

# CHAIR RECRUITMENT PACK

Could you be our next Chair?

Your skills and experience can make a difference to local people.



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# Welcome from our current Chair of the Board

Hello, and thank you for your interest in the role of Chair of the Board for Hospice at Home West Cumbria.

I have expressed my desire to step down from the role of Chair of the Board at Hospice at Home West Cumbria after six years on the Board. It has been highly rewarding, and the incoming Chair has an exciting opportunity to build on a strong platform and work with an excellent team to continue to enhance palliative and end of life care services for the people of West Cumbria.

## Who we are

Hospice at Home West Cumbria is an independent charity which is registered with the Charity Commission. It is also registered as a company limited by guarantee at Companies House, with the Fundraising Regulator, and with the Care Quality Commission (CQC).

## What we do

We provide home nursing, support at home, family and bereavement support services, complementary therapies and lymphoedema treatments. Our care is delivered to people in their own homes, clinics and other settings, which may also include those in nursing homes and hospitals. We cover an area from Maryport in the north, to Millom in the south and into rural areas of the Eskdale, Wasdale, Ennerdale and Buttermere valleys, serving a population of around 137,000.

We are proud to have served our community for almost 40 years, working in partnership with our local healthcare colleagues to provide complex, specialist palliative and end-of-life care to the people of West Cumbria, as well as offering vital support to their loved ones. We are committed to delivering the highest quality care that is agile and responsive to give our patients and their families choices about the care they receive.

Our services are delivered free of charge to all those who need them. To support this, we have a marketing and income generation team to raise our profile so that people are aware of our services and know how to support us. Around one fifth of our income comes from the NHS the rest must be raised through our own income generating activities, legacies, trusts and grants. All our actions are governed by the knowledge that we have a duty to manage our resources wisely and cost effectively and remain sustainable into the future. We employ approximately 55 dedicated staff who, with the support of more than 120 incredible volunteers, provided care to more than 900 people last year.

It is an exciting time to join us as we are currently shaping our new 5 year strategy to deliver an even greater impact to the people and families we support, which you will have a key role in shaping and influencing.



Brendon Cook, Chair of the Board of Trustees



# Hospice at Home West Cumbria in numbers 2024 - 2025

## HOME NURSING

Hours of nursing care:



We delivered **9,138** hours of nursing care across West Cumbria.



We cared for a total of **205** patients

## FAMILY AND BEREAVEMENT SUPPORT

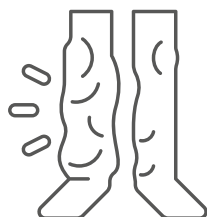
We supported **136** service users with family and bereavement services.

We have held **298** family and bereavement one-to-one sessions to people living in West Cumbria.



We held **208** group consultations.

## LYMPHOEDEMA



We delivered **810** sessions of lymphoedema care across West Cumbria.

We supported **452** patients.

## COMPLEMENTARY THERAPY



We provided complementary therapy sessions for **169** service users.

A total of **466** complementary therapy sessions were carried out.







# OUR VISION, MISSION AND VALUES

## Our Vision

All people in West Cumbria have timely access to personalised high quality and end of life care.

## Our Mission

To be at the heart of our community and provide home nursing, emotional support, complementary therapies and lymphoedema care when and where needed.

## Our Values

- Accountability - We conduct ourselves with responsibility and integrity. Each of us is responsible for our words, our actions, and our results
- Excellence - We will strive for continuous improvement and deliver the best services we can provide
- Inclusivity - We value equality, inclusion, and diversity for all
- Teamwork - We achieve more when we collaborate and all work together. We promote the sharing of knowledge and ideas that help everyone grow
- Compassion - We acknowledge and appreciate others by building trust, mutual connections and reciprocation
- Respect - We positively value individuals for their qualities or traits and treat everyone with appreciation and dignity
- Integrity - We build trust through responsible actions and honest relationships

# OUR STRATEGY

Our strategy continues to follow four key themes which are Service Delivery and Excellence; Sustainability and Growth; Governance and Leadership; Presence, Reputation, and Inclusion.



