



Trustee

Candidate Information pack

October 2023

Thank you for your interest in joining our Board of Trustees

We have reached an exciting stage in our development. Harlington Hospice and the Michael Sobell Hospice Charity have recently merged, and our combined clinical and fundraising strengths will ensure that everyone who comes to us can be supported to shape their own care.

The current focus is on shaping our ambitious strategic plans to deliver even greater services to patients and families and to improve equality, diversity and inclusion across our governance and leadership structure, our workforce and our wide range of services.

Becoming a Trustee is a very rewarding role, and this is a significant opportunity to make a difference to a highly regarded charity undertaking important, caring and sensitive work for our local communities.

We are looking for people with a wide range of skills and also who have compassion, empathy and sensitivity to the circumstances and experiences of the people we support with end-of-life care and their families. If you believe you possess the skills and qualities to become a trustee and wish to find out more about us and the work undertaken by our charity, we would be delighted to hear from you.

Carol Coventry, Chair of Trustees



Who we are

At Harlington Hospice Association (HHA) we believe that, even when confronted by the reality of death, everyone can still live each day to the fullest. We are here, alongside our community, in their time of need.

We take great care to get to know everyone who comes to us and work with each person to set their own goals for living well. Our approach is not 'one size fits all'. Through our Inpatient Unit at Michael Sobell House, Hospice at Home, Wellbeing, Harlington Care, Psychological & Emotional Support and Education & Information services, we are alongside people facing illness from the point of diagnosis through to the end of life. We also support the people who are close to them throughout the whole experience and into bereavement.

Our purpose is to support those in our community living with serious or terminal illness to live each of their days in their own way, to the fullest.

Our vision is to create spaces where everyone living with serious or terminal illness is treated as an individual and supported to live with their illness in a positive way.

We are ...

Collaborative - We are inclusive and diverse. And never overlook the value of other views and perspectives in creating more individualised care. We share our own, and learn from others', best practice.

Responsive - We are embedded in our local community and exist to respond to their needs. We go above and beyond to find the right answers for whoever needs our help.

Thoughtful - We think not only about the most effective medical practice, but also about what is helpful for our patients.

Courageous - We are there at people's hardest moments in life. And we are a pillar of strength for them when they need us.

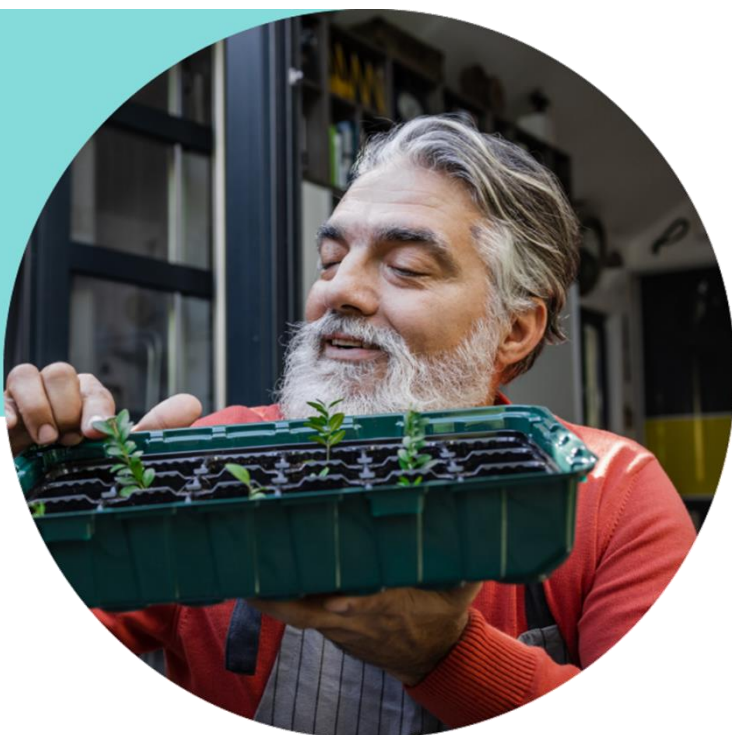
Join our Board

We are looking for four new Trustees to help develop and oversee our current strategic plan. Whilst these roles are voluntary positions, you'll have the satisfaction of joining a dynamic and innovative organisation, passionate about supporting people living with a serious or terminal illness in the London Borough of Hillingdon and surrounding areas. We want people who share our vision and values.

