

# The trustee role at St Wilfrid's

## Role description



 [stwhospice.org](http://stwhospice.org)

Registered charity number: 283686

 01232 434200



**St Wilfrid's Hospice**

# About St Wilfrid's

St Wilfrid's Hospice helps people to live and die well at end of life.

We care for people living in Eastbourne and the surrounding parts of East Sussex, an area of about 300 square miles with a population of around 245,000 people. We do this through a paid workforce of over 200, and around 500 volunteers.

We provide this in our modern hospice building, although most of the direct care is provided in people's homes and in care homes.

We are rated 'outstanding' by our regulator, the Care Quality Commission (CQC). In the last year we have supported over 1,500 people at the end of their lives, plus those close to them, with person-centered support for their physical, psychosocial and spiritual needs.

Our current strategy, Living Well at the End of Life, has a strong focus on reducing inequalities in access to end-of-life care. This, in turn, will improve the quality and experience for people at the end of life in the communities we support.

To achieve this we need to grow the level of support, financial and otherwise, from our communities.

Our annual turnover is c.£11m. We raise 70% of our funding from voluntary income, with the balance received from the NHS. Our fundraising and retail teams are key to raising our income.

In addition, we work to ensure the best strategic relationship with NHS Sussex. Our strategy includes an objective to ensure we work well in partnership and collaboration to achieve the best outcomes and funding.



# Our Mission

Enabling people to live well at end of life

# Our Vision

A community where people talk openly about dying, live well until the end of their life and where nobody dies alone, afraid or in pain

# Our Values

## Compassionate

We care about each other. We will go out of our way to recognise when someone needs our help or support and will respond to the very best of our ability.

## Professional

We use our knowledge and skills individually and collectively to deliver the best service possible to those we support. We proactively seek to improve and enhance our skills, taking pride in developing ourselves and others.

## Progressive

We're forward looking and thinking. We pursue opportunities to improve and find better ways of doing things through new ideas and approaches.

## Respectful

We treat people with dignity and respect, always acknowledging and respecting people's individuality. What makes us different makes us better.

# About the role

**As leaders of St Wilfrid's Hospice, Trustees have overall responsibility for everything the charity does.**

They are volunteers who make sure the charity has a clear vision and direction and works well with others. They also make sure the charity is well run at all levels, including at Board level. They provide focus and facilitate looking forward and outward to take a strategic approach to leadership.

Whilst not an executive role, Trustees have responsibility to provide assurance. They are accountable for St Wilfrid's Hospice, but, through delegation, ensure a balanced assurance framework to give informed insight into the organisation's business and affairs.

**Trustees ensure St Wilfrid's Hospice achieves its charitable objectives by working with other Trustees, the Chief Executive and leadership team to:**

- Understand the charitable objects of St Wilfrid's and follow the principles of good governance as prescribed by the UK Charity Commission.
- Govern the charity to the standards ascribed by its own governance framework, which includes a trustee code of conduct.
- Ensure that the values of the organisation are understood and upheld by both staff and volunteers.
- Take part in formulating and regularly reviewing the strategic aims of the charity.
- Ensure that the services and activities of the charity are in keeping with its strategic aims.
- Ensure that St Wilfrid's operates within the legal, financial and regulatory requirements of a charitable organisation, and strives to achieve best practice including effective reporting to all required external bodies when appropriate.
- Ensure the long-term sustainability of the charity (including consideration to integration with the wider statutory system, collaboration with other

charities etc.).

- Ensure the Board, Chair, Chief Executive and leadership team provide the charity with effective, authentic and inclusive leadership (see CQC 'Well-Led' quality standards), enabling service to be of a high standard and ensuring that the organisation and those who work and volunteer for it can give of
- their best and thrive.
- Ensure that St Wilfrid's Hospice works effectively alongside local statutory services and with its neighbouring hospices (and the wider third sector).
- Act as an ambassador for the charity, attending events and training/development opportunities etc.