## OUR BOARD OF TRUSTEES

The board of Trustees oversee the strategic direction of Hospice at Home West Cumbria. The board is made up of individuals with diverse backgrounds and expertise, such as healthcare professionals, business leaders, community representatives, and individuals with relevant experience in areas such as law, investment, banking or project management.



# STRATEGY OBJECTIVES

## Service Delivery and excellence

Deliver the best possible care for our patients and their families.

1

**WE WILL:** Enhance knowledge and engagement around palliative and end of life care across the wider local healthcare system.

**HOW WILL WE DO THIS:** Work collaboratively with the End of Life Partnership Group to support a programme of end of life care education and information, and work in collaboration with academic establishments to offer placements.

2

**WE WILL:** Improve accessibility to our services for people from all backgrounds and walks of life.

**HOW WILL WE DO THIS:** Understand the demographics and needs of our community to identify any potential barriers in how people can access our services.

3

**WE WILL:** Explore the expansion or the development of existing/new services to ensure more people can receive our care and support.

**HOW WILL WE DO THIS:** Work collaboratively and explore commissioning and growth opportunities.

4

**WE WILL:** Embed a culture of continuous learning and improvement across the organisation.

**HOW WILL WE DO THIS:** Through regular engagement with staff, volunteers, patients, families and clinical colleagues to encourage feedback and opportunities for learning.

5

**WE WILL:** Identify opportunities for shared service delivery and improvement with other hospices.

**HOW WILL WE DO THIS:** Through regular engagement with staff, volunteers, patients, families and clinical colleagues to encourage feedback and opportunities for learning.

6

**WE WILL:** Look for opportunities to deliver our services with other specialist care providers and third sector organisations.

**HOW WILL WE DO THIS:** Increase our links with partners delivering specialist care for longer term and life limiting conditions e.g. MND and frailty.



## Sustainability and Growth

Ensure our organisation is sustainable and relevant in the ever changing eternal environment.

1

**WE WILL:** Attract new volunteers with a wide range of skills and experience to support a variety of roles across the organisation and community engagement.

**HOW WILL WE DO THIS:** Implement and manage a continuous programme of targeted volunteer recruitment and manage our volunteer strategy to meet the demands of our service.

2

**WE WILL:** Increase our income to ensure our financial stability.

**HOW WILL WE DO THIS:** Increased focus on diversifying and growing our income streams, be astute to new and emerging fundraising initiatives and explore opportunities for new social enterprise and business development.

3

**WE WILL:** Keep abreast of changes and developments in technology to identify opportunities or threats for the organisation.

**HOW WILL WE DO THIS:** Strengthen our digital skills and explore any emerging tech trends and AI tools, working with the relevant professionals in this field for guidance and advice.

4

**WE WILL:** Safeguard the long-term sustainability of the organisation.

**HOW WILL WE DO THIS:** By forecasting and monitoring our budgets to ensure that levels of investment meet our internal policies.

5

**WE WILL:** Identify potential short and long term improvements which lead to efficiencies and savings.

**HOW WILL WE DO THIS:** Identify potential opportunities for shared service delivery, systems, expertise and joint procurement.





## Governance and Leadership

Ensure our organisation is compliant and manages risk.

1

**WE WILL:** Ensure our strategic objectives are maintained and reviewed and deliver against our agreed plans.

**HOW WILL WE DO THIS:** Strengthen our teams to collaboratively deliver key projects and identify resources to achieve our strategic objectives.

2

**WE WILL:** Ensure ongoing compliance against our regulatory requirements.

**HOW WILL WE DO THIS:** Through robust assurance, compliance and risk management frameworks.

3

**WE WILL:** Keep abreast of changes to the internal and external environment which may present risks and/or opportunities in delivering our strategy.

**HOW WILL WE DO THIS:** By following our risk management framework, horizon scanning and analysing performance data, and strengthening our change management process.

4

**WE WILL:** Attract and maintain a skilled and committed workforce.

**HOW WILL WE DO THIS:** Provide opportunities for staff to improve their personal and professional skills and develop in their role.

