

Greenwich & Bexley Community Hospice

Candidate information pack

Appointment of Chair

August 2023

Reference: ABJZA



An introduction

We believe that every dying person in Greenwich and Bexley should have the best care, support and quality of life possible and that our role is to lead the way by giving expert care, support and education to people with terminal illness, their families, friends and professional carers.

The story of our hospice began in 1985, when two local people, Pat Jeavons and Don Sturrock, recognised the need for a Hospice for the London Boroughs of Greenwich and Bexley. Their hard work and determination along with the overwhelming support of their local community, saw the Greenwich and Bexley Cottage Hospice (as it was then known), open its doors to patients for the first time, some nine years later in the Spring of 1994.

In 2024 our hospice will celebrate its 30th anniversary and during that time the hospice has responded to the needs of the local community, to support not just those with cancer, but people who have other incurable diseases such as heart failure, respiratory disease, neurological conditions and dementia.

Our expanded range of services and support now extends outside the hospice inpatient unit and outpatient services, to be provided in people's homes, local care homes, the three local prisons and the Queen Elizabeth Hospital in Woolwich.

The Hospice has and will continue to grow and evolve to meet the ever-changing needs of those who require our services at the time, level and place of their choosing. Our services cover an area of 40 square miles, with a population of more than 530,000 people, which include areas of wealth and extreme deprivation. This year we will spend almost £12m to provide care and support to over 3,000 local people, their family and friends.

The hospice is involved in a number of innovative projects which are helping to extend our reach and drive innovation on a national level. These include our Community Development and Engagement work, our role in the [Compassionate Neighbours Movement](#) and our work leading OneBexley, a consortium of eight charities working together to provide social care assessment and review on behalf of the London Borough of Bexley.

As a charity the hospice receives approximately 40% of its funding from local statutory partners, mainly the NHS, which leaves approximately £7.5 million to raise from the local community each year. We do this through a wide range of fundraising activities including through our lottery company and trading company.

For more information, please follow the links below:

- Our Quality Account 2022-23 can be accessed [here](#).
- Our Financial Accounts to 31 March 2022 can be accessed at the Saxton Bampfylde website, following www.saxbam.com/appointments and using code ABJZA.



Our Vision

We believe that every person facing death should have the best quality of life possible, experience dignity, peace and comfort and be supported to make the choices that are right for them.

Our Purpose

Our organisational purpose is to support and care for people facing death and those close to them, their families and professional carers, acting as a system and community leader and connector, supporting others and delivering expert care to achieve our vision. As we strengthen our relationships across the community and health and care system, we will be generous with our skill and expertise to increase the profile of end of life issues and hospice care, improving access and extending reach.

Our staff work within our own services and in partnership with others to help patients maintain connections with their community and maximise their quality of life. We continue to be creative in our approach to care, reimagining support at home and for families, all the time responding to diverse needs and the challenges our patients and communities face.

We actively listen and respond to everyone who needs our care and at times, this requires us to lobby those in power to ensure that the necessary resources are available and that we can address barriers and challenges.

We recognise that our people are our greatest asset; we recruit, develop and retain the best people, creating opportunities and an environment for all of our staff so that they can be themselves and perform at their best.

Our values

Our values are who we are as an organisation, and these values are exhibited by our staff and volunteers each and every day:



**Respect and
professionalism**



**Caring for and
supporting one
another**



**Striving for the best
and being forward
thinking**



**Working
together**

Our strategic priorities

Our hospice strategy outlines our priorities for 2022-27. We continue to ensure that these priorities centre around our patients, their families and friends and the needs that they encounter through their journey from diagnosis through to death and into bereavement. Our skilled, compassionate and dedicated team of staff and volunteers, who always strive for the best in all that they do, are responsible for the delivery of our strategy. Together we are working with local people and our partners to understand and meet the evolving needs of our communities, working together to achieve the very best outcomes for patients.

 <p>LISTENING</p> <p>Listening to all voices in our community, understanding their stories and challenging inequalities so that we develop support which is responsive, compassionate and flexible to meet differing and individual needs.</p>	 <p>EMPOWERING COLLEAGUES</p> <p>Growing and empowering our own staff, working to our strengths alongside system partners and developing others to give the best support they can to dying people and their families.</p>	 <p>DIGITAL</p> <p>Making the most of digital technology to assist us in delivering outstanding care, increasing reach, demonstrating impact and maximising income.</p>
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Governance

The Board of Trustees is ultimately responsible for the strategic decisions made by the charity and overseeing its performance. The Board works closely with the Chief Executive and the Senior Leadership Team and has legal accountability for the charity and a responsibility to ensure our assets are used to further the objectives of the charity.

At its simplest, the role of the Board of Trustees is to receive assets from donors, safeguard them and apply them, to the charitable objects of the Hospice. The Board of Trustees must always act in the best interests of the Hospice, exercising the same standard of duty of care that a prudent person would apply if looking after the affairs of someone for whom they have responsibility. The Board of Trustees is responsible for the governance of the organisation and must act as a group and not as individuals.

In addition to above statutory duties, each trustee should use any specific skills, knowledge and experience they have, to help the Board of Trustees to reach sound decisions. This may involve leading discussions, identifying key issues, providing advice and guidance on new initiatives, and evaluating or offering advice on other areas in relation to which the trustee has knowledge or expertise.

