

**COMMUNITY
HOSPICE**

For the people of
Greenwich & Bexley

TRUSTEE APPLICATION GUIDE



JOIN OUR TEAM,
BE PART OF OUR
COMMUNITY
BECOME A
TRUSTEE





TRUSTEE, COMMUNITY HOSPICE

About us

Dying is part of life. But that doesn't mean it's easy to deal with, or easy to accept. We're here to help make people's journey as smooth as possible. Whether they need support in their own home, in hospital, or at our Community Hospice. We'll support people to have those difficult conversations, to make sure their paperwork is in order, to make tough decisions. All whilst helping them to manage their physical pain and supporting their emotional wellbeing. And we're here for their loved ones too.

We're here to support people to live as well as they can, for as long as they can. So that they can focus their time on doing what they love.

The Community Hospice offers services based within our main hospice building as well as in the community. End of life care covers everything from living and managing a terminal illness to helping our patients have a peaceful and pain-free death. This could mean they come and stay with us to get their symptoms under control before they go back home, that they see our rehabilitation team to help maintain their independence, or it could mean our team are visiting patients and caring for them in hospital or wherever they call home. What's consistent is that we take a holistic approach to care – providing support for patients' social, emotional and mental needs as well as their medical ones. Our main priority is to understand what's important to each person so we can tailor our care and support to get the best outcomes for them.

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 Royal Greenwich and Bexley. Their hard work and determination along with the overwhelming support of their local community, saw 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.

This year, our hospice celebrates 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 advanced dementia. Our range of services and support, extends outside the hospice inpatient unit and outpatient services, to be provided in people's homes, local care homes, the 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 550,000 people, which include areas of wealth and extreme deprivation. This year we will spend £13m to provide care and support to approximately 3,000 local people, their family and friends.

Our trustee team has responsibility for overseeing our strategy and performance. We are looking to recruit new members to join our board of trustees, and we are looking for individuals with or without board level experience, who will bring the enthusiasm, experience and commitment we need to help guide the hospice through the next phase of its development.

Our trustees have an important role to play as the hospice continues to develop to be sustainable and relevant for the next 30 years.

About you

We are looking for people with or without board level experience, and we would welcome applications from all ages and backgrounds.

In order to continue to enhance the diversity of our board, we would particularly like to hear from people from ethnically marginalised groups, particularly Black African backgrounds, LGBTQ+ people, people with physical disabilities, and other marginalised groups, and especially those with direct experience of services provided by our hospice.

On this occasion and following a recent skills audit of our current trustees, we are particularly looking for people with expertise in any of the following areas:

- ✓ Finance and accounting (with a view to succession planning for our current Treasurer);
- ✓ Co-production, community engagement and community development;
- ✓ Property and estate management.

Timetable

Week commencing Monday 26th August	Roles advertised.
19th September and 25th September	Virtual information events with Chief Executive (CEO), members of the senior leadership team and the board of trustees. Arrangements will be made for candidates to have a follow up conversation with the Chair and/or the CEO if required.
Monday 7th October	Closing date for applications.
Weeks commencing Monday 14th October & Monday 21st October	Interviews held.
Monday 28th October	Successful applicants notified.
Wednesday 13th November	Appointments approved by the Board of Trustees at Annual General Meeting

For further information or to register for the virtual information events please contact Kim Murphy on 0208 320 5825 or kimmurphy@gbch.org.uk

COMMUNITY HOSPICE, TRUSTEES' BIOGRAPHIES



Alison Roberts

Alison spent most of her childhood in Greenwich (with a five year break in Zambia) and the last 28 years residing in Bexley. She trained as a nurse at Guys Hospital and then had a career which focused on caring for people; initially for patients with HIV/AIDS, first in a hospice and then in the community as practice nurse and a specialist nurse.

Subsequently, Alison moved into a hospital-based palliative care role.

Alison also worked with Marie Curie Cancer Care as a nurse and then as area manager. Following this she worked in the NHS as a service improvement lead for palliative care. This involved liaising closely with GPs to improve their care of people at home, and leading a large scale palliative care improvement programme in east London.

Latterly, Alison has moved into less clinical roles dealing with contracts for community health services and then became the lead for commissioning (buying) mental health, community and children's health services in south west London.

