



Saint
Francis
Hospice

Caring for you

Chair Recruitment Pack

Saint Francis Hospice

November 2025

Welcome from the Board of Trustees

Dear Candidate,

Thank you so much for your interest in joining the Saint Francis Hospice Board of Trustees at a hugely exciting time for the organisation and across the sector.

Earlier this year we were again rated 'Outstanding' by the Care Quality Commission and began the implementation of "Growing Together – The Future of Saint Francis Hospice" our brand new 5-year strategy, with its focus on growth. It's a bold plan built on strong foundations and impressive achievements by the hospice over the years, and which requires investment of time, resources, creative thinking, commitment and energy as we look to develop our organisation, expand our services and grow our reach and impact.

To help achieve our ambitions, we are looking for a new Chair and four new Trustees:

- ♥ **A digital strategist**
- ♥ **An income generation professional**
- ♥ **An organisational development and people expert**
- ♥ **A community and care services professional**

If you are a visionary leader and are motivated by making a difference to local communities and to a much-loved hospice that prides itself on excellent palliative and end-of-life care and where your contributions will be valued, then please consider applying.

You will join a supportive and committed Board of Trustees who care deeply about the work of the charity and are enthused about what the future holds.

We look forward to working with you towards the best care for all at the end of life.

Amanda Hallums

Interim Chair of the Board of Trustees



About us

Saint Francis Hospice is an independent charity and one of the largest Hospices in the UK, situated in the beautiful village of Havering-atte-Bower. We pride ourselves on our renowned reputation within our community for providing expert end of life and palliative care for any person, from any faith or cultural background and living in Barking and Dagenham, Brentwood, Havering, Redbridge, and parts of West Essex.

We provide outstanding care for people at the end of life, in their own homes or at the hospice and our committed team of experts address every person's situation, whatever their faith or spiritual needs may be. The hospice has 18 specialist palliative care beds on its Ward. We also have an active wellbeing and day therapy service which provides one-to-one clinical and therapy appointments as well as group wellbeing activities. 85% of our care is carried out in the community.



We work collaboratively alongside our local healthcare partners including GPs, community nurses and hospital specialists to help manage pain and other difficult symptoms, aiming for comfort, as much independence as possible, and the best possible quality of life.

Individuals in our care and the people who love them are embraced by a team of experienced professionals who are devoted to making everyone's life the very best it can be. Our aim is that no one is afraid or in pain and no one dies or grieves alone.

There are no costs to our services. We are funded mostly by the generosity of our supporters - local people, companies and organisations. To provide this dedicated and expert care, the hospice needs to raise over £9 million each year.

Our Vision

is the best care for all at the end of life.

Our Mission

is to ensure that everyone in our community has access to excellent palliative and end-of-life care before, during and after death.



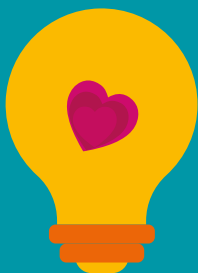
Our Values



Compassionate – we are a caring team, kind to each other and put the needs of individuals and their loved ones at the heart of what we do.



Collaborative – we value working in partnership across our communities and are proactive about nurturing relationships with our stakeholders.



Creative – we are forward-thinking, adaptable in our changing world and embrace change and innovative ways of working.



Find out
about our
future plans

About the Board of Trustees

As an independent charity and a registered company, Saint Francis Hospice is led by a Board of Trustees which holds ultimate responsibility for the governance of the organisation.

The Board consists of individuals who voluntarily give their time on a regular basis to support the Hospice, some of whom have been personally affected and supported by the incredible care we provide. Our Trustees bring personal and professional experience from a wide range of backgrounds including clinical, education, legal, business and accountancy.

The Board is responsible for ensuring the Hospice services are safe, effective and caring and that the Hospice is effectively managed. They work with the Executive Leadership Team to agree the broad strategic aims and direction of the Hospice; providing the necessary support and challenge to ensure the Hospice continues to deliver its vital community services.

The Board also ensure that the Hospice values of being Compassionate, Collaborative and Creative are upheld, and that the Hospice is a great place to work and to volunteer.

