



**Candidate brief  
for the position of  
trustee**

## Introduction letter by David Barrand, chair of trustees

**Thank you for your interest in becoming chair of the board of trustees at Prospect Hospice.**

It has been my privilege to have been a trustee of Prospect Hospice for almost ten years but, with sadness, I will soon step down from the role, and my role as chair of trustees, and someone new will take forward the governance of this great local charity.

In my wonderful time as a trustee, I have seen the hospice, our staff and volunteers, grow and develop our offer and support for local people, as well the increased outreach into the community we support and those who support us. I look forward to watching the hospice continue to grow and improve all that we do in the coming years as a passionate supporter, like so many people across Swindon, Marlborough and north-east Wiltshire.

Prospect Hospice provides a wide range of care and support to people with life limiting illnesses and their families, and has deep roots in the community which it has served since 1980. Our services enable people to access the support and care they need to live well for as long as possible and die with dignity in the place of their choice. Like most hospices we rely on the income generated from our extensive fundraising activities and network of charity shops for the majority of our funding, equating to around 70% of our £8million income. The remaining 30% of comes from statutory and other grant funding. Our income will need to continue to grow as we seek to extend our service to support even more people.

In recent times, I'm proud of the way our team has managed the challenges that Covid-19 has brought. Everyone from our clinical teams to our fundraising teams, retail and support staff were responsive to the changes needed and have been incredibly flexible over the last year, embracing the opportunity to work in different ways to ensure we are still able to deliver our specialist care to those that need us and raise the vital income that is needed to support this.

Now is an exciting time to be joining the charity. As we faced challenges at the beginning of the Covid-19 pandemic, we learnt many lessons that will shape our work over the coming months and years and we are seeking a new chair of our board of trustees to oversee the continuing development and expansion of our care and services. Ideally, you will have a proven, professional track record of leadership at the highest level. You will share our vision, and ambition to take a leading role in our journey to be recognised as an outstanding organisation. In this crucial role, you will spearhead our governance as we face the challenges of new regulatory practices and the wider social and economic factors that may affect our work in the years ahead. As the hospice sector continues to mature, there is also a growing need for collaboration between us and other health and social care providers in the south west.

If you would like to have an informal discussion with a current trustee or you need more information, please contact Siobhain Acott, on 01793 816119 or [siobhainacott@prospect-hospice.net](mailto:siobhainacott@prospect-hospice.net).

With very best wishes,

**David Barrand**  
**Chair of trustees**  
**Prospect Hospice**



## Organisational overview

### About Prospect Hospice

Prospect Hospice is a registered charity and company limited by guarantee, founded in 1980 by the Reverend Derryck Evans, then the chaplain at Swindon's hospital, who was inspired by Dame Cicely Saunders vision and work at St Christopher's Hospice in South London. Prospect Hospice provides free palliative care and support for patients and their families living with end-of life care needs, for a community of more than 300,000 people.

Care is based on the simple idea that patients are ordinary people living with physical, social, emotional and spiritual needs. The hospice provides enormous support to families and friends, caring for the patients and all those around them. Last year we cared for 2,359 patients.

### What we do at Prospect Hospice

Prospect Hospice provides a wide range of services including an inpatient unit in Wroughton, just outside Swindon. Additionally, we offer our Prospect@Home service, a community-based nurse specialist team providing support and advice to patients, a dedicated therapy team and a family support and bereavement service for patients and those important to them.

Our team of community-based nurse specialists work closely with local GPs, district nurses and other healthcare professionals, and are available to give advice and support for patients and their families and to refer them to services to match their needs. We also have a consultant-led medical team that works in all patient settings, and an education service which is also offered to healthcare professionals in the area.

To be able to provide our free care to those who need it, we need to raise around £8m each year. We also have a fully trained team of volunteers who support our specialist clinical teams, ensuring that patients and their families receive the best possible care. Many more volunteers support our fundraising, retail and administration teams, including in our finance department.

### Our vision

Excellent, personalised and compassionate care for everyone affected by a life-limiting illness.

### Our values

Our values apply in every setting - between staff, within teams, with volunteers, how we treat patients and families and how we engage with partner organisations and suppliers. They are: authentic, specialist, person-centred, inclusive, resilient and excellent.



## Our strategy

Some of the key reasons we need this compelling vision and ambitious strategy are:

We know that there are more people from our community who we could support through our services, particularly in community groups who have previously been under-represented in our patient group.

An increasingly frail population, with over 40% of over 65s living alone.

A growing population of around 300,000 in Swindon and north Wiltshire, with an expected increase of 10% in the years ahead.

As a result, our key strategic aims are:

- We will provide excellent services and support within the hospice and our community to meet the growing needs of all patients, their families and carers
- We will extend our influence across the community to improve understanding and support for everyone affected by life-limiting illness
- We will strengthen our organisation, to ensure patients and those around them can continue to rely on us being there for them.

## About our area

Prospect Hospice serves the towns of Swindon, Marlborough and north Wiltshire, which encompasses towns and villages including Highworth, Pewsey and Royal Wootton Bassett.

Our services and main activities are delivered from the hospice in Wroughton, a village just outside Swindon, and we also offer outpatient services from our Wellbeing Centre, based at the Savernake Hospital in Marlborough.

Swindon is the biggest town within our area of care and was historically a town with a rich industrial heritage based on its development as a primary manufacturing town for Isambard Kingdom Brunel's Great Western Railway.

Its railway heritage is reflected in its excellent transport links to London, Bristol and Cardiff, while Bath, Oxford and the picturesque Cotswolds are all within easy range. The headquarters of Nationwide Building Society and the National Trust are both in the town.