Alison currently works as a Programme Director for the South East London Children's Health Transformation Programme. In some of her spare time, she volunteers as a mediator, covering workplace and neighbour disputes and also volunteers for her local Parkrun on weeks when she is not running. She also enjoys her weekly Pilates classes and occasional yoga sessions.



David Atterbury Thomas, Treasurer

David has been a longstanding trustee and volunteer in the charitable sector. He joined the Community Hospice as trustee/Treasurer in March 2019. He is Treasurer of a number of charities including that of St Stephen Walbrook, one of the City Churches.

As a Chartered Accountant David's early career was spent with Reed Elsevier and then for many years was Group Finance Director at Grayling, an international public relations and public affairs group. Now a consultant, he helps charities and businesses with strategy, organisation of financial operations and financial and stakeholder reporting.



Estelle Kerridge, Company Secretary

Estelle retired from NHS management in 2019 after a 40 year career in health and social care. She trained and qualified as a social worker and worked mostly in hospitals as a front line worker and team manager until around 2000 when she was seconded to Oxleas NHS Trust to set up and run integrated community mental health teams.

From then on she stayed in the NHS, moving from project manager, to service manager and finally to service director. She is particularly passionate about developing older people's mental health services and also has a strong interest in volunteering having been responsible for Oxleas volunteering teams for many years.

Estelle became interested in the work of the hospice in 2017 after her husband was supported by the community team during the last few months of his life. She has two adult sons and now lives alone in Blackheath and is enjoying finding new hobbies and friends.



Francis Drobniowski

Francis is Professor of global health and tuberculosis (TB) at Imperial College, London and a Consultant clinical and public health microbiologist and physician. He has 25 years' experience in clinical and public health aspects of infectious diseases as well as running respiratory disease research programmes focusing on TB/HIV infections, COVID19, molecular diagnostics, vaccines and antimicrobial drug resistance, with integration of clinical, biological and social themes. He was Director of the UK National TB center for 19 years, a consultant to the WHO, and was an NHS community foundation trust non-executive director where he focused on end-of-life and disability related issues for the board. He is a member of the National Institute for Health and Care Excellence committee which determines which drugs will be offered by the NHS. He has lived in Greenwich most of his life, now with his wife and daughter. He hopes to bring some of his clinical, funding and healthcare system experience as a trustee.



Kate McGranaghan-Chow

Kate has worked in the charity sector for over 12 years specialising in public fundraising. Across her career she has worked at King's College London, Macmillan Cancer Support, Comic Relief and King's College Hospital Charity.

Having had experience of families and friends using the hospice; Kate was keen to become more involved. She was invited to become a trustee in November 2021.

Having grown up in Bexley, Kate now lives in Faversham with her partner Tim and cat Nacho. She hopes to bring her charity experience and expertise to the board.



Komal Whittaker-Axon

Komal has worked in the NHS for over 22 years starting her career as a clinic clerk in the oncology unit at University College London Hospital, and has worked across all London cancer alliances in their previous forms over those 20 years. She has worked operationally across the majority of services in the acute settings including being the Head of Infection Prevention and Control at Imperial College Healthcare NHS Trust for 5 years, and as Managing Director of the North East London Cancer Alliance, where she oversaw the delivery of the cancer alliance programme and worked with the regional and national cancer teams. More recently she has returned to a role as St Bartholomew's Hospital Cancer Centre as Deputy Director of Operations, operationally and strategically managing cancer services.

Komal's primary role is being a Mum to two young daughters, and spends her spare time being a taxi driver for her children, and taking an active role in their swimming club, as a parent representative.



Manal Sadik

Manal has worked in the NHS for nearly 20 years. Starting her career as a rehabilitation assistant for patients suffering from brain injury in the Royal Hospital for Neurodisability. After returning from maternity leave she worked as a project manager for Sure Start in one of London's trailblazer locations supporting local families with their health, wellbeing and development. She successfully supported 11 local mothers to gain employment at the local hospital as interpreters.

Upon this success, Manal was offered a role to create a centralised language and accessible support service for patients with English as an additional language and providing information in braille, audio, large print, easy read and British sign language and has continued to work across the NHS for over 16 years managing operational roles in outpatient and inpatient settings, always having a passion for patient equalities.

