

# Trustee Recruitment Pack



**Because every day matters**  
[www.hospiscare.co.uk](http://www.hospiscare.co.uk)

Registered charity no. 297798



**Hospiscare**  
Caring in the heart of Devon

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# Welcome

Thank you for your interest in our Trustee of the Board role at Hospiscare.

Hospices across the country have had a challenging few years and we don't see that changing for a while. Hospiscare is, therefore, committed to developing as an organisation to ensure we continue to deliver the best possible care to the people who need us.

In addition, we have been looking at succession planning, reviewing which of our board members are due to retire over the next 12 months.

So we now need to appoint new trustees who can support our development and drive for resilience, bringing their strategic experience to support our staff and volunteers. We are interested in hearing from people with a range of backgrounds particularly if it includes experience of income generation, marketing and communications, working collaboratively, organisational development or HR.

This is a great volunteer role working with a range of skilled professionals who are passionate about the cause – both the members of the Board of Trustees and our Executive Leadership Team. Our purpose is to provide expert, end-of-life care before, during and after death to enable people to have the best possible end-of-life experience, feeling safe and comfortable, and making the most of every day with those close to them.

If this is your first trustee role, we would support you with training to ensure you understand the governance and responsibilities that come with this position.

We are at an exciting point in our 43-year history. We are currently in the review and development stage of a new three-year strategy, we hope new trustees will be able to contribute to this, ensuring our facilities are fit for the future and driving to increase our income.

This pack will provide you with an overview of the charity, the role itself and how to apply; we are working with our Recruitment Partner, Jackie Dawkins of Shine Charity Recruitment so do reach out to her to find out more or ask any questions.

We hope to hear from you soon.

With best wishes,



Mike Williams  
Chair of Trustees



# Who we are

Hospiscare is a local independent charity, caring for patients at the end of their life and those close to them, across Exeter, Mid and East Devon. Founded in 1982 by Dr John Searle and a team of passionate volunteers, we started with one nurse in the heart of Exeter, and have now grown to a staff of nearly 300 and a wonderful volunteer team of 600+. Together we support around 2,200 patients each year.

We are passionate about treating people as individuals and ensuring we personalise their care. We support people through our eight-bedded specialist ward in Exeter, our community team visiting peoples' homes, and our supportive care team who offer spiritual care, complementary therapy and bereavement support. Our team of specialist doctors, nurses and healthcare assistants work closely together and are also supported by a physiotherapist and occupational therapist. Our aim is to deliver a holistic approach that looks at, and supports the whole person, not just the condition they have.

We receive 24% of funding from the NHS towards our c.£10 million running costs. The rest is generated thanks to the incredible generosity of our community through fundraising, gifts in wills and our shops.



*"On 26 November 2021, Mum died peacefully at home. My main concern was that she was able to remain at home with me so that we could be together at the end. Julie made this possible by communicating with Mum's doctors and care providers, ensuring that I had everything I needed."*

*"I will always be grateful to Julie, whose care and compassion was without doubt very significant in allowing my mum to be with me at the end of her life."*

**Lindsay's mum, Iris, was cared for by Julie from our Admiral Nursing team. This support enabled Iris to die at home with Lindsay by her side.**

## Our Mission

To provide compassionate, expert end-of-life care to those in need—before, during and after death. Together with our local community, we make every day better.

## Our Values

Our values are the foundations upon which our strategic ambitions are built and determine how Hospiscare is run on a day-to-day basis. In everything we do, we strive to be:



Compassionate



Respectful



Professional



Inclusive

# How we funded our services in 2023/24



## Reserves (£2.93m)

Hospiscare used savings generated in previous years to fund the provision of services during 2023/24. While this is normal for a charity, the scale of use was unusual and demonstrates the severity of the funding challenge facing the organisation.

## Fundraising (£2.31m)

Income generated through the incredible generosity of our supporters through fundraising events, general donations and corporate partnerships.

## Gifts in Wills (£1.43m)

This is from individuals leaving a lasting legacy to support local end-of-life care.