The Board of Trustees is responsible for setting out the direction for the Charity, ensuring the strategy and policy framework of Saint Francis Hospice supports the organisation, determining its goals, protecting and promoting the identity and values of the charity, and fulfilling the statutory responsibilities. The Board works with the support of the Chief Executive Officer and other Executive Directors. The Trustees support all of the services that the Hospice provides in the Community (85%) and the Hospice Site at Havering-atte-Bower. The Trustee role extends to promoting Saint Francis Hospice externally - as an Ambassador and influencer of the Charity and palliative and end of life care both locally and nationally, where relevant.

The Board delegates certain functions to the following Governance Committees, which assist the Board in meeting their responsibilities as follows:



The Finance and Digital Committee

Assists the Board in respect of financial and information governance reporting, risk and assurance, ensuring that the resources of the organisation are used effectively and to provide a channel of communication between the Hospice's auditors and the Board. It is there to assist the Chief Executive Officer and Chair to create an environment in which accounting, information and digital systems can operate effectively, and to assist all Board members by ensuring compliance with their statutory duties and responsibilities.

The People and Culture Committee

Approves and reviews progress of the People Strategy and the Volunteer strategy along with Trustee skills assessment, appraisals and all volunteer recruitment. The Committee also regularly reviews both the existing culture and progress towards the desired culture, through the benchmarking of the overall reward package, market intelligence and engagement survey results, and demonstrable progress of the delivery of Equality, Diversity, Inclusion and wider workforce strategies.

The Care & Quality Committee

Oversees the high standards of quality in our care and community services, including regulated activity, health and safety and support services (including Estates), along with adherence to regulatory and contractual requirements relating to those areas of operations.

The Nominations Committee

Makes recommendations to the Board for appointment and reappointment to the Board of Trustees, including Chair and Vice Chair appointments, and to its committees, taking regard of the skills and experience required of its membership and ensure effective succession planning. It approves arrangements for the recruitment, selection, induction, training, mentoring, and appraisal of trustees.

In addition to the main Board, as Chair you will be expected to be a member of the Finance & Digital and Nominations Committees.

Saint Francis Hospice and it's Board is actively committed to equity, diversity and inclusion and welcomes applications from candidates that represent the diverse needs and profile of the people and communities served by the charity.

Role Overview

The Chair

- ♥ Provides leadership to the Board of Trustees and ensures that it fulfils its duties and responsibilities for the effective governance of Saint Francis Hospice and the achievement of the hospice's charitable objectives, strategic goals and ambitions
- ♥ Provides line management for the Chief Executive Officer (CEO) and holds them to account on behalf of the Board for the delivery of agreed objectives and operational performance
- ♥ Ensures that the Board works effectively in partnership with the CEO, the Executive Leadership Team and Saint Francis' staff and volunteers
- ♥ Ensures the finances, assets and all resources are managed effectively and appropriately to secure the sustainability and financial health of the hospice
- ♥ Acts as a spokesperson and ambassador for Saint Francis Hospice, and for the wider hospice movement, in partnership with the CEO and other Saint Francis leaders.

Strategy, Governance and Leadership

- ♥ To Chair the meetings of the Board and ensure they are conducted efficiently and effectively to enable the charity to be properly governed in the long-term interests of the hospice; regularly review the charity's governance structure and the Board's performance.
- ♥ Ensure that Trustees work together effectively as a team and all actively participate and contribute to meetings, bringing together diverse views, building consensus, setting clear objectives and plans and making sure these are implemented. Additionally, to ensure the business of Board committees is reported appropriately.
- ♥ Be satisfied that the Nolan Seven Principles of Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership) are observed in all Board business.
- ♥ In partnership with the CEO, ensure the charity has a clear vision, mission and strategic direction and the CEO, Trustees and the hospice's teams are aligned and focus on achieving these.
- ♥ To plan, facilitate and chair board meetings, strategic away days and other relevant events organised by the hospice, and work with the CEO and EA to set the agendas, and plan the annual schedule of meetings;

- ♥ To support the CEO to achieve the charity's mission and ensure the resources of the organisation are effectively managed and appropriate systems, processes and controls are in place to monitor performance and measure impact.
- ♥ Develop effective working relationships with the CEO and the Executive Leadership Team to promote and enhance the effective governance of the hospice by visiting the charity on a regular basis, between formal Board meetings, for briefings and discussions and to constructively question and provide support and guidance as appropriate.
- ♥ To ensure that the Executive Leadership Team reports regularly to the board of Trustees on progress towards the strategic objectives, financial, business and annual plans and that established procedures are followed.
- ♥ When appropriate, make proposals to the Board for the process of appointing the CEO, and be responsible for arranging a Chair for the selection panel.



