

# Trustee Application Pack

January 2017

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**Dear Applicant**

Thank you for requesting a Trustee Application Pack.

Tynedale Hospice at Home is the only local charity providing nursing care in the home, Hospital Transport and Family Support Services to people living in the areas of West Northumberland, Tynedale and Ponteland. We serve a community of around 70,000 people across 800 square miles of rural Northumberland.

Our services are delivered by 40 staff in a mixture of full and part time roles, supported by over 200 volunteers who help us deliver our services and fundraise on our behalf.

However, the demand and scope of the services we provide is growing set in a context of continuing uncertainty about the shape of provision of healthcare. The combination of these two factors present challenges and opportunities for the Board going forward. In addition, we are aware of our need to keep focused on continuing the development of our work whilst maintaining the excellent reputation we have within our community and beyond.

I do hope you find the pack interesting and, if becoming a Trustee seems right for you, that you will submit an application. If you would like more information or an informal chat either face to face or by telephone, please contact Charlotte Greenwood, Tynedale Hospice at Home, on 01434 600388 to arrange an appointment.

Thank you again for your interest.

**Anne Francis**  
**Chair of Trustees**

## About Tynedale Hospice at Home

### Introduction

The purpose of this information pack is to give you a flavour of the work done by Tynedale Hospice at Home, to spark your interest to finding out more and to encourage you to bring your skills to the role of Trustee.

Included with this pack are copies of:

- Our Annual Report (2015-6)
- Latest newsletter 'NewsLink'
- A selection of our information leaflets

Further information about the charity can be found on our website

[www.tynedalehospice.com](http://www.tynedalehospice.com)

### An overview

The aim of Tynedale Hospice at Home (THH) is to enhance the development of palliative care in West Northumberland in line with the Department of Health guidance and the requirements from our Primary Health Care teams. The aims and objectives set out in the Articles of Association remain the key drivers for the Board in continuing to develop and enhance the quality of services we offer. It is a hospice without beds as patients are treated in their homes meaning our service levels are not restricted by bed space and we do not have a care focused building to sustain under this model.

We support people in their own homes for free: last year we provided 8,500 hours of nursing care and supported 98 patients with life-limiting illnesses. Our ethos is centred on the welfare of the patient and to deliver outstanding end of life care to help patients, families and carers to access the resources and care they need to reduce the distress. A highlight from the Care Quality Commission (CQC) report, published in November 2016 sums up succinctly what we are all about and this lies at the heart of everything we do.

**"The CQC praised the Hospice in particular for its responsive and caring staff who were person-centred and listened to patients and families."**

The charity also provides Family Support Services, offering pre and post bereavement support to families and children, where an individual has been diagnosed with a life-limiting illness or has died suddenly. Free transport is also available for people with life-limiting conditions to attend hospital appointments and in 2015/6 850 journeys were undertaken to take 136 patients from their homes for treatment, travelling in total about 50,000 miles.

In May /June 2015 an organisational strengths review was run by the Aleron Consultancy, funded by the Building Capabilities Fund, part of the Big Lottery Funding. The conclusions were that the charity is an organisation of great strengths with truly outstanding performances and it made recommendations on organisational improvements to improve operational capabilities which were accepted by the Board.

Under the guidance of Alison Hands, our Chief Executive Officer, (CEO) who was appointed in 2015, the Board has seen these recommendations begin to be implemented, with improved management and financial working practices, relationships with other hospices developed, more directed use of consultants for risk management, a wider suite of internal policies operated and a professional dedicated team of staff delivering more value, supported by investment in IT and premises.

THH Board is currently formulating a refreshed and compelling strategic plan which embraces its direction for the next five years. This plan builds on the significant achievements we have secured this year:- Care Quality Commission has awarded a 'Good' rating following its latest inspection in September, rising from 'requires improvement' when we were last inspected in 2014, improvements in our organisational operations and closer working arrangements with other North East hospices.

Whilst there are goals based on exciting new initiatives, our Strategic Plan also recognizes the need for a period of consolidation to embed the significant progress that has been made and achieve financial stability.