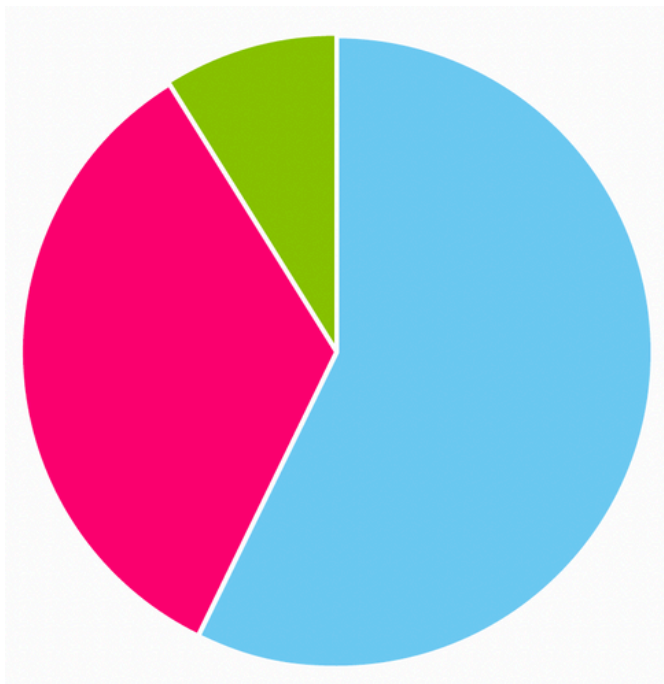
## NHS Contribution (£1.42m)

The local NHS contributed 15% of our running costs compared to a national average of 27%.

## Other forms of income (£1.40m)

Contributions received from our lottery (£301k), partner charities (£342k), retail (£254k), provision of education

# How we spent our money in 2023/24



## Community Nursing (£4.5m)

Our community nurses visited over 1,800 patients, providing care and tailored support to them and their loved ones in the place of their choice. Where it is the patient's wish, we will also support them to die at home.

## Specialist Ward (£2.66m)

We provided care for 244 patients on our specialist ward in Exeter.

## Other Clinical (£0.69m)

We provided supportive care, including occupational, physio and complementary therapy and bereavement support and counselling to patients and their families.

During the year, we spent £1.61m on raising money. This generated a total of £2.89m of income through donations, corporate sponsorship, gifts in Wills, and lottery contributions.

# About the Role: Member of the Hospiscare Board of Trustees

- Role purpose:** To contribute to the board's role by...
- Acting in the best interest of Hospiscare and its beneficiaries
  - Acting as an ambassador and spokesperson for the charity.
  - Providing strategic direction, setting overall policy, defining desired outcomes and setting targets, and evaluating performance against targets
  - Working closely with the Executive Team, whilst retaining independent oversight of activities
  - Holding the Executive Team to account
  - Ensuring that Hospiscare complies with its governing document, charity law, company law and any other relevant legislation or regulations
  - Ensuring that Hospiscare pursues its objectives as defined in its governing document.
  - Ensuring that resources are used exclusively in pursuance of its objectives, charitable purposes, long-term financial viability, and the safeguarding of assets.

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## Role details:

**Title:**  
Trustee of the Board

**Time commitment/location:**  
Trustees will be expected to attend four board meetings, circa four committee meetings and one to two away days a year and be fully prepared for these meetings. These meetings start at 4pm on a Tuesday and are held at Searle House in Exeter. We also have sub-committees and trustees are encouraged to join where their skills/experience will have specific value.

Trustees are expected to travel within the area served by Hospiscare and occasionally out of area.