Operation and Performance of the Board

- ♥ To ensure the charity has a governance structure that is appropriate to a charity of its size and complexity, stage of development and its charitable objectives.
- ♥ Lead and develop a team of Trustees with the right skills and experience appropriate to the successful oversight of the hospice and ensure Board's decisions are made in the best, long term interests of the charity and for the Board to take collective ownership of decisions.
- ♥ Support access to relevant external professional advice and expertise when necessary.

- ♥ Ensure that the Board has established key performance indicators which can measure the organisation's performance and impact through its balanced scorecard.
 - ♥ To ensure the long-term viability of Saint Francis Hospice, work closely with Trustees and senior teams to ensure the Board is aware and monitors the key risks facing the charity, on a regular basis.
 - ♥ Ensure the Board's delegated authority is recorded with terms of reference and code of conduct for the Board and sub-committees, job descriptions for officers and key staff; with reporting procedures and policies all followed and reviewed on a regular basis.
 - ♥ Ensure the hospice's financial dealings are systematically accounted for, audited and publicly available as appropriate.
 - ♥ To ensure the hospice has a satisfactory system for holding in trust beneficiary's money, property and other assets, and ensure investments are to the maximum benefit of the charity, within the constraints of the law, ethical and other policies laid down by the Board.
- To ensure that there is a systematic, open and fair procedure for the recruitment or co-opting of Trustees, succession planning for the future Chairs of the Board and the CEO.
- ♥ Promote good working relations between Trustees and staff through regular dialogue and engagement in the charity's activities and events.

- ♥ Ensure that all Trustees receive appropriate induction, advice, information and training (both individual and collective) and have the opportunity to discuss their contribution and development needs annually.
- ♥ Promote critical self-assessment of Board performance and make an active contribution to the regular self-assessment of governance of the organisation.
- ♥ Ensure that the Board is actively committed to equity, diversity and inclusion and addresses the issues of diversity so that the balance of the Board membership, with respect to gender, age, ethnicity and community representation is, wherever possible, appropriate to the needs and profile of the people and communities served by the charity.
- ♥ Ensure Trustees act in the best interests of the hospice at all times and declare any conflicts of interest at the appropriate time.

Supporting the CEO

The Chair is responsible for promoting a constructive and supportive working relationship with the CEO, in the spirit of genuine partnership, to assist them in achieving agreed objectives while maintaining a professional relationship at all times. The Chair will

- ♥ Provide support and constructive challenge to the CEO on behalf of the Board and to ensure the duties are carried out effectively and appropriately.

- ♥ Be responsible for ensuring that the Board focuses on its governance role and does not interfere or impose on the management or operations of the hospice.
- ♥ In partnership with the CEO, develop an annual schedule of Board meetings and development days and ensure relevant agendas and papers are prepared and available in good time; check appropriate items and issues are presented at Board meetings which are fundamental issues for the charity; have policy implications, or are priorities for Board review at the time.
- ♥ Ensure that the Board receives relevant, sufficient and timely information to make informed decisions.
- ♥ Ensure that the CEO's performance is reviewed informally at regular one-to-one meetings throughout the year, to discuss issues and progress, agree expectations and to plan and prepare for meetings.
- ♥ Ensure a formal annual review is undertaken, with personal objectives supporting the achievement of the strategic objectives and priorities of the hospice.
- ♥ Actively support the CEO with organisational fundraising activities and in particular, through introductions to potential contacts, funders and donors.
- ♥ Share skills, knowledge and experience to support the CEO and the work of the hospice.

Ambassadorial Responsibility

- ♥ In close consultation and partnership with the CEO, agree respective roles in representing the charity at external functions, meetings and be key contact for the media and press.
- ♥ To serve as an ambassador for Saint Francis, bringing enthusiasm and energy in promoting the charity's best interests and reputation, by representing the organisation at external meetings, presentations and events in local, regional and national settings and develop strong and positive relationships and effective partnerships with key and influential stakeholders.
- ♥ To influence and encourage the Trustees, staff and community of the hospice, to support and participate in fundraising activities and attend and run events to support the financial and future sustainability of the charity.



