

Trustee Recruitment Pack



rowcrofthospice.org.uk

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rowcroft
hospice 

Contents

Background and principles of care	3
The care we provide	4
Vision and values.....	5
Our strategic goals	5
Our strategy	6
Trustee job description.....	7–9
The successful Trustee	9
How to apply	9



Background

Rowcroft Hospice founded in 1982, supports adults living with life-limiting illnesses in South Devon. We're a charity and more than 70% of our funding comes from the incredible generosity of our local community.

For further information please visit:
www.rowcrofthospice.org.uk/our-history



Our principles of care

- 1 To provide care based upon need, regardless of diagnosis or circumstances
- 2 To empower patients to plan ahead, share their choices and achieve their wishes
- 3 To provide excellent personalised care at home, in care homes, community hospitals and hospice beds
- 4 To reach more people and reduce inequality and variations in access to care
- 5 To maintain our independence in order to deliver the best possible professional care
- 6 To work with all care providers as one holistic integrated system
- 7 To provide advice and support services for patients and families that empower them as users of health and social care
- 8 To be the best we possibly can



*2029 local people
 received care and
 support from us
 last year*

The care we provide

Rowcroft Hospice has been caring for people with life-limiting illnesses for more than 35 years.

We cover the whole of South Devon and offer a wide range of services. We also run training courses for health and social care professionals, because we believe everyone who has a life-limiting illness deserves specialist care.

It takes time, compassion and expertise to help patients and families make the most of every day, but every year we help over 2000 people living with life-limiting illnesses in South Devon to do just that.

By providing comfort, support and specialist services in our patients' homes, in the community and at our Inpatient Unit in Torquay, we enable families to share precious and joyful moments when they are needed most – whether it's a beautiful wedding, remarkable reunion, simple thank you or gentle cuddle. At our premises in Torquay, our team of doctors, nurses, social workers and a range of other health and social care professionals provide specialist care in our 12-bed Inpatient Unit.

We also care for out-patients and their loved ones, offering therapies, bereavement support and medical consultation in an environment that helps patients and families make the most of precious time together.

From Dartmouth to Dawlish, we care for 3/4 of our patients in their own homes with a team of community nurses, social workers, physiotherapists, occupational therapists and bereavement counsellors delivering a holistic approach tailored to individual needs.

We are immensely proud of our care, which is recognised by the Care Quality Commission (CQC) as 'Outstanding'.

We are also very fortunate to have a wonderful team of volunteers. Whether they're manning our reception desk, helping to organise a fundraising event, or passing you a hot cup of tea, these volunteers make a real difference to the hospice and our patients.

3/4 of our patients are cared for at home



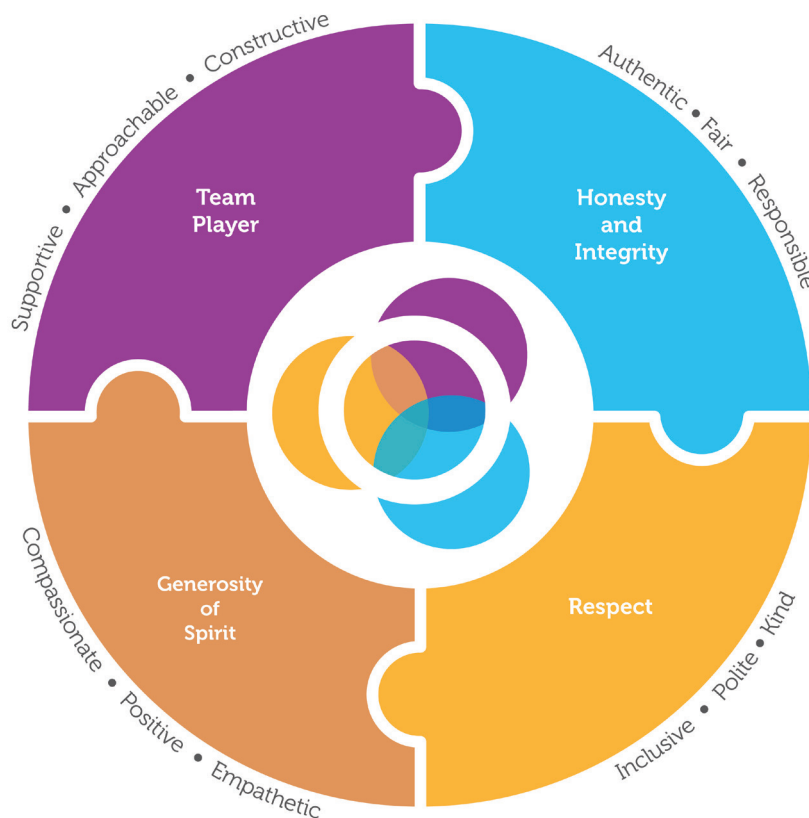
Vision and values

Our vision

"To make every day the best it can be for all patients, and their families, living with life limiting illnesses in South Devon"

