



Saint  
Francis  
Hospice  
Caring for you

# Trustee 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 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.

With best wishes,

**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 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 nearly £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.



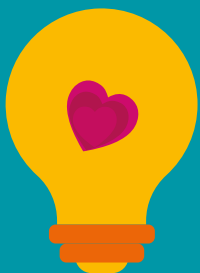
# Our Values



**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.

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## **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.

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## **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.

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## **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.

# Trustee Role Overview


Saint Francis Hospice has launched a new five-year Strategy, with focus on growth in our reach, profile, partnership working and impact. Achieving scale in our services across the communities we serve as our care and support programmes and the whole organisation develop further to become more accessible, will be key to our mission.

We are looking for a new Chair and four new Trustees to join our Board, at a time when a number of long-serving Board members will be looking to retire over the next year or so, and to add additional skills and expertise needed to help govern the delivery of the new strategy. Mary Edwards, who joined the Board of Trustees as Chair in August 2024, sadly resigned this summer due to personal health reasons.


We are particularly keen to hear from candidates with a background in the following areas:

## **Digital Strategy and Transformation**

- For this trustee role, we are looking for an individual with experience in developing and implementing a digital strategy in full alignment with the organisational strategy and its goals. We are looking to invest in our systems and processes and capitalise on digital opportunities as we develop our services for the future.

 **Income generation** - this trustee will bring senior strategic income generation experience, ideally in a charity setting with a national profile and reach. We are looking for an individual with a strong understanding of funding landscapes, corporate and individual giving and commercial income sources.

 **Organisation development and people/HR practices** - this trustee will bring expertise in excellent people practices, organisational culture and change leadership and will help us become the employer and volunteer-engager of choice.

 **Healthcare** - For this trustee role, we are looking for an experienced community healthcare professional who is passionate about person-centred and equitable care and who is excited about the new direction set out in the NHS long-term plans - shifting more care to the community, use of digital and prevention. Whilst prior experience of end of life/palliative care would be advantageous, it isn't essential.

Saint Francis Hospice and its 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.

We are open to experienced Trustees but will also consider senior leaders who are looking for first-time Board roles.

# Key Responsibilities

## Trustees will:

- ♥ Be committed to the Hospice's vision, mission and values, and have joined the Board being motivated by our cause and wanting to help the Hospice deliver its goals most effectively for public benefit.
- ♥ Recognise that meeting the Hospice's stated public benefit is an ongoing requirement.
- ♥ Understand their statutory responsibilities, in particular have read and have a good grasp of the Charity Commission's guidance The Essential Trustee (CC3)
- ♥ Be committed to sound governance and want to contribute to the Hospice's continued development, improvement and growth.
- ♥ Prepare for and participate fully in board meetings, acting reasonably in decision-making and leadership of the organisation.
- ♥ Ensure the proper management and administration of the charity.
- ♥ Promote and champion the work of the charity.
- ♥ Participate in sub-committees.
- ♥ Manage risks with a considered, proportionate and balanced approach, helping set the organisation's risk appetite as part of the wider Board.
- ♥ Support the CEO and the Executive Leadership Team at a strategic level, while they focus on the day-to-day running of the charity.
- ♥ Ensure that the hospice's values are upheld in the delivery of its objectives.



## Your statutory responsibilities will include:

- ♥ Taking responsibility for the work that the charity does and how it does it.
- ♥ Ensuring that the charity complies with its governing document, charity law, company law and any other relevant legislation and regulations.
- ♥ Ensuring that the charity pursues its objects as defined in its governing document.
- ♥ Ensuring the charity uses its resources exclusively in pursuance of its objects for the benefit of the charity.
- ♥ Contributing actively to the board of trustees' role in giving firm strategic direction to the charity, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets.
- ♥ Safeguarding the reputation and values of the charity.
- ♥ Ensuring the effective and efficient administration of the charity, including having appropriate policies and procedures in place.
- ♥ Ensuring the financial stability and sustainability of the charity.
- ♥ Protecting and managing the assets of the charity and ensuring the proper investment of the charity's funds.
- ♥ Following proper and formal arrangements for the appointment, supervision, support, appraisal and remuneration of the Chief Executive.



# Person Specification

## About the person

We are looking to appoint skilled and compassionate professionals, committed to our vision, mission and values who can bring strategic abilities and specific 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 help drive our strategy, ask the right questions, challenge healthily and constructively, support the CEO and the Executive Leadership Team.

You will be a team player, with excellent interpersonal and listening skills and the ability to interact with a wide range of people so that the hospice's objectives can be achieved.

## Essential Experience:

- ♥ A reasonable level of understanding of legal, financial, audit and other regulatory requirements of a charity.
- ♥ Awareness of developments in the non-profit sector and areas of interest to the Hospice.

- ♥ Strong skills, experience and knowledge in one or more of these areas:

- Digital strategy development and implementation
- Income generation
- Organisational development and people practices
- Healthcare.

## Behaviours and attitudes:

- ♥ Commitment to the hospice, with sufficient time and energy to contribute effectively to board proceedings.
- ♥ Ability to work effectively as of a team.
- ♥ Willingness to speak up and challenge constructively.
- ♥ Ability to remain independent of any influence from another organisation or individual.
- ♥ Ability to make swift and sound decisions based on an analysis of information presented.
- ♥ Ability to manage risks with a balanced and informed approach.

# 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:** Trustee 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.

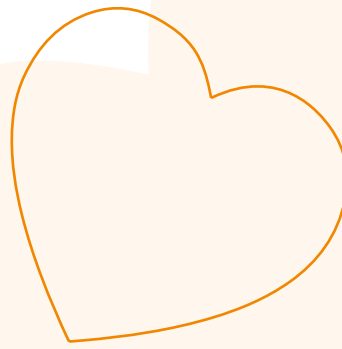
**Location:** for in-person meetings, The Hall, Havering-atte-Bower, Romford, Essex, RM4 1QH; hybrid – via Teams.

## How will being a Trustee benefit you:

- ♥ Pleasure and associated mental health benefits from helping others
- ♥ An opportunity to give back to a highly respected and much-loved Hospice
- ♥ Learning new skills and gaining valuable experience in governance, strategic thinking, negotiation, managing relationships and diplomacy
- ♥ Learning about the charity and hospice sector
- ♥ Being part of a solution
- ♥ Meeting lots of diverse individuals and organisations
- ♥ Board expertise, which may become a great springboard for other roles in the not-for-profit and corporate sectors.



# 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** or the Interim Chair, 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 (optional)** and an **in-person interview with a Trustee and CEO panel**.
- ♥ **Interviews will be held mid-January**, we will confirm this 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**.