**Term:**  
Trustees are appointed for a three-year term and may serve a maximum of three terms.

# Principal Duties and Responsibilities

## Main responsibilities

- Safeguarding the good name and values of Hospiscare by ensuring that all decisions advance the purpose and values of the charity.
- Seeking assurance that proper systems and processes exist to further Hospiscare's objectives.
- Contributing to a culture of collective responsibility, contributing skills and expertise as appropriate. Seeking to build consensus whilst embracing constructive challenge.
- Ensuring the financial stability of Hospiscare and the efficient and effective use of resources to further the charity's objectives, including setting up, reviewing and monitoring the proper investment of the charity's funds.
- Participating in induction and training, regular appraisals and developmental activities such as training and away days.
- Living values of equality, inclusivity and diversity in all matters.
- Pursuing high quality relationships with key workers, including volunteers, to enable the work of Hospiscare to be delivered.
- Declaring potential conflicts of interest, to ensure probity is maintained and there is transparency.
- Representing Hospiscare at public events such as fundraising events and media interviews. This responsibility will be shared with the Chair, Vice Chair, other trustees, the Chief Executive and the Senior Leadership Team.
- Be aware of and adhere to Hospiscare policies at all times.
- Take responsibility for own personal development, seeking out opportunities to learn new skills.

## Other trustee responsibilities

- Scrutinising board papers Leading discussions
- Focusing on key issues
- Serving on sub-committees as appropriate
- Providing guidance on new initiatives and other issues in which the trustee has special expertise
- Taking part in the recruitment of senior managers and directors
- Representing Hospiscare at public events such as fundraising events.

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## Values

- Demonstrate a personal commitment to good end-of-life care and the values, aims and objectives of the charity
- Adhere to Hospiscare values
- Act fairly and impartially in the interests of the charity as a whole, using independent judgment and maintaining confidentiality.

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## Performance

All trustees are expected to participate in an annual performance review, conducted by the Chair or Vice Chair of the Board.

# Person specification

Criteria	Essential	Desirable
EXPERIENCE	<ul style="list-style-type: none"> <li>• Working in a complex environment.</li> <li>• Understanding of the requirement for confidentiality.</li> <li>• Experience of working at a strategic level in a business environment, with a broad understanding of financial, people and legal matters.</li> </ul>	<ul style="list-style-type: none"> <li>• Previous board experience.</li> <li>• HR Strategy/ Organisational Development</li> <li>• Income generation/ fundraising</li> <li>• Marketing/ Communications</li> </ul>
KNOWLEDGE	<ul style="list-style-type: none"> <li>• Understanding of legal and regulatory duties, liabilities and responsibilities of charity trustee.</li> <li>• Understanding of what good governance and collective responsibility look like.</li> </ul>	<ul style="list-style-type: none"> <li>• Legal and/or People sector knowledge.</li> <li>• Knowledge of working in partnership with NHS and others</li> </ul>
SKILLS	<ul style="list-style-type: none"> <li>• Excellent communication skills, both written and verbal.</li> <li>• Able to analyse proposals and plans.</li> <li>• Good listener.</li> <li>• Ability to think strategically and creatively.</li> <li>• Good independent judgement.</li> <li>• Ability to work effectively in a team whilst exercising independent judgement.</li> </ul>	<ul style="list-style-type: none"> <li>• Comfortable and confident in public speaking.</li> </ul>
PERSONAL ATTRIBUTES	<ul style="list-style-type: none"> <li>• Demonstrates Nolan values.</li> <li>• Personal commitment to good end-of-life care.</li> <li>• Fairness and impartiality.</li> <li>• Commitment to equality, diversity and inclusivity.</li> <li>• Able to commit time required to carry out this role effectively.</li> <li>• Tact and diplomacy</li> </ul>	



# How to apply

Please feel free to contact Jackie Dawkins for an initial discussion and then we would ask you to send us your CV and a covering letter outlining why you are interested in this role, and what skills and experience you would bring, in no more than two pages. You can then email this to Jackie Dawkins at [jackie@shinecharityrecruitment.co.uk](mailto:jackie@shinecharityrecruitment.co.uk)

**Thank you for taking the time to read our information pack and considering this role.**

*"Hospiscare's nurses have been so supportive, so encouraging and so very sympathetic to us both, lending a calmness to the awful trauma that is taking place. I will never be able to thank them enough."*