Our Values

To be successful we need to live by our core values: be honest and act with integrity, share generosity of spirit, be team players, and show respect.



Our strategic goals

- 1 To deliver outstanding personalised specialist palliative care when and where it is needed, 24/7, regardless of diagnosis or circumstances.
- 2 To be the community specialist palliative care provider of choice for patients across South Devon.
- 3 To extend the reach of our palliative care to one in two adults living with life-limiting illnesses across South Devon by 2023 and two in three by 2030.
- 4 To empower and educate the community by becoming a "community beacon" in end of life care.
- 5 To build a sustainable future with new, diversified funding streams that represent at least 10% of Rowcroft's funding by 2023, and to achieve reserves that equate to 50% of the hospice's annual running costs.

Our strategy

The best strategies are the simplest and our strategy is focused around 3Bs and 3Cs.

The 3Bs are:

Building talented teams – we need to retain, train and recruit great talent (staff and volunteers) to achieve our ambitions. This includes:

- Unlocking the passion of volunteers and increasing recruitment to expand overall numbers
- Leadership and management training
- A talent development plan
- Communication training for all supporting services

Being the lead and partner – leading the agenda on palliative and end of life care across South Devon and partnering with our healthcare colleagues – we cannot achieve our goals on our own

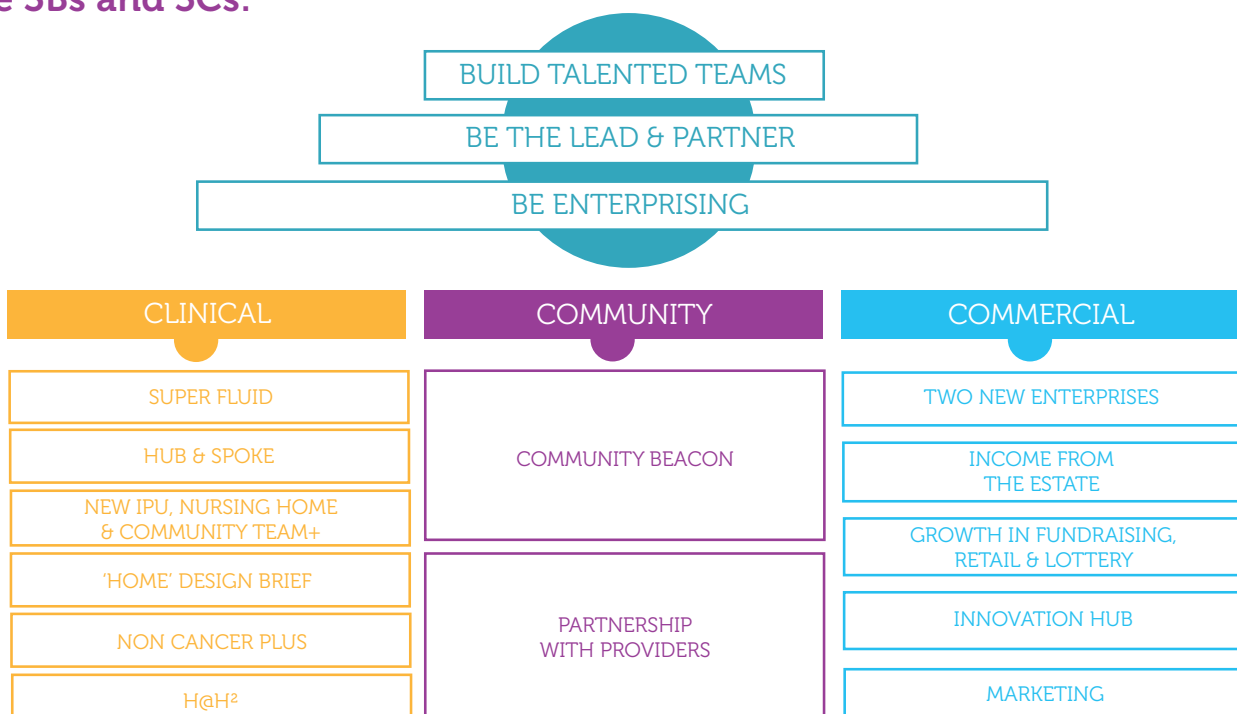
Being enterprising – building an enterprising culture to develop new income streams; reducing waste and unnecessary costs

