



## **Trustee Board Member:** **Retail Trustee/Director of FNHC Shops Limited**

### Description of role and person specification

#### **Background**

Salary: Unpaid. Expenses can be claimed when travelling to meetings

Hours: Eight meetings a year, held from 5pm-7pm. There are 4 Florence Nightingale Hospice Shops Ltd Board meetings plus 4 FNHC Board meetings. Meetings take place on a quarterly basis. Additionally, Trustees are invited to the AGM in September.

Location: Walton Lodge, Walton Street, Aylesbury, HP21 7QY

#### **Florence Nightingale Hospice Charity**

Florence Nightingale Hospice Charity supports, through funding, the delivery of specialist palliative and end of life care which is provided by clinical staff in Florence Nightingale Hospice. The Hospice is based on Stoke Mandeville Hospital site and comes under the remit of Buckinghamshire Healthcare Trust.

The Hospice is funded 70% by the NHS and 30% by the Charity. The Charity fully funds Day Hospice, Florrie's Children's Team, Lymphoedema Clinic, the Nightingale 24/7 end of life team, Discharge Liaison Nurse, Volunteer Drivers' mileage, Hospice garden, afternoon tea for patients and relatives in the In-Patient Unit and any specialist equipment or education needs. The Charity part-funds In-Patient bank nurses and the Community Palliative Care team.

With increased competition in the charity market place we have reviewed our income generation activities in order to ensure that we can continue to meet our financial obligations to fund specialist palliative and end of life care to our community for future generations.

We have developed a two-year fundraising and retail strategy with a target of increasing income by an additional £200,000 over the same period. The budget for 18/19 reflects this strategy and includes new investment in staff, diversification in fundraising activity and shop openings. We will closely monitor the return on this investment and adjust activity where necessary. The next phase will be to develop the strategy beyond 2020.

The values of the organisation are to demonstrate that we are professional, caring and committed in all that we do to secure the future delivery of specialist palliative care to our community. The appreciation of this is demonstrated through receiving 30 years of support from the people of Aylesbury and beyond and being chosen as Charity of the Year by a significant number of organisations.

As January 2019 is the start of our 30th Anniversary year, we look forward to celebrating this milestone with our supporters.

The Charity has, over the last 2 years, spent nearly £400k funding the refurbishment of several areas within the hospice for the benefit of patients and their families. This work continues as we work with our Hospice clinical colleagues to scope a project to enhance the family experience whilst they are visiting or staying overnight with their loved one at end of their life.

In addition, we are closely monitoring the level of NHS funding for the Hospice, the changing landscape of commissioning and building key relationships within the Healthcare Trust and with other local hospice care providers.

Strategy set by the Board of Trustees is delivered by the CEO and the Senior Management Team. The team comprises Heads of Retail, Fundraising, HR and Voluntary Services, PR and Marketing and a Finance Manager who is also the Company Secretary.

The Charity has eight shops along with an online sales operation. Part of the shops portfolio has recently undergone a refurbishment in order that they all represent the Charity well and achieve a consistent brand representation. The shops are a subsidiary of the Charity and have a separate Board that reports to the main Board.

The Charity is proud of the fact that it has over 500 volunteers, who support the Charity widely.

## **1. Who are the Charity's Trustees**

Trustees have overall control of the Charity and are responsible for making sure we are doing what the Charity was set up to do. Trustees are the people who lead the Charity and decide how it is run. Being a Trustee means making decisions that will impact on people's lives. You will be making a difference to your local community.

Trustees use their skills and experience to support the Charity, helping to achieve our aims and objectives. Trustees also often learn new skills during their time on the Board.

The Trustee Board comprises:

- the Chair
- the Treasurer
- and 9 other Trustees

The aim of the Charity is to have a mix of skills on the Board that reflects and supports our operational activity.

## **2. The role of the Board of Trustees**

The Board of Trustees has 6 main duties:

1. Ensure the Charity is carrying out its purposes for the public benefit
2. Comply with the Charity's governing document and the law
3. Act in the Charity's best interests
4. Manage the Charity's resources responsibly
5. Act with reasonable care and skill
6. Ensure the Charity is accountable

The Trustee Board must always act in the best interests of FNHC, 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 Trustee Board must act as a group and not as individuals.

## **3. Duties of a Trustee Board member**

The duties of a trustee board member are to:

- ensure that FNHC complies with its governing document (its Articles of Association), Charity law, company law and any other relevant legislation or regulations
- ensure that FNHC pursues its objects as defined in its governing document
- ensure FNHC applies its resources exclusively in pursuance of its objects. For example, it must not spend money on activities which are not included in the objects, however worthwhile they may be
- contribute actively to the Board of Trustees by giving firm strategic direction to FNHC, setting overall policy, defining goals, setting targets, and evaluating performance against agreed targets
- safeguard the good name and values of FNHC
- ensure the financial stability of FNHC

In addition to the above statutory duties, each Trustee should use any specific skills, knowledge or experience they have to help the Board of Trustees 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 which the Trustee has particular expertise.

#### **4. Minimum time commitment**

Trustees are expected to attend an induction session at FNHC.

Trustees are expected to attend FNHC Board meetings and FN Shops Ltd. Board meetings

Papers are distributed one week in advance of meetings.

Trustees are invited to the Annual General Meeting (AGM) of FNHC, which takes place in the evening in September.

#### **5. Person Specification**

Each trustee must have:

- a commitment to the mission of FNHC
- a willingness to meet the minimum time requirement
- integrity
- strategic vision
- good, independent judgment
- an ability to think creatively
- a willingness to speak their mind
- an understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- an ability to work effectively as a member of a team and to take decisions for the good of FNHC

The Board of Trustees collectively needs skills and experience in the following areas to support operational activity:

- palliative and end of life care
- financial management and income generation
- fundraising
- retail and trading subsidiaries
- NHS strategy and workings
- volunteering management
- legal regulations
- property
- marketing
- information technology
- generalist business and entrepreneurial skills

In relation to strengthening our Retail skills at Board level, we are looking for someone who can bring extensive strategic retail experience, in particular within the areas of Product and Marketing.

For more information about Trusteeship please visit the Charity Commission website:

<https://www.gov.uk/guidance/charity-trustee-whats-involved>

Please visit our website for more information regarding Florence Nightingale Hospice Charity:

<https://www.fnhospice.org.uk/>