



Princess Alice
Hospice

For Excellence. For Living.

Trustee Candidate Pack

An exciting opportunity



I am delighted that you are interested in becoming a Trustee or one of our committee advisory members. This is a fantastic opportunity to contribute to the success of the Hospice through providing strategic oversight, leadership and governance. Later this year we will be starting our next phase of strategic planning and you can be assured that it will be ambitious and aspirational, with our Trustees and advisory members playing a key part within that.

At Princess Alice Hospice, we provide outstanding end of life care both in our Hospice and also in our community. You would be joining an amazing organisation that is highly regarded both locally and within the hospice sector – it is the only hospice to have received a rating of 'Outstanding' by the CQC against all five domains. You would become part of a team that is passionate and focused but also highly supportive. We don't take our success for granted and are constantly challenging ourselves to do better, so to fit in you would need to have

that same degree of energy and enthusiasm. Informing everything that we do are our I CARE values – Integrity, Compassion, Accountability, Respect and Excellence – we would expect you to live up to them.

If you are excited by this opportunity and think you have what it takes, I would love to hear from you.

Professor Fiona Ross CBE - Chair



Princess Alice Hospice makes a difference

It costs £10.3 million each year to provide our free, high-quality care.

As a charity, 78% of our income is generated by fundraising, retail operations, donations and legacies and it's only the ongoing, generous support of our community and beyond that makes it possible to do our work.

We provide excellent end of life care in our Hospice and in the community. The members of our team of staff, volunteers and supporters are positive, passionate and professional. We know we can't prevent death, but we do everything we can to make it as good as possible. Because, above all, we believe that hospice care is for living.

Princess Alice Hospice. For Excellence. For Compassion. For People. For Living.

For more information visit: pah.org.uk



We were the first hospice in the UK to be rated Outstanding by the Care Quality Commission in all five inspection domains.



8,800

support sessions were provided by our social work, chaplaincy, bereavement and Children in Need teams.



5,877

therapy sessions provided to patients, including 3,824 occupational therapy and physiotherapy sessions.



2,414

day services activities attended, supporting 254 people.



481

patients with complex needs cared for on our In-Patient Unit.



7

consultants helping patients, aged from 18 to 108, with a wide range of conditions.





Our Vision

Our communities will have the best care and support before, during and after death

Our Mission:

To reach out to more people by delivering outstanding care, nurturing compassionate communities, sharing our knowledge and expertise and influencing the debate around death and dying.

To help us achieve this, we've identified three goals:

1

We will be recognised for the outstanding care we provide

We will use our specialist expertise to develop wide-ranging approaches to end of life care and support to help more people live life to the full, and when the time comes, to have a good death.

2

We will nurture compassionate communities

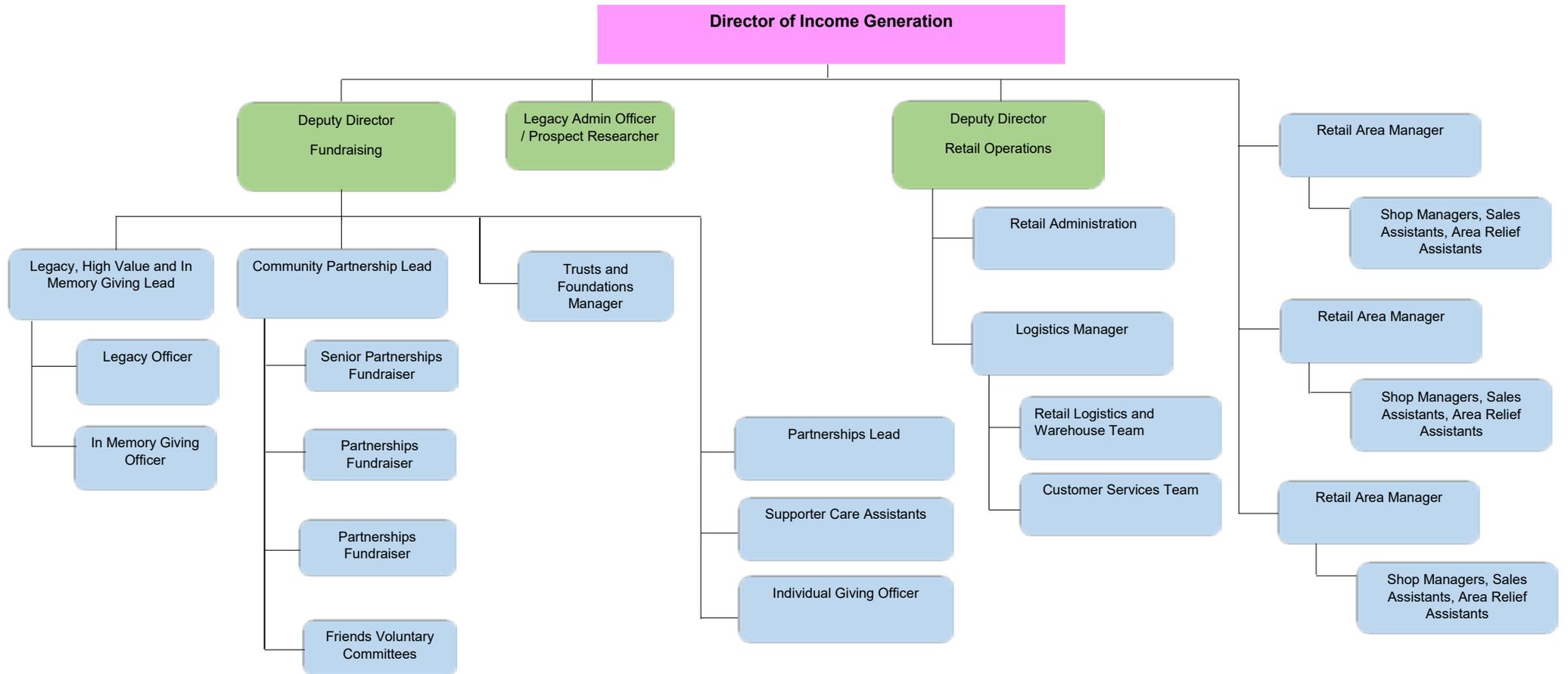
We will inspire individuals, groups and communities, giving them the skills and confidence to support people through caring, dying, grief and loss.

