



Candidate brief for the position of Chair of Trustees

St Luke's Hospice Plymouth | December 2023

Welcome letter from the **Chair of Trustees**

On behalf of the Board of Trustees, thank you for your interest in becoming our next Chair of Trustees at St Luke's Hospice Plymouth.

A pioneer among hospices, St Luke's is an exceptional charity that has been trusted to serve our local community for more than 40 years. Renowned for going over and above for families at the toughest of times, we have a fine reputation and loyal supporters, who recognise the vital difference our specialist care makes to everyone who needs it.

The person appointed to this role will assume both the immense privilege and responsibility of becoming Chair of Trustees of St Luke's.

Across Plymouth, Southwest Devon and East Cornwall, our charity provides the high-quality, bespoke care terminally ill people need – and deserve – at the end of their lives.

Our most precious responsibility at St Luke's is to act as that trusted and professional channel between the good will and generosity of our supporters and some of the most vulnerable members of our community. If you are appointed as Chair, you will lead a highly dedicated, talented, resilient and diverse Trustee Board comprising fellow volunteers giving their time and skills to our charity.

With me stepping down in early 2024, we are recruiting a trustee who will act as Chair to work with our recently appointed CEO George Lillie, to ensure a smooth and efficient transition.

I cannot overstate how rewarding it is to lead the board of St Luke's, which is not only a highly respected charity in the sector but has a very special place in the hearts of our supporters. I wish you well with your application.

Best wishes,

Charles Hackett
Chair of Trustees

The majority of our care is delivered in patients' homes.

57%
HOME

35%
HOSPITAL

8%
TURNCHAPEL

WHERE DO WE SEE OUR PATIENTS?



Overview

St Luke's Hospice Plymouth is an independent charity providing specialist care and support to people with progressive life-limiting illnesses in Plymouth, South West Devon and East Cornwall. We believe that everyone deserves quality end of life care, no matter where.

Visit [our care](#) for more information.

What we do

Last year we cared for over 1,980 people in the local community who are living with a terminal illness. This specialist care is provided by a multi-disciplinary team of doctors, nurses, social workers and occupational therapists to patients and their families at home, at Derriford Hospital or at our specialist unit at Turnchapel.

We are dedicated to ensuring that everyone in our community is educated and informed when it comes to end of life care. Our Education Team engages with the local community to train and empower individuals and organisations to work in partnership to provide excellent care in all environments and across all services.

Our strategy

Our vision is a community where no person has to die alone, in pain or in distress.

Our new three-year strategy is currently in development, launching Spring 2024.

Our mission

We work within our community in partnership with others to achieve dignity, comfort and choice for people affected by a life-limiting illness, by delivering and influencing exceptional care.

Working together

Our teams of specialist doctors, nurses, occupational therapists and social workers work alongside other healthcare professionals to deliver the best possible care, advice and support for patients and their loved ones. Of the patients we cared for last year, 57% of those were cared for at home, 35% at Derriford Hospital and 8% at Turnchapel.

1373
PATIENTS
SUPPORTED IN HOSPITAL



Our care

At St Luke's Hospice Plymouth we share the ethos of the late Dame Cicely Saunders, the founder of the modern hospice movement: "You matter because you are you, and you matter to the last moment of your life. We will do all we can, not only to help you die peacefully, but also to live until you die."

We care for people with serious illnesses such as cancer, motor neurone disease, heart failure, multiple sclerosis and chronic lung disease, treating any adult over the age of 18.

We do all we can to involve patients in decisions about their care, to maintain privacy and dignity in providing that care and to respect patients' individual rights and religious and cultural beliefs. Our approach to care is holistic, centred on the needs of the individual patient.



St Luke's works
 alongside the NHS.

Our values

We are seeking a Chair of Trustees who is aligned with our values and committed to our vision of a community where no person has to die alone, in pain or distress.

Our values of professionalism, respect, compassion and integrity underpin all that we do at St Luke's, ensuring we provide the best possible care to as many local people as we can reach, living and dying with a terminal illness.