Manal's current role as Associate Director for Health Equity at North Middlesex University Hospital NHS Trust means that she can strategically lead on equality and inclusion for patients and their carers, the workforce and the local community.

Manal has always lived and worked in south east London and was very keen to work collaboratively, sharing good practice across the sector and was delighted to be appointed as a trustee for the hospice.

Manal lives in Lewisham, has two grown up boys and two teenage girls and a dog and cat that are not friends.



Mary-Clare Parker

Mary-Clare has been a GP in Greenwich for over 20 years, and is a senior partner and GP trainer at Vanbrugh Group Practice. She grew up in south east London, and always knew she wanted to be a doctor. As a teenager in the 1970s she sang with the St Christopher's Hospice choir, alongside the formidable Dame Cicely Saunders. Listening to Dame Cicely and other members of the choir speak about their work in palliative care awoke her interest in this area of medicine. Mary-Clare's other areas of special interest include elderly medicine, rheumatology and dermatology.

In her practice Mary-Clare is privileged to care for people at the end of their lives, and has found this aspect of her work both challenging and immensely rewarding. She has become increasingly involved in palliative care over the years, and was therefore very pleased to be invited to become a trustee of the hospice.

Mary-Clare is a longstanding member of the Greenwich LMC (Local Medical Committee) and is also a Deputy Lieutenant of Greater London. She is married to Steven, and has four grown up children.



Mike Williams

A brand and digital strategist and writer, Mike has worked on charity, housing and regeneration projects for 20 years, first as a client, then as a consultant.

In 2004 he co-founded the award winning creative agency Public Life, following that up in 2020 Civic, an agile consultancy that delivers a step change for clients with a minimum of fuss.

He has led transformative projects for high profile clients such as The Royal Society, Guide Dogs, The Electoral Commission, Mencap, Paul Hamlyn Foundation, Blood Cancer UK, Department for International Development, Nuffield Foundation, and Drinkaware.

He grew up in Zimbabwe and has A Bachelor of journalism degree and an MA in English from Rhodes University, South Africa.

Mike is a keen gardener and enjoys taking walks with a very lively terrier.



Rebecca Middleton

Rebecca has worked in the charity sector for 17 years, including 13 years at the Multiple Sclerosis Society in supporter care, project management, and data. For the last few years Rebecca has been working with a number of different charities as a database consultant; supporting them with database migrations, creating income and data processes, and helping them to make the most of their data to raise much needed funds.

Rebecca first became aware of the hospice when she moved to Belvedere from Essex in 2015 and was delighted to have been invited to join the board in 2020. She has also been part of the trading board since 2021.

Rebecca is bringing her charity data expertise and her experience of fundraising, marketing and supporter care to the hospice and hopes to continue contributing to the success of the hospice and in turn making a positive difference to people in the local area.



Sarah Higgins, Chair

Sarah has over 25 years experience in marketing and communications both agency-side and in house. Sarah is a regular speaker at industry events and symposiums and is currently a Managing Director at State Street Global Advisors where she runs global media relations and Europe, Middle East and Asia and Asia Pacific marketing for the firm's intermediary franchise.

Outside of the City, Sarah is also an Associate Non-Executive Director at Lewisham and Greenwich NHS Trust. Sarah lives in London with her husband and two children.



Simon Di Marino

Simon has worked in the banking industry since 2000. His experience spans the UK retail market, offshore corporates & fiduciary institutions; he currently works in the international division of a large global bank, running a team of investment specialists and advisors. Simon was introduced to the board through the National Council for Voluntary Organisations Step On Board programme and became a trustee in December 2017. He is also a member of the investment committee. Simon and his wife Denise live in Greenwich and have two sons. Simon says that the particular knowledge and expertise that he brings to the board is focused on business acumen.



Sylvia Osaji

Sylvia works as a Quality Improvement Manager for Salvation Army Employment Plus and has worked in the charity and employability sector for over 20 years, previously at Creative and Cultural Skills and as a lecturer in a college. Her key specialisms are learning and development, project management and quality and compliance.

Sylvia has developed a strong focus on working to move people into sustained employment and is a member of the Institute of Employability Professionals. Her passion is to uplift and empower people through training and apprenticeships.

Over the years Sylvia fostered teenagers and has run various businesses and lives in Lewisham.