We welcome applications from people with a wide range of skills though we are particularly seeking people with these broad skill sets below.

- Commercial acumen: experience and understanding of business growth, with the ability to think with agility and creativity.
- Fundraising: in particular experience of diversifying and considering alternative income streams.
- Clinical understanding: experience and understanding of working in the health or care sector and in clinical settings

We are open to recruiting both experienced Board members and people without previous Board experience. A full induction and onboarding programme will be provided.



The Trustee role

Trustees are responsible for giving direction to the Charity and ensuring it meets its objectives effectively. They are concerned with the policy, strategy and monitoring of the organisation; day-to-day management is delegated to paid professional staff who report to the Board of Trustees.

The Board of Trustees is legally accountable for the activities of the organisation and has five main objectives:

1. The leadership of the organisation is delegated by the Trustees to the Chief Executive who, in consultation with the Board, is responsible for establishing its mission, vision and values and ensuring it has a clear strategy, purpose and an overall framework of policies and standards.
2. To develop overall strategies to achieve the aims and to ensure that there is a clear system to delegate the implementation of the strategies to the Chief Executive and the staff team.
3. To monitor the performance of the organisation against standards and make sure that it provides the highest quality of support for HHA's care, balanced with the effective, efficient and economical use of the organisation's resources and assets.
4. To ensure compliance with the law and accountability to its stakeholders.
5. 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.

The Board delegates certain powers to subcommittees in specialist areas, including Finance, Buildings and Estates; Executive Committee; Workforce Group; Quality Assurance and Governance Committee; Patient Safety Group; Safeguarding Steering Group.

While the Board may delegate some of its work to these committees and other advisory groups, it retains overall responsibility for the work. All such groups report back to the Board and there are terms of reference set for each committee, which are regularly reviewed.

The Board is comprised of up to 15 Trustees who meet formally as a Board at least five times a year. The subcommittees meet monthly or bi-monthly, in advance of scheduled Board Meetings. At each Board Meeting, the Chair of each Committee will report on significant matters their Committee addresses. Meetings are usually held on a Tuesday and

run from 6 pm to 8 pm. We prefer to meet on a face-to-face basis but do have the facility to run hybrid meetings.

What we can offer you

You will be joining an engaged and committed team at HHA. Becoming a Board member is a fantastic and fascinating way to engage in the charitable sector. It's a role which will give back just as much as you put in and often much, much more. Though often challenging, a Board role will reward the adventurous and ambitious with a wealth of personal and professional skills which are valuable for both work and personal life whilst empowering you with a new sense of contribution in the pursuit of a wider purpose.

Contributing to a great cause

There is no doubt that being a Board member is one of the most powerful ways in which you can contribute to your local community or to a cause you really care about. As a Board member at HHA, you will play an integral part in good governance, not only ensuring the organisation remains viable and sustainable but that it adheres closely to its mission and works in the interests of its beneficiaries.

Strategic experience

Strategic experience can be hard to come by. It can often take decades to find yourself in a role which requires strategic oversight. A Board role is a fantastic way of getting a head start on this, at once giving you the opportunity to develop and hone your critical thinking, problem-solving and analytical skills, as well as developing vital strategic sensibilities and team working skills.

Equally, for those who have already had some strategic responsibilities, a Board role provides an opportunity to use those skills in a significantly different context.

Continued personal development

Joining a Board can be a very interesting experience, not least because it allows you to adapt and apply everything you have learned to date into a new context. Through a Board role, you can gain a clearer idea of your own professional strengths and weaknesses whilst simultaneously learning new skills. Understanding how to adapt your professional knowledge to useful and impactful ends is a good reminder of your own versatility, giving you

confidence in your existing abilities whilst challenging you to push the boundaries of your expertise.

Teamworking

As a member of our Board, you are an essential part of our team and will have the opportunity to apply your unique skills and experience while learning from others. Working closely with a passionate team of people who have different perspectives is often one of the most enjoyable aspects of the role. You will use your ability to collaborate effectively with others. You will also use your ability to constructively challenge the ideas of fellow Board members as well as those of the senior executive team. This is essential to ensure the Board's strategic decisions are scrutinised and tested before being implemented. Negotiating, empathising, listening and clearly communicating ideas and concerns are huge factors in this process and often help to set the tone and culture of Board meetings.

