



# Trustee Recruitment Pack

# Thank you for your interest

“ We are delighted that you are interested in joining Katharine House as a Trustee.

In partnership with the Oxford University Hospitals NHS Trust, every year the hospice provides specialist palliative care to approximately 1,300 adults with life-limiting illnesses from Oxfordshire, South Northamptonshire and South Warwickshire, as well as supporting their friends and family from the point of diagnosis onwards.

As Trustees of Katharine House Hospice, we are responsible for ensuring the financial viability and sustainability of the hospice, in order to make sure that it can continue to be there for our local community when they need us.

We are now seeking a Trustee with a fundraising background to strengthen our Board and support Katharine House as we seek to address the challenges in the future. If you are passionate about supporting the community and have a background in income generation, we would be delighted to hear from you.

If you would like to discuss the role with me before applying, I would be very happy to hear from you. ”

**Tim Jenner**  
Chair of Katharine House Hospice Board of Trustees



“ It costs more than £4.7m every year to run Katharine House Hospice and only one third of this comes from statutory sources. We therefore rely heavily on the support of our community to ensure that we can carry on providing our vital services. As you will know, the current economic climate makes that challenging.

We are lucky to have a hugely supportive and experienced group of Trustees who support us in a range of professional areas, but we are lacking an experienced third sector income generation specialist. We raise funds through the traditional philanthropic streams, including retail, and could really benefit from the experience of a Trustee who has managed some or all of these activities in a professional role.

I would be delighted to chat to potential candidates, to tell you a little more about us and the challenges and opportunities we have ahead of us. ”

**Emma Radley**  
CEO of Katharine House Hospice

# Our values

## Our values underpin our strategy

### Trusted

To be trusted as a partner and as an advocate by those we work with, our community and supporters. Fundraising for the provision of advice and practical support on specialist palliative care across our catchment area.

### Community

To be the key community representative in palliative care. To be the charity of choice for our community.

### Dynamic

To utilise all resources, ensuring that we respond to fundraising opportunity and patient need.

### Charity

To ensure that we communicate to our supporters the impact of their donations.

### Making Every Moment Matter

To enable our patients and families to make the most of life by funding services that support them. To communicate how to live with a palliative diagnosis and how we can support that.

# How we are funded

## How much it costs to run the hospice

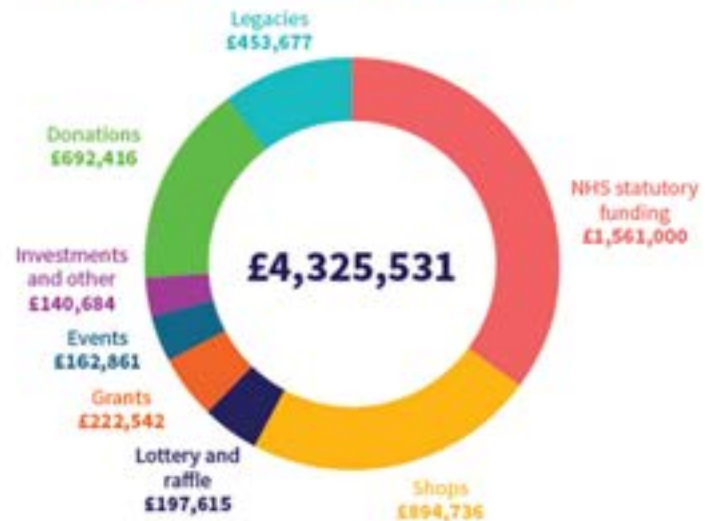


## Who we support

Last year we supported more than 1,300 patients:



## How we raised funds in 2022/23



## What it costs to run the hospice



# Fundraising Trustee role details



## Overview

Katharine House Hospice provides specialist palliative care for adults in Oxfordshire, South Northamptonshire and South Warwickshire

The hospice is in Adderbury, Oxfordshire, and is the base for all activity, which includes an Inpatient Unit; a team of community nurses, who care for our patients in their homes; a Living Well service for those that are living with life-limiting conditions and a bereavement service for family and friends after the death of a loved one.

In 2021, after an extended review period, a formal agreement was entered into with the Oxford University Hospitals NHS Foundation Trust (OUH). This transferred the provision of the clinical services to the OUH under a contractual arrangement, requiring the charity to grant-fund the activity.

This was done to secure the future of the palliative and end-of-life service for our community, in the face of rising costs and an unpredictable philanthropic environment.

## Governance

Katharine House Hospice is governed by a Board of Trustees who are responsible for the strategic direction of the hospice as well as ensuring it meets its regulatory requirements.

Responsibility for the day-to-day management of the hospice is delegated to the Chief Executive and Senior Leadership Team.

Trustee Board meetings take place every three months. The work of the Board is supported by the following committees:

- Finance, Audit & Risk
- Income Generation & Marketing
- General Management

Trustees are also expected to act as ambassadors for the hospice and may be asked to represent it at fundraising and community events.

Katharine House Hospice is governed by its Memorandum and Articles of Association. It is a Registered Charity in England and Wales Number 297099, and a Company Limited by Guarantee Number 2133391.

Trustees are appointed for a fixed term of three years, and normally serve two terms, but a third term may be served by mutual agreement.

Trustee positions are unremunerated, although reasonable expenses will be reimbursed.

