

## **About us**

At Saint Francis Hospice, we believe that everyone should have access to palliative and end of life care that is right for each individual. At the same time we know that support for carers, loved ones and family is vital as they also face really challenging and life changing events that take place when someone is diagnosed with a terminal illness. Saint Francis Hospice's mission is to provide local people with excellent, palliative and end of life care and support, before, during and after death and supports over 4000 people every year living in our local boroughs of Brentwood, Havering, Barking, Dagenham and Redbridge.

Working in the new NHS Integrated Care System and networking alongside other hospices and care organisations, Saint Francis Hospice's expert medical care and social support is provided by a team of Consultants in Palliative Medicine, a team of Doctors, nurses, therapists and health care assistants. As a charity the hospice also has a large team of voluntary income generators and a retail arm with 70% of all funding being generated by the public through donations and charitable support. A team of support staff includes people & culture, finance, estates, catering, house-keeping and administration support make up the wider workforce. The hospice employs 280+ staff. Our large team of 680+ volunteers provide additional skills and support to aid the day to day running of the hospice and are vital and much valued members of the hospice team.

At the hospice there is an onsite ward where people with complex needs are looked after, and a team of medical and nursing staff work in the community and in people's homes. We are open 24 hours a day, 365 days a year. Saint Francis Hospice is a Charity that is registered with the Charity Commission, and we are also regulated by the Care Quality Commission, HMRC, the Gambling Commission, Fundraising Regulator and Health and Safety Executive. We are also a company limited by guarantee.

Find out more about Saint Francis Hospice:

[www.sfh.org.uk](http://www.sfh.org.uk)

[www.sfh.org.uk/publications/organisational-strategy-23-25](http://www.sfh.org.uk/publications/organisational-strategy-23-25)

## **About the Board of Trustees**

As an independent charity and a registered company, Saint Francis Hospice is led by a Board of Trustees which holds ultimate responsibility for the governance of the organisation.

The Board consists of individuals who voluntarily give their time on a regular basis to support the Hospice, some of whom have been personally affected and supported by the incredible care we provide. Our Trustees bring personal and professional experience from a wide range of backgrounds including clinical, education, legal, business and accountancy.

The Board is responsible for ensuring the Hospice services are safe, effective and caring and that the Hospice is effectively managed. They work with the Executive Leadership Team to agree the broad strategic aims and direction of the Hospice; providing the necessary support and challenge to ensure the Hospice continues to deliver its vital community services.

The Board also ensure that the Hospice values of supportive, compassionate, inclusive and respectful, professional and always learning are upheld, and that the Hospice is a good place to work and to volunteer.

The Board of Trustees is responsible for setting out the direction for the Charity, ensuring the strategy and policy framework of Saint Francis Hospice supports the organisation, determining its goals; protecting and promoting the identity and values of the charity; and fulfilling the statutory responsibilities. The Board works with the support of the Chief Executive Officer and other

Executive Directors. Trustees report to the Chair of the Board. The Trustees support all of the services that the Hospice provides in the Community (85%) and the Hospice Site at Havering-atte-Bower. The Trustee role extends to promoting Saint Francis Hospice externally - as an Ambassador and influencer of the Charity and palliative and end of life care both locally and nationally, where relevant.

The Board delegates certain functions to the following Governance Committees (currently under review following a Governance Review undertaken during 2023 and likely to change):

- **The Finance, Audit and Investment Committee** reviews reports from external and internal auditors, commissions special investigations and advises the Board on risk management. This committee also reviews the annual plans and budget, investment in and performance of fundraising, key financial policies, pension funding and the performance of Saint Francis Hospice's investment managers.
- **The Corporate Governance Committee** advises on human resources policies to ensure that they are aligned with our values and objectives, and helps inform our people strategy. This committee also advises on Health and Safety, Marketing and Communications, ICT and Estates.
- **The Clinical Governance Committee** advises on medical and clinical best practice, performance and delivery of our services, feedback from people who experience our services and health and safety in a clinical setting.
- **The Remuneration Committee** makes recommendations to the Board on the remuneration of the Chief Executive and the contractual terms and conditions of the Executive Leadership Team.

## ROLE OVERVIEW

Saint Francis Hospice is starting the process for developing its new five-year Strategy, which will focus on growth in our reach, profile, partnership working and impact. Achieving scale in our services across the communities we serve as our care and support programmes and the whole organisation develop further to become more accessible, will be key to our mission.

We are looking for up to four new Trustees to join our Board, at a time when a number of long-serving Board members will be looking to retire over the next year.

