

TRUSTEE ROLE PROFILE

Overall Purpose

The Board of Trustees is responsible for the overall governance and strategic direction of the Hospice developing the Hospice's aims, objectives and goals in accordance with the Memorandum and Articles of Association of Garden House Hospice Care (i.e., governing document)

Main Responsibilities

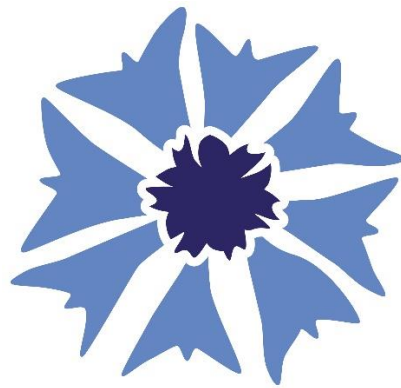
- A **Duty of Purpose** that determines the overall direction and development of the Hospice through good governance and clear strategic planning.
- A **Duty of Care** that ensures that the Hospice and its representatives' function within the legal and regulatory framework of the sector and in line with the governing document, continually striving for best practice in governance.
- A **Duty of Trust** that ensures that upholds the fiduciary duty invested in the position, undertaking such duties in a way that adds to public confidence and trust in the Hospice, including the declaration of personal or family interests.

Main Duties

- Ensuring the Hospice complies with legislative and regulatory requirements, and acts within the confines of its governing document and in furtherance of the organisational activities contained therein.
- Acting in the best interest of the Hospice, beneficiaries and future beneficiaries at all times.
- Promoting and developing the Hospice in order for it to grow and maintain its relevance to society.
- Maintaining sound financial management of the Hospice's resources, ensuring expenditure is in line with its objectives, and investment activities meet accepted standards and policies.
- Ensuring that the views of staff and volunteers and any matters raised by them are properly considered.
- From time to time taking part in staff HR hearings e.g., disciplinary hearings and appeals.
- Interviewing, appointing and monitoring the work and activities of the Chief Executive, Medical Director and Director of Patient Services.
- Ensuring the effective and efficient administration of the Hospice and its resources, striving for good governance.
- Maintaining absolute confidentiality about all sensitive/confidential information received in the course of a Trustee's responsibilities to the Hospice.

Accountability

The Board is responsible and liable for the governance and functioning of the Hospice and its Trustees are accountable to service users and their families and also to commissioners.



**Garden
House
Hospice
Care**

Information for Prospective Trustees

April 2024

Thank you for requesting an information pack about the Garden House Hospice Care Trustee Recruitment Initiative.

Garden House Hospice Care is a well-established charity of 32 years dedicated to providing high quality end of life care and support to those living in our community. Our services include the provision of in-patient and community-based care as well as a range of day services. We also support a range of activities in local community hubs and in schools as well as a very successful Compassionate Neighbours programme. You will find more details of all our services on our website.

<https://www.ghospicecare.org.uk/about-us/our-impact>

We have a diverse staff of health care professionals and an invaluable team of administrators as well as staff who maintain the buildings and grounds, feed our patients and ensure that our buildings meet the highest standards of health and safety. Our Trading Company, which also employs a range of staff, is responsible for operating 12 shops and a distribution centre for the receipt and processing of donations. There is also a highly effective team working to generate income for the hospice to supplement that which we receive from the NHS. Importantly, Garden House would not function without the amazing support we receive from nearly 700 volunteers who work across all areas.

We are now entering the final year of the 2022-25 strategy and, following the appointment of new CEO in January 2023, have embarked on an ambitious process of transformation. Our over-riding aim is to provide the best possible palliative care and support to patients and their families and carers. Our priority to ensure that the care and support is carefully tailored to the needs of each individual remains a constant. Although the recent past has been very challenging for Garden House, we see many opportunities for future development. These will undoubtedly have to be balanced against financial resources, the continuing uncertainty about the shape of healthcare provision and the requirements of external regulatory authorities.

We look forward to hearing from you and thank you for your interest.

Regards,

A handwritten signature in black ink, appearing to read 'S. Mellish', with a stylized flourish at the end.

Steve Mellish
Chair of the Board of Trustees

Being a trustee

Being a trustee brings huge benefits for the Hospice but also to those undertaking this and other volunteer roles. The role can be enormously rewarding and fulfilling as well as challenging at times. Amongst other things, it provides an opportunity to work with a diverse range of people, gain an understanding of how a charity operates, play a part in shaping the Hospice's development and culture and be uplifted by the Hospice's vital contribution to the local community and the health and well-being of its residents.

Governance

Garden House Hospice Care is a registered charity, governed by its Memorandum and Articles of Association. In the event of the Charity being wound up trustees would be required to contribute an amount not exceeding £1.

The Hospice which costs over £5m per year to run, relies heavily on support from volunteers to enable them to provide free end of life care and support at the Hospice, in people's homes and out in the community to local families living with a terminal illness.