Marlborough, the second largest of the towns in our area, is renowned for its Neolithic heritage, reflected in nearby landmarks such as Avebury stone circle and Silbury Hill. The town itself is notable for its charming, wide High Street, lined with shops, cafes, restaurants and pubs, and is popular as a tourist destination throughout the year.



## About the role

### 1. Post Title - Trustee

**Responsible to:** Chair of the board of trustees

#### Purpose

It is the duty of the board of trustees to act in the interests of the charity's beneficiaries. It should ensure that the charity has a clear strategic direction and purpose, and a sense of urgency to get on with the work it was established to do. It should set clear objectives, establish priorities, safeguard the assets (money, property, equipment, human resources) and use them effectively and exclusively to benefit those charity exists to help.

The board of trustees acts with integrity. It adopts values, applies ethical principles to decisions and creates a welcoming and supportive culture which helps achieve the charity's purpose. The board reflects the charity's ethics and values in everything it does. trustees undertake their duties with this in mind.

#### Personal requirements

- Experience of committee work
- Tact and diplomacy
- Good inter-personal/people skills
- Time to perform the role effectively

### 2. Main responsibilities

- To ensure that the charity complies with its Memorandum and Articles of Association, charity law, company law and any other relevant legislation or regulations.
- To ensure that the charity pursues its charitable objects as defined in its Memorandum and Articles of Association.
- To ensure the charity applies its resources exclusively in pursuance of its objects, i.e. the charity must not spend money on activities which are not included in its own objects, no matter how worthwhile or charitable those activities are.
- The charity's financial dealings are systematically accounted for, audited and reviewed regularly.
- To contribute actively to the board's role in giving firm strategic direction to the charity, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets.
- To ensure major risks to which the charity is exposed are reviewed regularly and systems are established to mitigate these risks without the charity becoming risk averse.
- To safeguard the good name and value of the charity.
- To ensure the effective and efficient leadership and administration of the charity.
- To ensure the financial stability of the charity.
- To ensure that the property of the charity is protected and managed, and to ensure proper investment of the charity's funds.
- To ensure that the charity acts in an appropriate and prudent manner in accordance with its legal and charitable obligations.
- To appoint the chief executive and monitor their performance.
- To assist in the recruitment and selection of potential new trustees.
- To contribute as a member/chair of a committee reporting to the board.

- To act as an external representative and ambassador of the charity as required.
- To declare conflicts of interest at the commencement of each board meeting in relation to items on the agenda, and any duality of interest. In addition to the above statutory duties of all trustees, each trustee should use all experience they have in their specific knowledge to help the board reach sound decisions. This will involve scrutinising board papers, leading discussion, focusing on the key issues and providing advice and guidance requested by the board on new initiatives, or other issues relevant to the area of the charity's work in which the trustee has special expertise.

#### **Boundaries/ time commitment**

- Trustees must be prepared for and attend, four board meetings a year (additionally trustee meetings may also be called in addition to set meetings).
- Trustees will be required to attend four committee meetings per year and take part in any sub-committee work.
- Trustees are expected to take part in board/hospice executive team away days (normally two per year).
- Trustees are expected to spend time with hospice teams, getting to know colleagues and to gain a better understanding of the work they do. Trustees are asked to respect the day-to-day operational management and clinical responsibilities of the chief executive and executive team, but to respond appropriately as required.

The role of a trustee extends beyond attending board and committee meetings and may well involve attending and representing the charity at external events. Trustees act reasonably, always act in the interests of the charity and comply with the charity's code of conduct for trustees.

Trustees are encouraged to fully develop their knowledge and understanding of the organisation's work through liaison with the chief executive and executive team.

#### **Location**

The majority of the work will take place at the Prospect Hospice, Wroughton, but representation and ambassadorial activity could take place anywhere within the charity's catchment area. The current pandemic has created a need for most contact to be remote/virtual and it is anticipated that future requirements may involve a combination of virtual and on site contact.

#### **Key contacts**

- Other trustees of the board
- Chief executive and the executive team

#### **Authorisation level**

Trustees delegate authority for hospice expenditure to the senior executive team in the annual approved budget, exceptional or trustee only approval items are authorised within a standing financial framework.

## **Person specification**

### **Experience and qualifications**

#### **Essential**

- Experience of working in a medical, nursing or governance leadership role
- Experience of working in an organisation with service delivery at its heart
- Successful track record of achievement through their career
- Experience of successfully dealing with strategic issues, interpreting complex information and business planning
- Experience of chairing meetings and events

#### **Desirable**

- Good experience and understanding of charity governance and working with or as part of a board of trustees
- Broad knowledge and understanding of the hospice community/sector and current issues affecting it
- An understanding of the regulatory and commissioning environment in the health sector
- An understanding of developing partnerships and building relationships with other organisations
- Direct user experience of hospice care

### **Qualities, skills and abilities**

- A commitment to the values and objectives of the hospice
- Integrity and a history of impartiality, fairness and the ability to respect confidences
- An understanding and acceptance of the legal duties
- Strategic vision and thoughtful interest in the development of Prospect Hospice
- An ability to work effectively as a member of a team
- Demonstrate a strong and visible passion and commitment to the charity, its strategic objectives and cause
- A proven track record of sound judgement and effective decision making
- Exhibit strong inter-personal and relationship building abilities
- Demonstrate tact and diplomacy, with the ability to listen and engage effectively
- A willingness to meet the minimum requirements

Notes...

## Your next steps

To arrange an informal discussion, contact Siobhain Acott on 01793 816119 or email [siobhainacott@prospect-hospice.net](mailto:siobhainacott@prospect-hospice.net).

To apply, please email your CV and supporting statement to [siobhainacott@prospect-hospice.net](mailto:siobhainacott@prospect-hospice.net) by Friday 26 March 2021.



### Prospect Hospice

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