These activities are executed across 3Cs:

- Clinical
- Commercial
- Community

Each of these Cs is supported by a number of strategic initiatives.

The 3Bs and 3Cs:



Trustee job description

Trustee and Director of Rowcroft House Foundation Limited (Rowcroft Hospice)

Key role

- To actively contribute to the Board's role in giving firm strategic direction to Rowcroft, defining overall policy and outcomes, setting targets and measuring performance against agreed targets.
- To ensure that Rowcroft complies with its governing document, charity and company law, along with any other relevant legislation or regulation pertaining to the management of the charity.
- To contribute to the Board ensuring good governance, effective and efficient leadership for the successful operation of the organisation.

Duties and responsibilities

As a member of the Board of Trustees:

- Act in the best interests of Rowcroft as a charity, promoting and protecting the reputation of the organisation.
- To be aware of issues which affect or may affect Rowcroft and the wider Hospice movement;
- To ensure the organisation applies its resources exclusively in pursuance of its objects and within its powers;
- Safeguard the assets and hence financial stability of the organisation and to agree the annual budget;
- Participate actively in sub-Committees or groups as designated by the Board of Trustees, appropriate to specific skills or expertise;
- Review Board and Committee papers critically with a view to material risk;
- Act as a Director of Rowcroft House Foundation Limited as required by company law.
- To appoint the CEO and monitor their performance
- To participate in the recruitment of senior managers as appropriate



Personal qualities

The personal qualities that we are seeking are embodied within Lord Nolan's Seven Principles of Public Life, these being:

- **Selflessness** – Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends;
- **Integrity** – Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties;
- **Objectivity** – In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit;
- **Accountability** – Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office;
- **Openness** – Holders of public office should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands;
- **Honesty** – Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest;
- **Leadership** – Holders of public office should promote and support these principles by leadership and example.



Personal attributes

Essential	Desirable
Commitment to the hospice's vision, mission and values	Strategic vision
Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship	Board experience
Willingness to devote the necessary time and effort	Ability to think creatively
Good, independent judgement	Willingness to speak their mind
Ability to work as a member of a team	Experience of committee work
Tact and diplomacy	Good understanding of corporate governance
Good communication and interpersonal skills	
Impartiality, fairness and the ability to operate within and respect confidentiality	

Personal qualities – Finance or Accountant role only

Essential

- Senior experience of overseeing accounting and reporting/auditing processes
- Thorough, recent (within the last 6 years) knowledge of financial management, accounting and audit best practices for UK and compliance with associated regulations
- UK-qualified chartered or management accountant
- Experience of successfully dealing with strategic issues and involvement in longer term planning

Desirable

- A good knowledge of relevant general legislation and statutory requirements, including charity law, employment law and/or health and safety law
- Thorough understanding of corporate governance and risk management processes
- Experience of overseeing accounting and reporting/auditing process within a voluntary or public sector organisation
- Good networker and able to leverage professional networks in support of RH objectives when required, in particular for business and organisational development, funding opportunities, high-level commercial negotiation, and mergers and acquisitions

The successful Trustee

Will demonstrate:

- Commitment to the vision and values of Rowcroft Hospice (Rowcroft House Foundation Limited)
- Strategic vision coupled with the ability to focus on practical issues
- Willingness to grasp issues outside personal experience and take a strategic perspective
- An understanding of the role of governance in organisations whether in the private, public or voluntary sector
- Willingness to network and attend events in the hospice calendar
- The ability to work effectively as a member of a team
- Skills and sensitivity in dealing with a diverse workforce and community
- Understanding of and commitment to equality and diversity

How to apply

If you have relevant experience and are interested in making a difference to this unique charity, please apply now by emailing your CV and a letter of application to chris.moores@rowcrofthospice.org.uk