In December 2016 we relocated to new offices in Beaufront Park, Hexham, and for the first time our whole staff are working from the same site in modern open plan offices. We retain our two retail premises in Hexham and one in Ponteland. All property occupied by the Hospice is held on lease.

It costs over £700,000 to operate the charity per year, of which only 10% of the funding for nursing care services comes from Northumberland Clinical Commissioning Group through a Prime Contract held by Northumbria Foundation Healthcare Trust, with THH having a Service Level Agreement. The remaining 90% of our funding is mainly sourced through retail sales, voluntary giving and charitable donations and events and through applications to grant awarding bodies, for example, The Big Lottery Fund.

Copies of our latest audit of account (2015-6) are in this pack and more information is available from the Chair on request.

## **Staffing**

Our Head of Care leads a team of registered nurses, hospice support workers and bereavement practitioners and volunteers. The team of care staff work closely with local GP's, district nurse teams, schools and members of staff from a variety of external organisations to provide holistic care.

In addition the charity employs retail managers, office administrators, and fundraising staff many of whom work part time hours and are supported by trained volunteers. Income generation is supported via three charity shops selling a range of clothes, bric-a-brac and books and also has the aid of people (local and otherwise) to raise funds in other ways, for example, through sponsorships and donations.

The charity could not function as it does without the dedication of our volunteers who help, across many of our services including Family Support, Hospital Transport, in our shops, office and through a variety of fundraising activities.

## **Governance**

Tynedale Hospice at Home is a company limited by guarantee, and a registered charity governed by its Memorandum and Articles of Association dated 10 November 1993 amended by special resolution in February 1994. The directors of the company are also charity trustees for the purposes of charity law.

Charity Number 1034170, Company Registration Number 2870776

In the event of the company being wound up members are required to contribute an amount not exceeding £1. The directors of the company are also charity trustees for the purposes of charity law and are known under the company's articles as members of the Management Committee.

The Board is currently working with external consultants on the review of its Articles to ensure relevance and appropriateness with current Charity Commission policy and guidance.

## **Role of the Board (Management Committee)**

The Board is primarily concerned with direction, policy, financial management and strategy. The day to day management of the hospice is delegated to the paid professional staff, under the leadership of the CEO who reports back to the Board.

The objectives of the Board are:

- To lead the hospice, establish its mission, vision and values and ensure it has a clear purpose and an overall framework of policies and standards
- To develop overall strategies to achieve the hospice's aims and ensure there is a clear system to delegate implementation of the strategies to the Chief Executive and the staff team.
- To identify and manage risk by mitigation
- To monitor the performance of the hospice against standards and ensure that it provides the highest quality of care, balanced with the effective, efficient and economic use of the hospice's resources and assets.

- To ensure solvency and financial strength, proper financial records, approve budgets and business plans, set investment policy.
- To appoint, support and appraise the Chief Executive.
- To ensure compliance with the law, regulators, and accountability to the hospice's stakeholders.
- To ensure that the Board itself performs effectively and contains people with the skills and experience it needs and makes plans to ensure the recruitment, induction and development of new trustees.
- To discuss changes and developments in the outside world that may affect the hospice and to plan responses in advance

Our Board of Trustees are all volunteers who generously give their time and a high level of commitment to the Hospice and its work. Names of existing Trustees can be found in the Annual Accounts Report 2015-16.

Under the Memorandum and Articles of Association, the members of the Management Committee are elected to serve for a period of 3 years, after which they must be re-elected at the next Annual General Meeting, the next one due to take place in March 2017. The Board has a collective responsibility and the Hospice carries relevant insurance cover.

Being a Trustee does carry duties and responsibilities under Charities Act 2011 to act in the best interests of the charity acting with a reasonable standard of skill and care, not to profit personally.

Further information is available on the Charity Commission website:

- "The Essential Trustee what you need to know, what you need to do", Charity Commission 2012 available on <https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3>
- Hospice UK / Help the Hospices websites, especially the "20 Minute Guide to Being a Hospice Trustee" at <http://www.arhc.org.uk/downloadsMCL/20minuteguidetobeingahospicetrustee.pdf>

The charity is administrated through a number of subcommittees, each focused on a specific role and usually chaired by a trustee. The CEO is a member of every subcommittee, other members of each subcommittee are a mix of trustees, staff, volunteers, stakeholders and invited external persons depending on its function.