5

**WE WILL:** Have a supportive, challenging and robust Board of Trustees to ensure effective oversight of the organisation.

**HOW WILL WE DO THIS:** Evaluate the Boards effectiveness and performance through regular Trustee appraisals and Board review in line with the Charity Commission guidance.

6

**WE WILL:** Respond to unforeseen incidents or major disruption to ensure continuation of services where possible.

**HOW WILL WE DO THIS:** Through robust business continuity planning and review.

## Presence, Reputation and Inclusion

Reach more people through working in partnership and raising awareness.

1

**WE WILL:** Communicate effectively to develop greater understanding of our services to ensure people are aware what support is available to them and how to access it.

**HOW WILL WE DO THIS:** Increase engagement and alignment with organisations around us and explore new channels for communication, adapting information and literature for different audiences.

2

**WE WILL:** Continually strive for an inclusive organisational culture to attract a diverse and talented workforce.

**HOW WILL WE DO THIS:** Adopt ED&I as part of our core values and live by and display our hospice values and behaviours.

3

**WE WILL:** Raise the profile of the importance of hospice care.

**HOW WILL WE DO THIS:** Collaborate with hospices across the region to develop meaningful opportunities to influence long term policy and financial support.

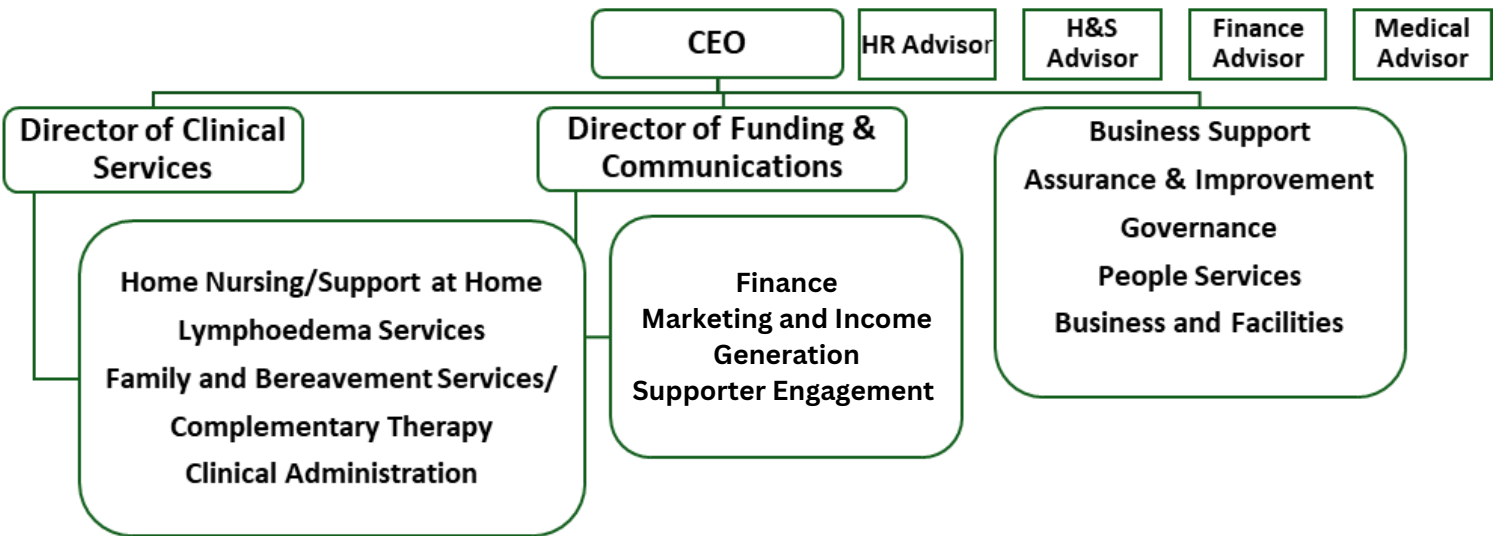
4

**WE WILL:** Raise our profile to improve the understanding and impact of our charity to encourage funding and support.

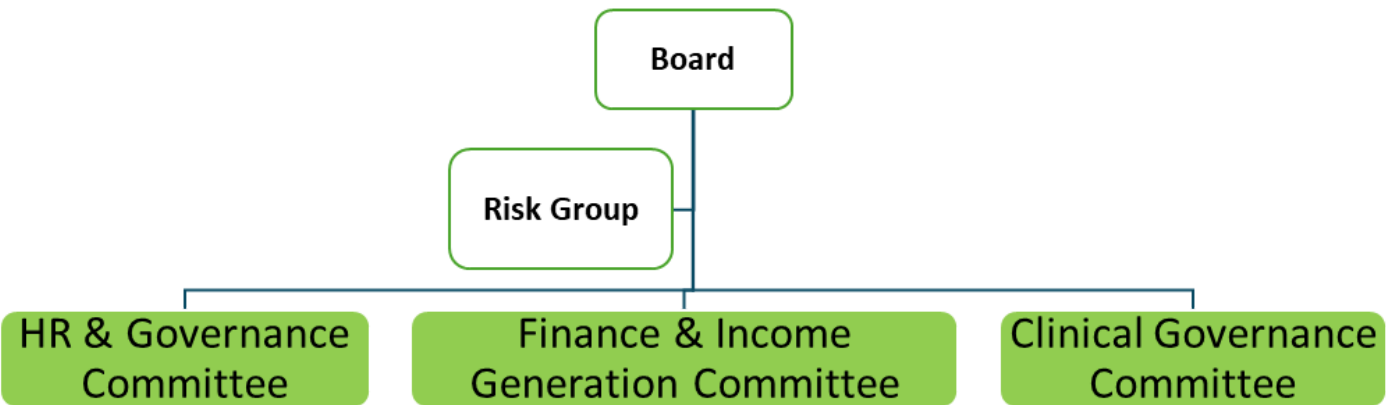
**HOW WILL WE DO THIS:** Build strong relationships with our current supporters and develop our next generation of supporters.



# ORGANISATIONAL CHART



# COMMITTEE STRUCTURE



This committee monitors and advises on human resources and personal issues including remuneration and personal development of staff and volunteers’.

This committee oversees the financial management and marketing and income generation of the charity including audit requirements, the development of fundraising strategies, the operation of the trading company and external audit arrangements of both the charity and the trading company.