The Board

The Board strives to be inclusive and representative of the community the hospice serves. It is currently made up of 11 persons including the Chair and Vice Chair, with half having joined within the last two years. Trustees offer a mix of business, professional and clinical health skills as well as a range of talents, skills and perspectives. The CEO and other members of the senior leadership team attend all Board meetings.

Trustees are elected to serve for a period of 3 years, after which they must be re-elected at the next Annual General Meeting (AGM).

The Board is primarily concerned with direction, policy, financial management and strategy including:

- Governance matters.
- Core strategies and policies and changes to them.
- Financial/legal/contractual commitments and/or obligations entered into by the Hospice.
- All matters identified in the risk register.
- Effective, efficient and economic use of the hospice's resources including approval of expenditure above any delegated threshold.
- Ensuring solvency and financial strength and the keeping of financial records.

Our existing strategic plan expires runs from 2022 to 2025. A new CEO took up post in January 2023 and since then we have embarked on a process of transformation, re-thinking our services to better meet needs across our community.

Reflecting our strategy and transformation plans, we are keen to recruit a trustee with a background in financial management/accounting. We welcome applications from members of underrepresented groups.

Committees

The Board delegates administration through its committees. These are:

- Clinical Governance Committee
- People, Finance and Performance Committee

Committees oversee policies, scrutinise the hospice's performance in certain areas and make recommendations to the main Board on aspects of forward planning and budgets. Each committee is led by a trustee and each has specific terms of reference. From time to time, the Board may identify a need for a sub-group of trustees, working with the CEO, to research a special project lying across the committee structure, and reporting the Board.

Time commitment

There are usually four Board meetings per year lasting two to three hours and commencing at 4 pm. In addition, trustees are expected to be a member of one of the committees which, like the Board, meet four times a year. Away Days are held for strategic planning and Board training and development. Board members are expected to attend the hospice's AGM, to serve on one of our committees and to take part in hospice wide initiatives from time to time.

Qualification to be a trustee

The Charities Act 1993 disqualifies certain people from acting as trustees. For example, you must be over 18, you cannot be a trustee when you have taken out an IVA, are undischarged bankrupt, have an unspent conviction for an offence involving dishonesty or deception, or are disqualified from being a company director.

In most cases, trustees are committing an offence if they act as a trustee whilst disqualified, and decisions that they take part in may be invalid. Garden House will take reasonable steps to ensure that its trustees are eligible to act. As part of the application process to be a new trustee, the Board will obtain a declaration from applicants that they are not disqualified, search the register of removed trustees, check the insolvency register and conduct a DBS check.

The selection process

The first stage in the selection process is to invite those interested in becoming a trustee to complete the online application form and submit a copy of their CV, details of two personal referees who can be approached and a brief covering letter to the Chair of the Board.

We invite potential trustees to visit the Hospice and meet with the Chair of the Board and CEO informally and to have a tour of the Hospice. This informal meeting is to ensure that every prospective trustee has a clear understanding of the commitment expected of him/her, in terms of time and attendance, and is given sufficient material about the Hospice to allow a well-informed judgement to be made before committing themselves to the appointment process.

During the visit, we will make sure that potential trustees receive details of the Hospice's work and the work of the Trading Company, forthcoming events and relevant publicity material.

Confidentiality

Reflecting the sensitive nature of the Hospice's work, we ask all potential applicants to sign a confidentiality statement prior to visiting the Hospice.

Deciding to apply

After the informal meeting with the CEO and Chair, applicants with the expertise and experience we are looking for will be invited to attend as an observer at a meeting of the Trading Board, the Clinical Governance Committee or the People, Finance and Performance Committee.

Should the prospective trustee maintain their interest in becoming a trustee, they will be invited for interview by two trustees who will make an "in principle" recommendation to the full Board.

Training for new trustees

Induction, including support and mentoring, is offered to all new trustees with opportunities for training both in and outside the hospice. Access to specialist advice will be available, when necessary, from other trustees and the CEO and staff are more than happy to answer questions and offer guidance.

Making an application

Can you answer 'yes' to the following questions?

- Could you add value to the overall management and administration of our charity?
- Could you commit some of your time regularly to Garden House Hospice Care?

- Do you enjoy working with individuals who share a commitment to offer excellent palliative and end-of-life care in a highly regulated environment to our local community?
- Do you have some of the specific skills and experience that we seek?
- Would you like to play a part in delivering the strategic plan and vision for Garden House Hospice Care?
- Do you have an understanding and acceptance of the responsibilities and liabilities of charity trusteeship?

If so, we hope you will apply to become a trustee.

If you want to learn more about becoming a trustee before making an application, you might find the following publications useful:

<https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3>

<https://www.hospiceuk.org/docs/default-source/default-document-library/twenty-minute-guide-to-being-a-trustee.pdf?sfvrsn=0>

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