3

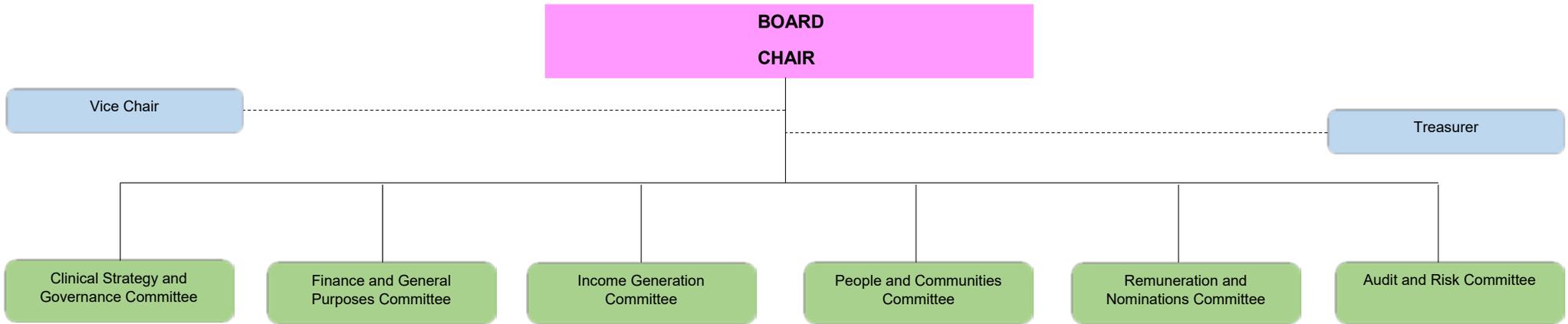
We will share our knowledge and expertise and influence the debate around death and dying

We will raise awareness of high-quality end of life care by sharing our skills, knowledge, research and opinions.

Income Generation Team Structure



Board and Committee Structure



Summary of the Trustee role and responsibilities

Overall responsibility

The Trustees of the Hospice are responsible for providing strategic oversight, governance and leadership to ensure that the Hospice fulfils its charitable purposes. This includes setting strategy, scrutinising, and challenging when necessary, the performance of management and monitoring the reporting of performance in key areas. Trustees must satisfy themselves that they have received appropriate and sufficient financial and other information to be assured that the Hospice is sustainable, meeting agreed goals and objectives and that robust quality controls and systems of risk management are in place. Trustees are responsible for determining appropriate levels of remuneration for staff and have a prime role in appointing, and where necessary removing, senior staff, and in succession planning.