She received a BA Hons in business communication from The London Institute and a Postgraduate Certificate in Education (PGCE) from University of Greenwich, level 5 learning and development partner apprenticeship and is a qualified assessor and auditor.

Sylvia is a keen traveller and badminton player.



Tim Gutteridge, Deputy Chair

Tim is the Director of Finance and Resources at Shelter UK. He has worked in the charity sector for more than 20 years, holding senior management positions at other charities such as Fairtrade, National Aids Trust and Stonewall. As Chief Operating Officer at Fairtrade, he oversaw the significant growth of Fairtrade certified products in the UK with retail sales exceeding £1.7bn in 2015.

During his early career at Stonewall he was part of a small team who very successfully lobbied for the legislative changes needed to provide many of the legal equalities now available to lesbians and gay men in the UK. His expertise and experience includes vision and strategy development; strategic delivery; charity finances; managing and developing human resources functions; developing and managing IT and web-based projects; fundraising from government, trusts and individuals and managing charity premises & facilities.

TRUSTEE ROLE DESCRIPTION

Background

Back in 1985 friends Pat Jeavons and Don Sturrock, who were living with cancer, recognised the need for a hospice for the people of Greenwich and Bexley. They launched a fundraising campaign called ‘Give us a Quid’ and, spurred on by the support of the local community, they searched for a suitable location.

After a few disappointing negotiations that didn’t materialise, the Co-op offered up the site of the old Shornells Building on Bostall Hill in Abbey Wood and the land was purchased for just £1.

Building work started in October 1992 and the Community Hospice opened its doors in February 1994.

Pat and Don’s vision was for the people of Greenwich and Bexley to have local expert care and support at the end of life. When Pat died in 1997 and Don died in 2002, both at the Community Hospice that they so lovingly built, they may never have imagined what the hospice has gone on to achieve. By 2010 we expanded our services to support people in hospital, in care homes and in their own homes, so that we could continue Pat and Don’s vision. Today we strive to ensure that everyone who is facing death, in Greenwich and Bexley, gets the support and care that they need to make their last days count. We support people to live as well as they can, for as long as they can. We can’t buy time, but we can make the time left matter.

At the Community Hospice, everything we do is for the people of Greenwich and Bexley. We’re always looking to improve and evolve. One thing that’s certain is that our unwavering dedication, passion and hard work will never change. Every decision we make, every action we take and every interaction we have is driven by one purpose: to support anyone living with a terminal illness to live as well as they can, for as long as they can.

We pour our hearts into delivering our strategy and our vision is clear. We focus on the things that will make the biggest difference to our patients, as well as their loved ones and carers, so they can make the most of the time they have left.

This document will refer throughout to the objects and the values of the charity. These are defined as follows:

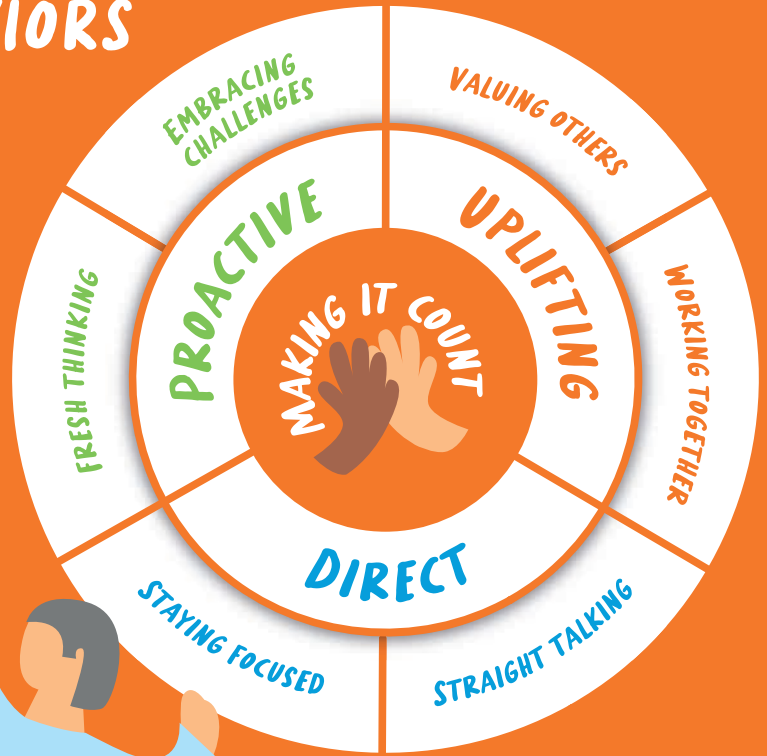
Objects:

“The company is established for charitable purposes, for the relief of pain and suffering among the ill, the provision, management and maintenance of a hospice and associated community and outreach services for people with life limiting illness and their families and friends, the protection and preservation of the health of those affected by bereavement and the advancement of education of professionals and the public in the relief of pain and suffering”.

