspects of governance and the effectiveness of Board meetings.
2. Offering **advice** to the Chair on how to approach tricky and sensitive issues.
3. Be a strong **thought partner** for the Chair.
4. Be the lead partner on behalf of the Board for the CEO and executive team in respect of the development of the Foundation's strategic plans.

Other specific responsibilities

- Partner with the Chair in establishing positive and conducive relationships with the Chair and Board of the Foundation.
- Playing a key role within internal governance reviews and the 2-yearly external reviews of Board and Chair performance.
- Deputising for the Chair when they are unavailable.
- Acting as interim Chair if the Chair is no longer able to discharge his/her responsibilities, until a permanent replacement is found.

Knowledge and experience

- Experience of operating at Board-level in a non-executive capacity.
- Excellent understanding and knowledge of charity governance.
- Senior-level experience across sectors relevant to our vision of a society that helps everyone stay healthier, for longer.

Skills, abilities and attributes

- Excellent people skills and emotional intelligence.
- Demonstrable strategic experience, skillset and mindset.
- Independence of thought and action.
- Ability to establish a completely open and trusting relationship with the Chair and the Board at large.
- Natural gravitas and ability to engage with a diverse set of stakeholders.
- An understanding of the factors that contribute to health inequalities and a passion for driving more equitable health.
- Demonstrable track record of creating safe and secure cultural environments and of advancing progress in ensuring diversity, equity and inclusion.



Values

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We are:

- **Enterprising:** We look at things from different angles, with willingness to experiment and test.
- **Collaborative:** We give time and attention to people and ideas, and motivate others.
- **Delivery minded:** We're willing to get stuck in and take ownership for results.
- **Inclusive:** We understand the value of difference and are committed to a learning journey. We raise up the voices of others, and prioritise the wellbeing and safety of colleagues.

Appointment

The Vice Chair will be appointed by the Board. Term period will be up to 4 years. In general, the position will not be seen as the 'Chair elect' to enable greater independence.

We are committed to equality of opportunity, to being fair and inclusive, and to being a place where all belong. We therefore encourage applications from a diverse range of candidates.

Terms of appointment

Location:	London
Remuneration:	This role will be voluntary and therefore unremunerated (albeit we will reimburse expenses)
Time commitment:	<p>This role will require a minimum of 2 days per month.</p> <p>This will include:</p> <p>Working closely with the CEO/COO on strategic content for the future Foundation strategy</p> <p>6x Board meetings per year (2.5 hours each; c. 2 hours prep)</p> <p>1x Board away day (full day)</p> <p>Participation with Board committee(s), engaging with decisions and information shared over email and 1:1 involvement with the Chair, as required</p>

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Guy's and St Thomas' Foundation on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code AAGTD. If you'd welcome a conversation, please do get in touch with us.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring* form.

The closing date for applications noon on Thursday 17th October.

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

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UK GDPR personal data notice

According to UK GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.



Saxton Bampfylde

LONDON
The Ministry
79-81 Borough Road
London SE1 1DN

EDINBURGH
46 Melville Street
Edinburgh EH3 7HF

saxbam.com

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