Our values are at the heart of everything we do and form what it means to work or volunteer for our charity. They provide clarity over how we expect to be treated and how we should treat each other, shape the way we work together and also, how we deal with change and challenges.

At St Luke's, we want people to feel they can be themselves at work, know they are valued and feel empowered to achieve excellence in their roles.

Our values were developed by our people, highlighting what is important to them. We continuously review our values and the behaviours that demonstrate these, to keep hold of 'what we're all about' as our culture, and our vision and values, affect not only job satisfaction but the standard and level of service delivered by our teams.

These values are a commitment to transparency and honesty, while remaining brave, striving to always improve and to challenge each other fairly, whatever level of the organisation we are at.

With our leaders keeping the vision, values and behaviours at the heart of their actions and strategies, our expected behaviours and attitudes will be role modelled across our organisation.

Our leaders guide and coach our people to achieve the best possible outcome so that everyone feels listened to and supported in an environment where there is confidence to contribute, and where we all feel valued and empowered to fulfil our potential.

A photograph of two healthcare workers in purple scrubs embracing warmly. The worker on the right is smiling broadly, showing her teeth. The worker on the left has her back to the camera, wearing glasses. The background is a blurred clinical setting.

COMPASSION

WE GIVE TIME TO LISTEN
AND TO CARE WITHOUT
JUDGEMENT

RESPECT

WE ARE FAIR,
EMBRACING DIVERSITY
AND TRUST

INTEGRITY

WE DO WHAT
WE SAY WE WILL
WITH HONESTY

PROFESSIONALISM

WE STRIVE FOR EXCELLENCE
AND INSPIRE AND
EMPOWER OTHERS

Midnight Walk, one of St Luke's flagship fundraising events.

The role

Chair of Trustees

Role purpose

The Chair of Trustees will lead the board, working closely with fellow trustees, the CEO and senior managers of St Luke's to ensure excellent governance of our charity.



Key responsibilities

Board meetings and time commitment

The Board meets approximately six times per year, in the evening, and there are occasional other special meetings, task groups and events to attend. One of the board meetings involves a strategic planning day. In total, the role of Chair requires the equivalent of approximately one day per month, but requires flexibility at certain times where there is a need to respond quickly. The role is voluntary but appropriate expenses can be reimbursed.

Key duties

1. To provide leadership to the board and to ensure that trustees fulfil their duties and responsibilities for the proper governance of the charity.
2. To support and, where appropriate, challenge the Chief Executive for the satisfactory operation and management of the charity while at the same time, ensuring the board plays a full role in the development of the charity's strategic planning.
3. To ensure high standards of corporate and clinical governance are maintained.
4. To represent the charity at the highest level.
5. Actively promote diversity in the trustee board to ensure we have a range of perspectives and lived experience in order to remain innovative and agile to changing environments.

General duties (in addition to those of trustee)

- Ensure that the hospice has a clear vision, mission and objectives, understood by the trustees and Chief Executive, and that methods exist for measuring progress to achieve these.
- Through the board and Chief Executive, ensure the board has an effective balance of skills and access to relevant professional advice as required to govern effectively, and that there is an open system for the recruitment of new trustees and succession planning for a future Chair and Chief Executive.
- To ensure the charity complies with its Memorandum and Articles of Association, plus any other applicable legislation and regulations.
- To develop a constructive, frank and open relationship with the Chief Executive through regular communication and meetings, providing support and advice while respecting management responsibilities.
- To be an ambassador for the charity, including representing and attending national, regional and local events, as well as collaborating with the regulators and the general public.
- To chair board meetings or sub-groups of the board, to support the delivery of services as required.

- Ensure that major risks to which the charity is exposed are reviewed regularly and systems are established to mitigate these risks without the charity becoming totally risk adverse.
- Ensure that internal controls and systems are in place (both financial and non financial) and audited and reviewed regularly.
- Ensure the board delegates sufficient authority to its committees, the Chief Executive and other senior managers to ensure the business of the charity carries on effectively between meetings of the board.
- To be accountable for the overall performance of the hospice business.