Memorandum of Association as amended by Special Resolution dated 9th March 2011.

OUR VALUES AND BEHAVIORS

MAKING IT COUNT



VALUES

DIRECT

We keep things simple and focus on what matters most

UPLIFTING

We're warm, friendly and generous with our time

PROACTIVE

We do what we can to make things happen

BEHAVIOURS

STAYING FOCUSED

We all take responsibility for our work and goals – using our experience and expertise to make sure we're prioritising and problem solving effectively

VALUING OTHERS

Everyone's individuality is important to us – we respect everyone's opinions, support each other and celebrate each other's achievements

FRESH THINKING

We're always learning, asking questions and looking for new ideas, perspectives, and ways of doing things

STRAIGHT TALKING

We communicate in an open, honest and clear way – but we're always empathetic and kind

WORKING TOGETHER

We actively and generously share our ideas, skills and time – looking for ways to collaborate effectively when we can

EMBRACING CHALLENGES

We'll step out of our comfort zones and put ourselves forward to maximise the difference we can make day-to-day



Who are the charity's trustees?

According to the Charity Commission “Trustees have overall control of a charity and are responsible for making sure it’s doing what it was set up to do. They may be known by other titles, such as directors, board members or governors, but whatever they are called, they are the people who lead the charity and decide how it is run”.

At the Community Hospice these people are our “trustees”, and the charity’s governing body is called the “board of trustees”.

The board of trustees comprises the following specific officer roles, all appointed by the trustees themselves:

- The Chair
- The Deputy Chair
- The Treasurer
- The Secretary to the Board

There are also up to ten additional elected trustees.

Role of a trustee

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.

Duties of a trustee board member

Key responsibilities:

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:
 - ensuring that the charity’s aims are being met effectively and sustainably,
 - making balanced and informed decisions, thinking about the long term as well as the short-term future,
 - 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,
 - not receiving any benefit from the charity unless it is properly authorised and is clearly in the charity’s best interests,
 - 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:
 - making sure that the hospice’s assets are only used to support or carry out its purpose,
 - avoiding exposing the charity’s assets, beneficiaries or reputation to undue risk.

4. To act with reasonable care and skill by:
 - making use of their skills and experience, taking advice when necessary,
 - 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,
 - 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:
 - being able to demonstrate that the charity is complying with the law, well run and effective,
 - 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 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 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.

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.



Commitments from trustees and from the hospice

Trustees are expected to attend, in person or via tele-conferencing:

- Sessions agreed as part of each trustee's personalised induction programme.
- Bi-monthly board meetings.
- Approximately two board away days per year, dedicated to strategic planning.

Where they are willing and able, trustees may be asked to join one of the board sub-committees.

Each trustee upon appointment becomes a Member of the Company of Greenwich & Bexley Community Hospice Limited and all Trustees are invited to attend the hospice's annual review meeting of members. Each trustee is also asked to agree to the trustees' code of conduct which underpins this role description and the values of the organisation, and to confirm, in accordance with the Charities Act, that they are not disqualified from acting as a charity trustee.

Whilst this is an unpaid, voluntary role, out-of-pocket expenses will be reimbursed. A personalised induction programme, training, support and mentorship will be provided.

Person specification

Each trustee must have:

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

Previous board/trustee experience is not necessary and the hospice welcomes applications from all ages and backgrounds.

References:

The Charities Act 2011

Charity Governance Code

www.gettingonboard.org

Greenwich and Bexley Community Hospice Ltd – Memorandum and Articles of Association

Community Hospice – 2020/23 Strategy Document

August 2024

**HELPING PEOPLE
LIVING WITH TERMINAL
ILLNESS MAKE THEIR
TIME COUNT**

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