Duties and responsibilities

Strategy:

- To actively participate in discussions on the strategic development of the Hospice
- To safeguard the good name and reputation of the Hospice
- To build and maintain close relations with communities and stakeholder groups to promote the effective operation of the Hospice's activities
- To ensure that strategies and actions approved by the Board are implemented effectively by the Chief Executive Officer (CEO) and SMT
- To represent and champion the Hospice in fundraising, at functions, meetings and in the wider media, in line with the Hospice's agreed media strategy

Compliance:

- To promote the highest standards of corporate governance in compliance with the Charity Governance Code and other regulatory requirements and best practice
- To manage and using the Hospice's resources to optimise impact and the delivery of the Hospice's charitable purposes
- To take appropriate professional advice in all matters where there may be a material risk to the Hospice, or where the trustees may be in breach of their duties
- To uphold the values of the Hospice by example, and ensure that the organisation promotes equality and diversity for all its stakeholders

Performance monitoring:

- To ensure the effective implementation of Board decisions by the CEO and SMT
- To set challenging objectives for improving performance and monitoring performance against those targets

Board activities:

- To participate fully in the work of the Board, ensuring collective responsibility for decision making
- To participate in induction, performance appraisal and any training or other evaluation identified as an individual and as part of the Board or committee



Person specification

The following characteristics, knowledge and experience, or a willingness to acquire them, would be advantageous:

- Strong business and financial acumen
- Experience of strategy development and committee work
- Highly developed interpersonal and communication skills
- Ability to understand complex strategic issues, analyse and resolve difficult problems
- Sound, independent judgement, common sense and diplomacy
- Politically astute, with the ability to grasp relevant issues and understand relationships between interested parties
- Knowledge of charity governance, and sufficient time and commitment to fulfil the role
- Understanding of the legal duties, liabilities and responsibilities of trustees

Additionally, we are seeking candidates who demonstrate:

- A commitment to the values and principles of the Hospice
- An interest in or previous experience of health and social care or the environment the Hospice operates in or a willingness to learn

Legal framework and accountability

The Board are responsible and liable for the governance and functioning of the Hospice, so are accountable in varying degrees to a variety of stakeholders, including service users, supporters, the Charity Commission and other regulators such as the Care Quality Commission.

Trustees have specific legal duties, which are set out in the Charity Commission guidance CC3 - The Essential Trustee:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/842041/CC3_may18.pdf

As the Hospice is a charitable company, the Trustees are also the directors for the purposes of the Companies Act 2006 and have additional legal duties. For further information, please see the link below:

<https://www.gov.uk/guidance/being-a-company-director>

Time Commitment

The Board has five meetings a year plus an AGM. Trustees must attend a minimum of three Board meetings and may also serve on a Board committee. All meetings all take place in the evening at the Hospice in Esher. Trustees are also invited to attend an annual Strategy Day.

Term of office

Trustees are appointed for an initial two-year term and, if eligible, can stand for re-election for two further four-year terms by mutual agreement. Trustees may step down at any time during their term of office by giving notice in writing to the Chair.

Training and support

There is an induction programme for trustees, and this includes some mandatory training through our online platform Learningzone. Other training and development opportunities are regularly offered.

Expenses

The role of Trustee is unremunerated, though reasonable out-of-pocket expenses can be paid.

Expenses

We are committed to increasing diversity on the Board and committees and particularly welcome applications from under-represented groups and those with lived experience or early in their career.



Summary of the Advisory Member role and responsibilities

Introduction

The Trustees of the Hospice are responsible for providing appropriate oversight, governance and leadership. This includes scrutinising the performance of management in meeting agreed goals and objectives and monitoring the reporting of performance in key areas.

To assist them in meeting their responsibilities, the Trustees have established several key committees (see page 11). The membership of these committees is made up of Trustees, members of the management team and Advisory Members who bring specialist skills and knowledge relevant to the area that the committee oversees. Advisory Members are not Trustees and do not have voting rights.

Overview of the role

The role of Advisory Member will suit people who are strategic thinkers with relevant skills, knowledge and experience, who are passionate about the Hospice's vision and mission.

Main duties and responsibilities:

- To provide specialist advice to a committee
- To contribute to committee debates and discussions
- To bring specialist knowledge to the Hospice
- To provide support and advice to the Senior Management Team (SMT)
- To provide support for projects and working groups
- To act as an ambassador for the Hospice externally

Person specification:

The following skills, knowledge and experience would be advantageous for the role of Advisory Member:

- Ability to provide strategic advice constructively at a senior level
- Ability to work as part of a team, sharing learning and ideas
- Strong interpersonal and communication skills
- Understanding and interest in the issues the Hospice seeks to address
- Experience of committee work
- Ability to understand complex strategic issues, analyse and resolve difficult problems
- Sound, independent judgement, common sense and diplomacy
- Politically astute, with the ability to grasp relevant issues and understand relationships between interested parties

Additionally, we are seeking candidates who demonstrate:

- A commitment to the values and principles of the Hospice
- An interest in or previous experience of health and social care and the environment the Hospice operates in or a willingness to learn



Time commitment

There are between two and five meetings a year, depending on the committee (see page 11). Meetings are held at the Hospice in Esher in the early evenings, typically for around two hours. It is possible to join meetings remotely using video conferencing technology.