This committee monitors and advises on clinical governance of the charity including quality standards, clinical risk, care delivery and patient experience and audit.



# ABOUT THE ROLE OF CHAIR

## What do we expect from the Chair?

We expect that the Chair will be able to demonstrate:

- Experience in operating at a senior strategic leadership level within an organisation
- Successful track record of achievement throughout their career
- Experience of charity governance and a strong understanding of charity governance issues
- Experience of working with or as part of a Board of Trustees
- Strong inter-personal and relationship building abilities, being comfortable in an ambassadorial role
- Strong networking capabilities that can be utilised for the benefit of the charity
- Excellent inclusive leadership skills
- Outstanding communication skills, with the ability to engage, inspire and support colleagues, donors, trustees, volunteers and other stakeholders
- Altruism and emotional intelligence, with the capability to lead to the Board, to hear and represent all voices on the Board, the organisation and our service users
- Ability to commit time required to conduct the role well, making an effective contribution
- Help steer the organisation through further development of its strategic direction
- Think strategically and creatively
- Have a track record of motivating others to strive for excellence

## Time commitment:

Board meetings and Committee meetings are held quarterly, which equate to half a day each for preparation and meeting time (remote access is available via Microsoft Teams), plus two Board away days and the AGM.

Availability between meetings to support and advise the CEO and undertake annual appraisals of the CEO and Trustees.

Papers for Board/Committee meetings are shared a week in advance to enable Trustees to prepare and raise any queries before the meetings.

The role of a Chair extends beyond attending Board and Committee meetings and may well involve attending and representing the charity at external events.