For some trustees the latter can be achieved via membership of one of the committees through which the GBCH Board of Trustees oversees different aspects of the Hospice's activities. Each committee is chaired by a trustee and has a variable number of other trustees in attendance. A list of the committees can be found below:

- Finance, information governance, and information technology committee
- Investment committee
- Nomination, remuneration and governance committee
- Quality and safety committee
- Workforce committee





The role of the Chair

The Board of Greenwich & Bexley Community Hospice is looking to appoint an outstanding Chair with a deep empathy for and commitment to the work our staff and volunteers do.

The Chair of the Hospice will be responsible for the following:

- Providing overall leadership to the Board to ensure all trustees fulfil their potential and meet their responsibilities for the strategic direction of the charity.
- Leading the Board to ensure the Hospice remains financially viable and sustainable in a challenging environment, and carries out wide ranging and imaginative fundraising within the community and externally.
- Ensuring the Hospice remains an inclusive organisation through leadership by example as Chair, demonstrating an inclusive approach to chairing the Board and exercising all responsibilities.
- Having delegated authority from the Board for day-to-day communication with and support, management, appraisal, and development of the Chief Executive.
- Chairing Board meetings and working with the Chief Executive to plan the business of the board to ensure that the elements outlined above, business

identified within the scheme of delegation and trustee training needs are properly addressed.

- Holding individual meetings with each of the trustees annually to discuss their development, board, chair and individual performance and any concerns.
- Leading the trustees and members of the Executive to develop, appraise and update strategic plans and to monitor the organisation's financial performance.
- Ensuring the continued role of Greenwich & Bexley Community Hospice as a leader in the Hospice movement as a whole.

All members of the Board including the Chair have general duties. These include:

1. To understand the organisation's aims and objectives and to ensure that the Hospice complies with its governing document (its Articles of Association), charity and company law, and other relevant legislation or regulations.
2. To act in the Hospice's best interests by:
 - a. ensuring that the charity's aims are being met effectively and sustainably,
 - b. making balanced and informed decisions, thinking about the long term as well as the short-term future,
 - c. avoiding putting themselves in a position where their duty to the charity conflicts with their own interests or loyalty to any other person or body, and declaring any such conflicts of interest,
 - d. not receiving any benefit from the charity unless it is properly authorised and is clearly in the charity's best interests,
 - e. representing the Board's agreed position when speaking on behalf of the organisation.
3. To manage the Hospice's resources responsibly acting with a duty of prudence by:
 - a. making sure that the Hospice's assets are only used to support or carry out its purpose,
 - b. avoiding exposing the charity's assets, beneficiaries or reputation to undue risk.
4. To act with reasonable care and skill by:
 - a. making use of their skills and experience, taking advice when necessary,
 - b. giving enough time, thought and energy to the role, for example by preparing for, attending and actively participating in trustee meetings and events arranged by the organisation,
 - c. ensuring that decision making processes are informed, rigorous and timely, and that risk assessment and appropriate management systems are set up and monitored.

5. To ensure that the Hospice complies with statutory accounting and reporting requirements by:
 - a. being able to demonstrate that the charity is complying with the law, well run and effective,
 - b. ensuring accountability within the charity, particularly regarding delegation of responsibility for tasks or decisions, to staff and volunteers.
6. To support the formulation of strategy, business plans and policies, and associated review of performance, for the organisation.
7. To support the review of the Board's performance, the development of governance arrangements, and the recruitment and development of trustees.

In addition, the trustees appoint and support the Chief Executive, monitor their performance, and work collaboratively with the Chief Executive and their Senior Leadership Team.



Person specification

The successful candidate will be a dynamic and communicative leader, capable of winning trust, and will bring:

Knowledge and experience

- Experience of operating at a senior, strategic level, which can have been gained in private, public or non-profit sectors;
- Experience as a non-executive director or trustee, and an understanding of the principles of good governance;
- Understanding and acceptance of the legal duties, responsibilities, and liabilities of being a member of the Board;
- A track record of building inclusive teams and organisations; and
- Experience representing an organisation externally to a wide range of stakeholders and partners.

Skills, abilities and personal qualities

- Commitment to the vision of the Hospice;
- Willingness to devote time, enthusiasm and effort to the duties and responsibilities as Chair of Board;
- Integrity, and good, independent judgement;
- Strategic vision and the ability to think creatively; and
- Ability to work effectively as a member of a team and to take decisions for the good of the Hospice.

Whether you're an experienced Chair or wanting to take your first step at this level, we want to hear from you. We welcome applications from all ages and backgrounds, and in an ongoing process to enhance the diversity of our board so that it better represents the community we serve, we would particularly like to hear from people from ethnically marginalised groups, LGBTQ+ people, people who are neurodiverse +/- or have a physical disability, and other marginalised groups; we are also especially keen to hear from people with direct experience of hospice care and support.



Terms of appointment

This role is not remunerated although reasonable expenses will be reimbursed. The time commitment for this role is anticipated to be c.3-4 days per month.

This appointment will be for a term of 4 years which is renewable for up to 2 terms.

Board meetings are held in person bi-monthly, with 1-2 Board away days per year, dedicated to strategic planning and trustee training.

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Greenwich & Bexley Community Hospice on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **ABJZA**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on **4 September 2023**.

** The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.*

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

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