Governance duties

- Ensure the charity has a robust governance structure and that these structures and governing instruments are reviewed regularly and are transparent for scrutiny.
- Ensure the board has the skills required to govern the charity well, that these skills are utilised and that the board has access to relevant external professional advice and expertise.
- Ensure the board reviews annually the charity's governance, risk monitoring, structure and performance and that any serious complaints or untoward incidents are raised to the board.
- Chair the meetings of the board and ensure they are effective and well attended.
- Ensure regular performance evaluation of the board, its committees and individual trustees and act on the results of such evaluation, by ensuring appropriate training/

development where necessary to enhance its overall effectiveness as a team.

- Encourage all trustees to participate and to feel free to challenge constructively both the Chair and Chief Executive.
- Ensure there is an annual programme of board and committee meetings, carefully structured agendas and high-quality briefing papers, providing timely information and concentrating on governance.

Work in partnership with Chief Executive and senior managers

- Ensure there are clear and open processes in place for the appointment, rotation, retirement and succession of the Chief Executive and senior managers.
- Ensure there are clear and open processes in place for the setting and reviewing of the remuneration packages, terms and working conditions of the Chief Executive and senior managers.
- Ensure regular meetings with the Chief Executive and hold him/her to account for executive actions and performance, building a positive relationship in which both parties can speak openly about concerns, worries and challenges.
- Provide leadership and support to the Chief Executive to ensure the charity is run in accordance with the decisions of the board and the charity's governing documents and that there is clarity about the charity's objectives at all levels.
- To oversee the induction of new trustees and undertake an annual appraisal.

Person specification

We are seeking applications from suitably qualified and experienced people who can demonstrate the following:

- Working at Board or Senior Management level.
- Understanding and managing corporate risk (desirable).
- Undergraduate degree (or equivalent).
- Understanding of what good governance and collective responsibility looks like.
- Whilst knowledge of the healthcare sector is helpful, support will be given to developing knowledge of special areas such as the NHS. Legal duties, responsibilities and liabilities of a Trustee (desirable).
- Knowledge of legal duties, responsibilities and liabilities of a Trustee.
- Has excellent communication skills, both written and oral.
- Experience chairing meetings.
- Ability to delegate.
- Good time management.
- Ability to think strategically and creatively.
- High level of emotional intelligence.
- Comfortable and confident in public speaking.
- Exhibits an understanding of the inclusion agenda.
- Demonstrates Nolan values.
- Fairness and impartiality.
- Commitment to equality; diversity; and inclusivity.

Personal qualities

Confident, with excellent people management skills, and able to build trusting relationships with trustees, senior staff, external partners and stakeholders.

Able to make measured and fair judgements and decisions.

Able to engage and consult with trustees and senior staff about important decisions affecting the charity.

Excellent communication and interpersonal skills, and the ability to represent the charity externally.



Elmer's Big Parade sculpture trail run by St Luke's in 2019.

Plymouth, Britain's
Ocean City

Our commitment to equality, diversity and inclusion

We welcome applications from people of all backgrounds who can bring different skills, experience and perspectives to strengthen our board. St Luke's is committed to valuing diversity and promoting equality. We welcome and encourage applications from suitably qualified disabled people, people with physical or mental health conditions, LGBT and non-binary people, and people from black, Asian and minority ethnic communities.



How to apply

Please send a concise CV and covering letter demonstrating how you fulfil the requirements of this post to volunteer@stlukes-hospice.org.uk.

If you would like to know more about this opportunity, please email the current Chair, Charles Hackett, and/or our CEO George Lillie at volunteer@stlukes-hospice.org.uk to arrange an informal chat.

You can find out more about us on our website at www.stlukes-hospice.org.uk.

Deadline for applications: **28 December 2023**

Initial interview / discussion with candidates beginning 8 January 2024.



St Luke's
Hospice Plymouth