Once a year, Advisory Members are invited to attend a Strategy Day with Trustees and our management team. This is normally held at the Hospice in October or November. You will also be invited to the Hospice's Annual General Meeting (AGM) which is held one evening in September.

Outside of formal meetings you may be involved in other meetings, working groups or projects depending on your interest and availability.

Term of office

Advisory Members are normally appointed for an initial term of two years. They will have an annual review meeting with the Chair of the Board or committee. After this initial term, they may step down, be re-appointed for a further term of one or two years, or be invited to join the Board as a Trustee if a suitable vacancy is available.

We appreciate that not everyone will want to take on the full responsibility of being a Trustee and value the contribution of Advisory Members in their own right. Vacancies on the Board of Trustees arise from time to time due to Trustees having served their term of office or due to resignations. However, there is no guarantee that Advisory Members will be appointed to a Trustee role.

Advisory Members can cease volunteering at any time and should advise the Chair of the committee in writing if they wish to do so.

Training and support

Advisory Members will be invited to attend a Group Induction session at the Hospice and will also receive an induction specific to their committee, which will be arranged by the committee chair.

Expenses

The role of Advisory Member is unremunerated although reasonable out-of-pocket expenses can be paid.

Equality and diversity

We are committed to increasing diversity on the Board and committees and particularly welcome applications from under-represented groups and those with lived experience or early in their career.



Board Committees

The Clinical Strategy and Governance Committee (four meetings a year)

Oversees clinical strategy, education and research. It assures on the development, implementation, safety and effectiveness of the clinical services delivered by the Hospice. It monitors clinical activity, performance and risks against the annual business plan, raising issues to the Board where necessary. It also oversees relationships with health and social care partners regarding grants, contracts and service level agreements. The committee monitors health and education policy and regulation and keeps the Board informed as appropriate.

The Finance and General Purposes Committee (three meetings a year)

Oversees the finances and infrastructure of the Hospice. It is responsible for reviewing and recommending to the Board the annual budget and financial strategy and monitoring performance against budget during the year. It oversees the investment of the Hospice's funds, advising on the appointment of an investment manager and reviewing their performance, highlighting any changes which might affect responsibilities. It also oversees all matters relating to infrastructure, facilities, IT and property (excluding the retail shops).

The Income Generation Committee (three meetings a year plus a half day workshop)

Responsible for the identification, development, implementation and effectiveness of income generation such as legacies, donations, fundraising and retail outlets (excluding NHS grants). It reviews growth opportunities and risk across all income sources and ensures compliance with a regulatory requirement.

The People and Communities Committee (two meetings a year)

Oversees the development, implementation and effectiveness of the talent and people strategy, community engagement and communication and marketing programmes. It manages and reviews HR governance, the volunteer strategy and undertakes workforce reviews, ensuring the hospice is fit for the future.

The Audit and Risk Committee (five meetings a year)

Oversees risk management and governance processes, external audit and internal risk and quality reviews. It reviews the management of systems for internal control and advises the Board on exposure, mitigation and lessons for quality improvement. It manages the relationship with the external auditors, reviews feedback on their performance and value for money and advises on reappointment as appropriate.

Also, there is a Remunerations & Nominations Committee made up of the Chairs of the other Committees and the Chair of the Board. Advisory Members do not sit on this Committee.

Meet the team

Meet our Trustees and SMT by visiting - <https://www.pah.org.uk/about/our-leadership-team/meet-the-team/>



Timetable for Trustee and Advisory Member recruitment

Monday 6th April	Closing date for applications. See below for details on how to apply.
Saturday 25th April	Interviews at the Hospice (provisional date, subject to change)
Saturday 2nd May	Interviews at the Hospice (provisional date, subject to change)

How to apply

Please submit your letter of application and CV by Monday 6 April to trusteerecruitment@pah.org.uk

For further information about this role, please contact Karen Garforth on 01372 461865 or visit pah.org.uk/trustee



Princess Alice Hospice, West End Lane, Esher KT10 8NA

pah.org.uk