Regulation of our activity comes from a variety of sources, in addition to compliance with generic legislation such as employment law and Health and Safety. The Hospice carries statutory obligations as a registered Hospice at Home service with the Care Quality Commission (CQC). The Charity Commission imposes requirements of effective financial management and good governance of the Charity. We also have to discharge our responsibilities in meeting the targets outlined in the Service Level Agreement (SLA) with our local Clinical Commissioning Group (CCG).

## Trustee recruitment

This Trustee Recruitment initiative is a rolling programme that seeks to identify and encourage individuals who can add value and help make a difference to those in our community affected by limiting illnesses and bereavement, who would be willing to take up the challenge of becoming a trustee and member of the Board of our hospice.

We are looking for four or five new Trustees to join our Board who are energetic, talented and committed people, coupled with good leadership, interpersonal skills, used to being in a people focused environment, and who can formulate and implement strategy. These opportunities have arisen due to our succession policy which encourages a healthy turnover at Board level – we believe that this brings new ideas and experiences to the charity and ensures that we continue to improve as we seek to help many more local people and their families in the future. Ideally we are looking for people able to take up the roles after the AGM on 21<sup>st</sup> March 2017 but if you would prefer a later start date perhaps due to existing commitments, please still apply now.

We are particularly keen to attract interest from people with relevant senior experience and expertise in the following areas.

- Clinical, medical, social care practitioners and/or Medical Administration/Management
- Income Generation/Fundraising
- Retail /Business Management
- Governance, Accountancy, HR or Law

We are looking to strengthen trustee representation on each of the following subcommittees:

- Service Development and Delivery sub-committee with a medical clinical practitioner or an allied health care professional or a person with health service management /administration experience. A genuine interest in palliative care is required as is an ability to monitor appropriate and effective controls to ensure an appropriate standard of care for patients and carers.
- Income Generation sub-committee with experience from business or charity, within a number of different relevant areas of fundraising, including donor care, and ideally with business links in the wider community. Having just received a specialist report on our retailing activity, the Board are keen to seek a trustee to support the implementation of approved initiatives.
- Staffing and volunteering sub-committee welcome applications from persons with HR or employment law experience to support the oversight of internal policies and be able to actively contribute to, and advise on the charity's employment terms, recruitment and selection strategy and supporting our volunteers..
- An applicant with knowledge of charity requirements, finance, or law and/or significant commercial business experience would be welcome to lead a new subcommittee focused on Governance, Audit, Reserves | Investment, Risk

Management and to support the Treasurer with short and long term financial planning.

## **Qualification to be a Trustee**

The Charities Act 1993 disqualifies certain people from acting as trustees. For example, you must be over 18, you can't 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 you are committing an offense if you act as a trustee whilst disqualified, and decisions that you take part in may be invalid. THH will take reasonable steps to ensure that its trustees are eligible to act and as part of the application process to be a new trustee, the Board will obtain a declaration from you that you are not disqualified, search the register of removed trustees, check the insolvency register and conduct a DBS.

The Board has a policy that a Trustee cannot be a person connected to a member of staff or the Charity by relationship either personally or professionally and you will be asked to declare that you do not. Questions on the application form seek to establish eligibility.

## **Time requirements**

There will usually be up to six Board meetings per year lasting two to three hours, usually at our Hexham offices commencing at 5pm. Away-Days will be held for strategic planning and Board training and development. Board members are expected to attend the hospice's AGM and to serve on one or more subcommittees and to take part in hospice wide initiatives or Working Groups held by stakeholders from time to time.

Some sub-committees operate more as oversight committees giving guidance, advice and direction when requested and some operate as working committees, more directly supporting specific ring fenced tasks because there is less professional staff resource employed.

## **Application and appointment**

If you can answer 'yes' to these questions, we invite you to complete the application form.

- Could you add value to the overall management and administration of our charity?
- Could you commit some of your time regularly to Tynedale Hospice at Home?
- 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 Tynedale Hospice at Home?