We are particularly keen to hear from candidates with a background in one or more of the following areas:

- **Digital, Strategic Marketing and Comms** - *For this trustee role, we are looking for an individual with experience in making sure an organisational strategy has a strong digital thread through it as we look to improve our systems and processes, look to raise our profile even more through an amplified digital marketing strategy and capitalise on technology as we develop our services.*
- **Commercial/Business Development** – *For our business development trustee role, we are looking for an individual with broad business, new service development and commercial skills, who can bring new ideas and experience of scaling new service models to our charity and transferable skills to the board.*
- **Fundraising/Income generation** - *Our fundraising trustee will bring senior strategic fundraising and broader income generation experience, ideally in a charity setting with a national reach.*
- **Healthcare** - *For this trustee role, we are looking for someone with current knowledge of the health and social care arena – the developments, challenges, wider healthcare market and opportunities, as well as health economy. Whilst prior experience of end of life/palliative care would be advantageous, it isn't essential.*

Saint Francis Hospice and its Board is actively committed to equity, diversity and inclusion and welcomes applications from candidates that represent the diverse needs and profile of the people and communities served by the charity.

We are open to experienced Trustees but will also consider senior leaders who are looking for first-time Board roles.

## **KEY RESPONSIBILITIES**

### **Trustees will:**

- Be committed to the Hospice's vision, mission and values, and have joined the Board being motivated by our cause and wanting to help the Hospice deliver its goals most effectively for public benefit.
- Recognise that meeting the Hospice's stated public benefit is an ongoing requirement.
- Understand their statutory responsibilities, in particular have read and have a good grasp of the Charity Commission's guidance [The Essential Trustee \(CC3\)](#)
- Be committed to sound governance and want to contribute to the Hospice's continued development, improvement and growth.
- Prepare for and participate fully in board meetings, acting reasonably in decision-making and leadership of the organisation.
- Ensure the proper management and administration of the charity.
- Promote and champion the work of the charity.
- Participate in sub-committees.
- Manage risks with a considered, proportionate and balanced approach, helping set the organisation's risk appetite as part of the wider Board.
- Support the CEO and the Executive Leadership Team
- Ensure that the hospice's values are upheld in the delivery of its objectives.

### **Your statutory responsibilities will include:**

- Taking responsibility for the work that the charity does and how it does it.
- Ensuring that the charity complies with its governing document, charity law, company law and any other relevant legislation and regulations.
- Ensuring that the charity pursues its objects as defined in its governing document.
- Ensuring the charity uses its resources exclusively in pursuance of its objects for the benefit of the charity.
- Contributing actively to the board of trustees' role in giving firm strategic direction to the charity, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets.
- Safeguarding the reputation and values of the charity.
- Ensuring the effective and efficient administration of the charity, including having appropriate policies and procedures in place.
- Ensuring the financial stability and sustainability of the charity.
- Protecting and managing the assets of the charity and ensuring the proper investment of the charity's funds.
- Following proper and formal arrangements for the appointment, supervision, support, appraisal and remuneration of the Chief Executive.

## PERSON SPECIFICATION

### About the person

We are looking to appoint skilled and compassionate professionals, committed to our purpose and the Hospice values who can bring strategic abilities and specific expertise to help us build on our achievements and realise future ambitions. You will have a genuine passion for and interest in the work of the hospice and the communities it serves.

You will be a highly effective communicator, acting with diplomacy and tact, with a curious mindset and the confidence to challenge constructively.

You will help drive our strategy, ask the right questions, challenge healthily and constructively support the CEO and the Executive Leadership Team.

You will be a team player, with excellent interpersonal and listening skills and the ability to interact with a wide range of people so that the hospice's objectives can be achieved.

### Essential Experience:

- A reasonable level of understanding of legal, financial, audit and other regulatory requirements of a charity.
- Awareness of developments in the non-profit sector and areas of interest to the Hospice.
- Strong skills, experience and knowledge in one or more of these areas:
  - Digital, strategic marketing and comms
  - Business development/ commercial
  - Fundraising/ Income generation
  - Health and social care.

### Behaviours and attitudes:

- Commitment to the hospice, with sufficient time and energy to contribute effectively to board proceedings.
- Ability to work effectively as a member of a team.
- Willingness to speak up and challenge constructively.
- Ability to remain independent of any influence from another organisation or individual.
- Ability to make swift and sound decisions based on an analysis of information presented.
- Ability to manage risks with a balanced and informed approach.

### Time commitment

The Board and Governance Committees meet quarterly and also hold annual strategy 'away days' (1 full day). Whilst we value in person meetings with our Trustees, it's always a pleasure to see them, we are a flexible organisation and understand this is not always possible, and there are opportunities for virtual or hybrid meetings, where required. In addition to preparation for and attendance at Board and Governance Committee meetings, there will be mandatory training to complete (mostly using online training). Trustees are also expected to visit all areas of the Hospice on a regular basis to speak to staff and volunteers and see for themselves how our services are being delivered, as this forms part of the process of them gaining assurance. Typically, this will average out at about 2 – 3 days per month.