Role description: Trustee

Main responsibilities

- Ensure that the charity complies with its Memorandum and Articles of Association, charity law, company law and any other relevant legislation or regulations
- Ensure that the charity pursues its charitable objects as defined in its Memorandum and Articles of Association
- Ensure the charity applies its resources exclusively in pursuance of its objectives, i.e. the charity should only spend money on activities which are included in its own objectives and not others, no matter how worthwhile or charitable those activities are
- Give clear strategic direction to the organisation, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets
- Safeguard the good name and the values of HHA
- Ensure the effective and efficient administration of HHA
- Ensure the financial stability of HHA
- Protect and manage the property of HHA and ensure the proper investment of its funds
- Appoint the Chief Executive, monitor their performance and determine their remuneration
- Act at all times in the best interests of HHA and declare any conflicts of interest

- In addition to the above statutory duties, all Trustees should use any specific knowledge or experience they have to help the Board of Trustees reach sound decisions. This will involve focusing on key issues and providing advice and guidance requested by the Board on issues and initiatives relevant to the area of the charity's work in which the individual Trustee has special expertise

Time commitment

The overall time commitment is about 1 day per month. All Trustees are expected to:

- Attend Board meetings, currently held five times a year
- Sit on at least one of the Board's subcommittees
- Attend and participate in the Board's strategic planning day
- Visit the Hospice from time to time to build an awareness of the work and develop and understanding of the needs of the different teams. We believe it is important to ensure that the Board has visibility for both staff and our beneficiaries
- Occasionally attend functions on behalf of HHA
- Liaise with other Trustees and the Senior Leadership Team between Board meetings, as necessary
- Read Board and subcommittee papers in advance of meetings and come prepared to discuss key points arising from those papers (filed on the Boardable system)
- Complete the Trustee induction process and mandatory online training
- As part of the Board's ongoing development process, participate in a one-to-one annual review with the Chair of Trustees

Trustees are appointed initially for a period of three years and can be re-appointed for further periods at the discretion of the full Board.

Person specification

Core competencies

- Empathy with the essential principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership
- Strategic thinking, creativity and vision
- Good, independent judgement, able to challenge appropriately as a 'critical friend'
- An ability to work effectively as a member of a team in order to reach timely decisions. This includes being able to speak openly in discussion, whilst listening and respecting the views of others
- An ability to analyse documents and provide informed feedback
- A commitment to the ethos of the charity movement
- A willingness to devote the necessary time and effort to the role
- An ability to act as an ambassador for HHA, to champion its mission and promote its reputation and image
- Commitment to, or interest in, the area served by the charity (NWL and Borough of Hillingdon); it is not necessary to live within the catchment area of the Charity
- An acceptance and understanding of the legal duties, responsibilities and liabilities of Trusteeship
- Strategic experience in commercial, or not-for-profit organisations

Knowledge and experience

Commercial acumen: experience and understanding of business growth, with the ability to think with agility and creativity.

Fundraising: in particular experience of diversifying and considering alternative income streams.

Clinical understanding: experience and understanding of working in the health or care sector and in clinical settings

Personal behaviour and style

- Actively role models the professional conduct expected of a Board member
- Passionate about service improvements; strongly champions the right of beneficiaries and their families to have influence and access to excellent services
- Enabling and supportive management style that motivates the executive and other staff and Board colleagues to deliver the best
- A sense of humour!



How to apply

[Eastside People](#) is supporting Harlington Hospice Association in the recruitment of these roles. [Please click here](#) to apply by submitting your CV and a cover letter which should indicate why you are interested in applying for this role and how you meet the selection criteria.

If you would like a call to discuss the role in more detail, please email Paul Venning, at p.venning@eastsidepeople.org to arrange a convenient time. Having a call of this kind will not influence the success or otherwise of your application.

The closing date for applications is Wednesday 15th November and longlisting interviews, held by Eastside People, will take place the following week. Interviews with HHA for shortlisted candidates will be held week beginning 27th November.

We want you to have every opportunity to demonstrate your skills, ability, and potential; please contact us if you require any assistance or adjustment so that we can help make the application process work for you.

Statement on diversity

We are deeply committed to providing inclusive and equitable care to everyone. And hope to work further with our community in the future to break down any barriers existing around healthcare and accessibility. We are looking to increase the diversity of our Board as our Board needs to be as diverse as our colleagues and customers. We also know that people from different backgrounds bring perspectives and skills that create fresh ideas, thinking and approaches which make the way work is undertaken more effective and efficient. We are an equal opportunities employer, our Equality, Diversity and Inclusion statement can tell you more about our approach.



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