- Do you have an understanding and acceptance of the responsibilities and liabilities of charity trusteeship?

**Please return your completed application form by 6<sup>th</sup> February, 2017 marked confidential to:**

**Anne Francis  
Tynedale Hospice at Home  
1, Legion House  
Beaufront Business Park  
Anick Road  
Hexham  
NE46 4TU**

Prior to interview and /or appointment, vetting of applications may take place to ensure that candidates are eligible, are not disqualified from acting as a Trustee, are DBS checked and declarations of any existing or potential conflicts of interest have been made. Questions in the application form cover the main areas of potential conflict and conflicts of loyalty.

Preferred candidates will be identified by current Trustees from applications received for each role and they will be invited to an informal interview to meet the other Trustees on **[date]** at 5pm. Those invited but not able to attend at this time will be offered an alternative.

The Chair will write to successful applicants and there will follow a process for the induction of new Trustees after acceptance. Copies of relevant documentation in an information pack will be provided and each new Trustee will be offered an opportunity to meet the Board, staff, volunteers and if appropriate clients. New Trustees will be put forward for approval at the AGM on 21<sup>st</sup> March 2107 and advised when they should attend their first Board meeting.

Training may be provided from time to time and Trustees are expected to participate as fully as possible to keep skills and knowledge up to date. The Trustees will have access to specialist professional advice in a number of areas as deemed necessary by the Board, and as advised by the staff.

If felt to be helpful, new Trustees are encouraged to take part in a free three- hour programme of distance learning study with Lancaster University on palliative care. <http://www.lancaster.ac.uk/study/free-courses/palliative-care/>

## **Questions**

If you have application enquiries, please contact Charlotte Greenwood, Secretary to Board, by calling 01434 600388 or email [charlotte@tynedalehospice.com](mailto:charlotte@tynedalehospice.com)



Tynedale Hospice at Home

*Care - where and when it counts*

If you would like further information about the role or charity, please email:

[annemfrancis@hotmail.co.uk](mailto:annemfrancis@hotmail.co.uk)

## **Summary of the Role Description**

**Title: Hospice Trustee**

**Responsible to: Board of Trustees**

The voting members of the Board are responsible for the governance of the hospice. They must ensure that it operates in a manner that:

- enables it to fulfil the objectives set out in the governing document,
- its assets and resources are used for charitable purposes in line with the governing document;
- due attention is paid to charitable and company law,
- keeps to the hospice's philosophy and values, and
- upholds the reputation of the hospice.

Trustees must at all times act in the best interests of the hospice, must not act unlawfully or negligently. Trustees must work together because they share responsibility for governance regardless of any specific roles held by them or others on the Board, and must not pursue personal or sectional interests at the expense of hospice interests. Trustees must declare any conflict of loyalty or interest.

### **Main responsibilities of individual Trustees**

1. To understand the hospice aims and objectives as set out in its governing document ensuring that it operates in accordance with them
2. To take reasonable steps to ensure the hospice operates within the law, particularly with regard to the Charities and Companies Acts
3. To take reasonable steps to manage risk
4. To support the Chief Executive and other staff in carrying out their work when requested to do so
5. To attend and contribute to meetings of the Board and Committees as relevant. Attending other hospice events such as the AGM and fundraising events.
6. To maintain a governance perspective by ensuring that the Board:
  - establishes the hospice's strategic direction and goals
  - contributes to the development of the hospice's strategy and business plans

- understands and acts upon financial and other monitoring information presented to it, questioning such information when appropriate
  - defines the boundaries of management authority
  - delegates the implementation of its decisions to senior staff
  - ensures the hospice delivers on its accountabilities both those demanded by law and those of hospice good practice
  - monitors key performance indicators on a regular basis and holds the Chief Executive accountable for outcomes
  - ensures that the Chairman reviews the Chief Executive's performance and development annually
  - is aware of and adheres to the Trustee Code of Conduct.
7. To represent the Board's agreed position when speaking publicly on behalf of the hospice
  8. To contribute towards an annual review of the Board's performance
  9. To help to identify, recruit and induct new Board members, the Chair and the Chief Executive.