You will be provided with induction, training, and guidance to support you in your role.

## ABOUT THE ROLE OF CHAIR

### **Location:**

Most meetings take place at our head office in Workington, but representation and ambassadorial activity could take place anywhere within the charity's catchment area.

### **Term of office:**

Board members are appointed for a minimum of 3 years and can continue for a further two periods of 3 years (maximum term 9 years).

### **The role is voluntary:**

Board members are volunteers and their role is unpaid; however, we reimburse reasonable out of pocket expenses. This does not form any type of employment contract and should not be interpreted as such.

### **Insurance:**

We provide insurance cover for the board members when they are doing approved and authorised voluntary work for Hospice at Home West Cumbria.

### **Our support for you:**

As the existing chair plans to step down in 2026 this will be a transitional role with support from the current chair and vice chair. You will also be supported by the Board and the Governance team

You will be able to have regular reviews with the current chair and vice chair and an annual one to one with the Chief Executive and Vice Chair which is an opportunity for you to identify any learning needs or areas for development.

One of the benefits of volunteering is being able to access learning and development opportunities relevant to the role. We ask you to undertake the following training within the first 12 months of your role:

- Safeguarding
- General Data Protection Regulations (GDPR)
- Equality & Diversity
- Principals of Health & Safety
- Information Governance

## ABOUT THE ROLE OF CHAIR

If you need additional training, we aim to be as flexible as we can be when booking training dates. A lot of our training is available as e-learning so you can access it from home, at your own pace.

### Blue Stream Academy



## YOUR NEXT STEPS

If you are interested in finding out more about the role and whether it would feel right for you, we would love to hear from you and answer any questions you may have.

To arrange an informal discussion please contact Brendon Cook, Chair

Brendon.cook@hhwc.org.uk or Julie Monk, CEO at julie.monk@hhwc.org.uk or on 01900 873173.

If you decide that you would like to go ahead and apply to join us as Chair, our process includes the following steps:

### **Application**

To apply please complete an application form which can be found on our website at Job Vacancies – Hospice at Home West Cumbria

**The closing date is: 5pm on Friday 1<sup>st</sup> August 2025**

### **Interview**

The interviews will be face to face with a small panel and there will be an opportunity to meet some of our staff.

**Interviews will be held on: To be confirmed.**

### **Reasonable adjustments**

We are committed to providing an inclusive experience for all those who want to apply for a role and we are committed to removing any barriers in our recruitment processes. If you have difficulty applying online, we can send a paper application pack. Contact us on: 01900 873173 or email: [hr@hhwc.org.uk](mailto:hr@hhwc.org.uk)



## YOUR NEXT STEPS

### Trustee disqualification check

Individuals are already automatically disqualified as charity Chair if they:

- Have unspent convictions for offences of dishonesty or deception
- Are currently declared bankrupt or subject to bankruptcy restrictions or an interim order
- Are subject to a debt relief order, a debt relief restrictions order or interim order
- Have been disqualified from being a company director
- Have previously been removed as a Trustee, or as a charity officer, agent or employee, by the Commission or the High Court due to misconduct or mismanagement

### Enhanced DBS check

This shows full details of a person's criminal record such as cautions, reprimands, warnings, spent and unspent convictions. Any information given will be treated in the strictest confidence. Suitable applicants will not be refused a role because of spent offences which are not relevant to, and do not place them at or make them a risk in this role. All cases will be examined on an individual basis.

### Occupational health check

To advise us on the Trustee's health and make recommendations for any adjustments that may be required to ensure a safe and healthy working environment for the employee.

To find out more about being a Trustee generally this is a comprehensive overview and includes the six main duties of being a Trustee [The essential trustee: what you need to know, what you need to do - GOV.UK \(www.gov.uk\)](#).

We look forward to hearing from you.



**We are committed to serving the palliative care needs of our whole community. Making Hospice at Home West Cumbria an organisation for everyone in our community who needs us is a vital part of our strategy.**

# CONTACT US



HOSPICE AT HOME  
WEST CUMBRIA

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