**St Wilfrid's constitution allows for a Board of Trustees of between six and twelve people, elected for three-year periods, with the option to be reappointed for up to three consecutive terms.**

There are typically four board meetings per year, as well as a whole day Strategy Awayday and an evening strategy session. Trustees are also expected to sit on one or more of the sub-committees (Audit, Clinical Governance, People, and Income Generation).

Taking into account Board and sub-committee meetings, plus reading and other ad hoc communication, the time commitment is a minimum of a day per month.



# Trustee responsibilities

As a trustee you are responsible for:

1. Determining the strategy and overall policy framework for the charity.
2. Reflecting and championing St Wilfrid's Hospice's vision, mission, values and strategy at all times.
3. Ensuring the charity operates in an effective, responsible and accountable manner, complying with charity law.
4. Working with all trustees and the Chief Executive to ensure that St Wilfrid's has:
  - a. An effective Articles of Association.
  - b. A clear strategy to meet its objects and aims.
  - c. A robust governance framework which is consistent with the obligations and responsibilities of the charity and company, providing robust risk management, quality assurance and business continuity systems.
  - d. A scheme of delegation in place which clarifies delegation powers and decision-making authority for Trustees and the Executive.
  - e. A membership body that fulfils the needs of the charity.
  - f. Effective support from external professionals as required (e.g. Investment Managers, External Auditors etc.).



5. Holding the Chief Executive and leadership team to account for delivery against objectives.
6. Ensuring the charity's activities are sustainable, and assessing key risks and mitigating strategies.
7. Contributing to the effective functioning of the Board of Trustees.
8. Understanding a Trustee's responsibilities under Charity Law of being a Trustee, and the responsibilities of being a Director of St Wilfrid's Hospice (Eastbourne) under Company Law. Ensuring compliance through evidence, including annual external audit arrangements/findings.
9. Adhering to the Trustee Code of Conduct at all times, liaising with the Chair of Trustees as needed.
10. Supporting the recruitment, onboarding and mentoring of new trustees and the Chief Executive.
11. Engaging in the Trustee appraisal process led by the Chair of Trustees to understand developmental opportunities and ensure the continued strength of the Board.



# Trustee competencies

Trustees should be able to demonstrate the following qualities and competencies.

- Committed to the vision, mission and values of St Wilfrid's Hospice.
- Open to new ways of thinking about end of life care.
- Think and plan strategically.
- Assimilate and analyse information and challenge constructively where appropriate.
- Maintain confidentiality.
- Be constructive of other trustees' opinions and staff members' contributions at meetings.
- Take a balanced and objective view.
- Willing/able to make collective decisions and stand by them.
- Able to respect the boundaries between executive and governance functions.
- Understand the importance and purpose of meetings and be committed to preparing for them adequately and attending them regularly.
- Be willing to be bound by Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

Each Trustee will then additionally bring specific experience and knowledge in their area of expertise to give us a broad base of clinical, management and professional skills.

**It is not essential to have been in a formal governance role before, we will offer full induction and ongoing training for those selected.**

**We are looking for dynamic individuals with a range of skills, including:**

- An understanding approach as to the way dying and bereaved people are supported and cared for in our society and within the health and social care system in all care settings (inpatient, outpatient, community, primary care etc).
- Critical enquiry – a willingness to support the paid professionals to be the best they can be... as individuals and as a team.
- Excellent communication and networking skills.
- A caring approach, while being able to demonstrate strong emotional resilience and emotional intelligence.
- Strategic thinking and an understanding of governance.
- Commitment to continuous development and willing to enable others to grow by adopting a critical friend/mentoring approach.
- Ability to support as part of a team.
- Ability to influence.
- Commitment to equality, diversity and inclusion.

**We are looking for individuals with specialist knowledge in, but not limited to:**

- Organisational development and workforce.
- Working across clinical and social care systems.
- Working with organisations to become digitally enabled.
- The importance of culture and inclusion and working in collaboration.
- Using perspectives acquired in the world of business to achieve organisational success.

**Please note that this role is subject to an enhanced DBS check.**



**Thank you  
for your  
interest in  
this role**

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 **01232 434200**

 St Wilfrid's Hospice, 1 Broadwater Way, Eastbourne BN22 9PZ

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