Person Specification

About the person

We are looking to appoint an inspirational leader, committed to our purpose and the Hospice values who can bring vision, strategic abilities and expertise to help us build on our achievements and realise future ambitions. You will have a genuine passion for and interest in the work of the hospice and the communities it serves.

You will be a highly effective communicator, acting with diplomacy and tact, with a curious mindset and the confidence to challenge constructively.

You will be committed to working as part of a team, with excellent interpersonal and listening skills and the ability to motivate, energise and unite a wide range of people behind the hospice's objectives.

Essential Experience:

- ♥ Experience of leading a Board or a committee as a Chair, or extensive Trustee experience.
- ♥ Significant executive management and strategic leadership experience and successfully leading an organisation through growth, change, organisational strategy development and cultural transformation.
- ♥ Understanding of charity finance, legal duties, responsibilities and liabilities of a Trustee.
- ♥ Experience of building and developing successful partnerships, alliances and working relationships with a range of organisations and stakeholders.
- ♥ Supporting an organisation in raising income and building relations with potential corporate partners, clients, funders and donors.
- ♥ Helping raise the profile of an organisation as an ambassador and being the spokesperson at events, meetings, functions and in the media.

Terms of Appointment

Time commitment

The Board and Governance Committees meet quarterly and also hold annual strategy 'away days' (1 full day). Whilst we value in person meetings with our Trustees and it's always a pleasure to see them, we are a flexible organisation and understand this is not always possible, and there are opportunities for virtual or hybrid meetings, where required. In addition to preparation for and attendance at Board and Governance Committee meetings, there will be mandatory training to complete (mostly online). Trustees are also expected to visit all areas of the Hospice on a regular basis to speak to staff and volunteers and see for themselves how our services are being delivered, as this forms part of the process of them gaining assurance. Typically, this will average out at about 2 – 3 days per month.

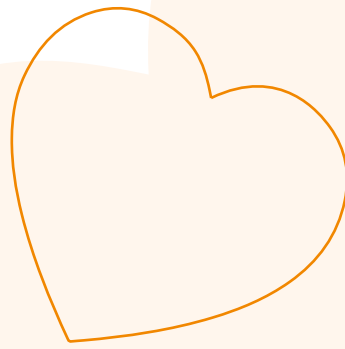
Term: Chair appointments are for a three-year term, renewable for a maximum of two terms.

Remuneration: This is an unremunerated role, but all relevant expenses will be reimbursed.

Location: For in-person meetings, The Hall, Havering-atte-Bower, Romford, Essex, RM4 1QH; hybrid – via Teams.



How to apply



- ♥ Please email **jobs@sfh.org.uk** to express your interest and indicate which role you would like to apply for.
- ♥ If you **would like an informal conversation with the CEO**, please let us know, and we will arrange this for you. A **tour of the main hospice site can also be arranged**.
- ♥ The application period is open from **November until 2nd January 2026**.
- ♥ Please **send your up-to-date CV** and a **supporting statement** of no more than **2 pages of A4**, setting out your relevant skills and experience as well as motivation for the role, stating clearly which role you are applying for.
- ♥ The interview process will consist of a **visit to the Hospice** and **informal meeting with the CEO**, a **stakeholder session (via Teams)** and an **in-person interview with a Trustee and CEO panel**.
- ♥ **Interviews will be held mid-January**, we will confirm the exact date with applicants nearer the time.

*Thank you for
your interest
in working
with us.*



The heart of our community



 Postcodes in our catchment area
 Postcodes not in our catchment area
 Postcodes are borderline / shared areas
 Shops
Saint Francis Hospice

REDBRIDGE AREA

Includes post codes **IG1** to **IG6** inclusive and **IG11**.

WEST ESSEX AREA

SFH catchment includes postcodes **CM4**, **CM13**, **CM14** and **CM15**.

CM5, **CM16**, **IG9** and **IG10** are mostly covered by **St Clare Hospice**.

HAVERING AREA

SFH catchment includes postcodes **RM1** to **RM15** inclusive.

RM16 and **RM20** are covered by **St Luke's Hospice**.