All Trustees receive a full induction on appointment.

# Role details continued



## Responsibilities

Trustees make a significant contribution to the running of Katharine House Hospice. Through the diversity of their knowledge, skills and experience, as well as the time they give freely, they play a key role in enabling the charity to achieve its aims of ensuring all those affected by life-limiting conditions receive the support and care they need.

For a Trustee with a specific professional specialism of fundraising, the task would be to work to develop a positive and supportive relationship with the Head of Fundraising and Head of Retail. The Board would look to this individual to help to assure them that the Senior Leadership Team are reaching the right balance between stretching income targets and realistic results when budgeting, setting sensible expenditure budgets and achieving ROIs that are appropriate.

The Charity Commission guidance (CC3: The Essential Trustee) sets out the key generic requirements of a Trustee, and the following paragraphs also set out how these responsibilities can be fulfilled at Katharine House.

### 1. Ensure your charity is carrying out its purposes for the public benefit

At Katharine House, Trustees are expected to:

- Regularly review the aims of the charity to ensure that they remain appropriate.
- Actively participate in the development of strategic plans.
- Review annual plans and budgets and ensure these are in line with overall strategy.

### 2. Comply with your charity's governing document

At Katharine House, Trustees should:

- Familiarise themselves with the Memorandum and Articles of Association and key clauses within them.
- Review annual plans and budgets and ensure these are in line with overall strategy.

### 3. Act in your charity's best interests

At Katharine House, Trustees should:

- Make use of all available information to make decisions that are in the best interests of the hospice and its beneficiaries.
- Ask for further information or evidence when that which is available is insufficient.
- Declare at the beginning of Trustee meetings any conflicts of interest.

# Role details continued



## 4. Manage your charity's resources effectively

At Katharine House, Trustees should:

- Understand the hospice's underlying business model.
- Review budgets, forecasts and management information to ensure funds are being appropriately utilised.
- Agree and keep up to date an appropriate reserves policy.
- Ensure investment of reserves is based on sound business cases.

## 5. Act with reasonable care and skill

At Katharine House, Trustees should:

- Ensure regular attendance at Board meetings (and sub-committees where appropriate) Actively participate in discussions and decision making in Board meetings.
- Pre-read papers.
- Provide feedback on papers to the Chair and/or CEO if unable to attend meetings.
- Understand and respect boundaries between governance and management structures.
- Actively engage with opportunities to develop in the Trustee role, including participating in annual performance reviews and training and development opportunities.

## 6. Ensure your charity is accountable

At Katharine House, Trustees should:

- Ensure the annual accounts and audit are completed on time.
- Ensure information is publicly available to explain the charity's composition, its role, and the public benefit it provides.

In addition to the responsibilities set out in the Charity Commission guidance, Trustees are also expected to act as ambassadors of the hospice. To do so, Trustees should:

- Ensure they have a sufficient understanding of the work of Katharine House and its most recent strategy to represent it externally when needed.
- Attend events on behalf of the hospice, particularly fundraising and awareness raising events.

# Person specification



All Trustees must have the ability to think strategically, be positive, supportive and able to engage Katharine House Hospice executives and stakeholders in constructive conversations.

Trustees must be willing to be ambassadorial and to use skills to actively support the organisation's development.

Trustees must be flexible and able to commit the time and attention to learn about and contribute to the charity's work. This includes attending meetings, taking responsibility for ongoing induction and learning, as well as proactively building meaningful understanding, insight and relationships with Trustee colleagues and Katharine House Hospice executives.

## Potential Fundraising Trustees should demonstrate:

- A strong commitment to the vision and strategy of Katharine House Hospice, and an interest in the hospice sector more broadly.
- Experience of managing income generation across multiple income streams in a third sector organisation, and reporting to the organisation's Board of Trustees on that activity.
- Professional experience of managing strategic issues, interpreting complex information and of contributing to business planning.
- An ability and willingness to contribute their skills in a meaningful way to further the interests of the hospice.
- An ability and willingness to act as an ambassador for Katharine House, including attending fundraising and other relevant events. An ability to work effectively as a member of a team, which includes: actively participating in discussions, respectfully listening to the points of views of others and helping the team reach decisions that are in the best interests of Katharine House.
- Excellent communication skills.





# How to apply



## Role details and person specification

Please read the role details and person specification within this document as these outline the responsibilities and expectations of the role.



## Applying

To apply for the role Fundraising Trustee, please submit your CV to us, covering no more than two sides of A4. You should also submit an introductory letter stating why you are interested in both the role and Katharine House Hospice.

Please send both to: [polly@pollysymondsonrecruitment.co.uk](mailto:polly@pollysymondsonrecruitment.co.uk).

There is an opportunity for applicants to have an informal telephone discussion with the CEO, Emma Radley, or Chair of the Trustee Board, Sir Tim Jenner, about the charity and the Trustee role should you wish to do so. To make arrangements please contact Polly Symondson on 01242 691683. This will not form part of the selection process.

Interviews will be conducted on a rolling basis. \_\_\_\_\_



## More information

For further information about Katharine House Hospice please visit our website: [www.khh.org.uk](http://www.khh.org.uk).

Further information about becoming a Trustee can found on the Charity Commission website [www.charitycommission.gov.uk](http://www.charitycommission.gov.uk).