

**Candidate pack**

# **Chair of Trustees**

**Closing date: 5pm on Friday 13th October 2023**

[www.ashgatehospice.org.uk](http://www.ashgatehospice.org.uk)  
Registered Charity No. 700636

 **Compassionate  
care for everyone**

 **Ashgate  
Hospice**

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It's our passion and commitment to deliver compassionate, high-quality palliative and end of life care to families across North Derbyshire that makes Ashgate Hospice so special.



## Message from the Chair, Penny Brooks

### Thank you for your interest in becoming the Chair of Trustees at Ashgate Hospice.

We have been providing specialist palliative and end of life care across North Derbyshire for patients, and the people who matter most to them, for 35 years.

Last year, we looked after 2,351 patients and their families and loved ones:

- 293 received specialist inpatient care.
- 271 people accessed our multi-disciplinary day services support.
- 1,307 people were cared for in their own homes.
- 894 adults and children accessed our supportive care services.

We have 350 employees and over 700 volunteers working in all our teams and services. They are caring for someone in their own home, delivering round-the-clock care in our inpatient unit, serving customers in our shops, and working with local communities to raise the much-needed funds to provide our care.

Everyone plays an integral part in helping to deliver our crucial support – we are all part of One Ashgate, and that teamwork is at the very heart of what we do. In our most recent people survey, 90% of our staff and volunteers said that they were satisfied with their work or volunteering experience and an incredible 95% would recommend Ashgate as a place to receive treatment and care.

We are committed to the continued development of our workforce and to seeding leadership and learning at all levels throughout the organisation. We recognise the need to engage underserved groups in North Derbyshire and we are striving to increase access to our care and services for people who are currently

under-represented. The chair plays a vital role in championing compassionate care for everyone in our community, in a way that is right for them.

Ashgate plays a unique role in North Derbyshire, not only as a provider of hospice services but also as a large local charity and employer. Our shops and coffee shops are visible local representatives of our brand, and they are also part of the social fabric of their neighbourhoods. We are very fortunate to be well loved and well-supported by people who have experienced our care, by our local community and by our many corporate supporters.

I am hugely proud to have been a trustee and now to be the chair of such an exceptional local charity. Ashgate is exceptional because of our patients and their loved ones and the trust they place in us every day, and because of our staff and volunteers and the compassion and humanity that they bring.

You will find out more about Ashgate in this pack and on our website. I would be delighted to talk with you about the hospice and the role of chair or answer any questions, as would our Chief Executive, Barbara-Anne Walker.

Please contact our Head of Governance, Heidi Golden, [heidi.golden@ashgatehospice.org.uk](mailto:heidi.golden@ashgatehospice.org.uk) to arrange.

We look forward to hearing from you.

*Penny Brooks*

Penny Brooks



# Who we are

We are here for the people of North Derbyshire and beyond. We work together with energy, care and compassion to provide palliative and end-of-life care free of charge to people aged 18 and over. We care for people living with a life-limiting illness, including cancer, neurological diseases, and end-stage heart, kidney and lung diseases.

We aim to ensure that our patients are well informed, supported and pain free. While our purpose is to provide end-of-life care, our work doesn't only begin at the very end of someone's life. We can help improve quality of life soon after a terminal diagnosis. We also support people's loved ones to ensure they get the practical, emotional and bereavement support they need.

Last year, our teams supported more than 2,300 people living with a life-limiting illness, their families and their loves ones. This care is delivered at our specialist Inpatient Unit at Old Brampton and out in people's own homes right across North Derbyshire and the High Peak and Dales.

## Our services

- 

**Palliative Care Specialist Nurses**  
supporting you in your place of choice
- 

**Physiotherapy**  
helping to improve your quality of life
- 

**Lymphoedema**  
improving the symptoms of lymphoedema
- 

**Spiritual Care**  
finding peace, comfort and hope
- 

**Complementary Therapy**  
from head massages to aromatherapy
- 

**Day Services**  
advice, activities and peer support
- 

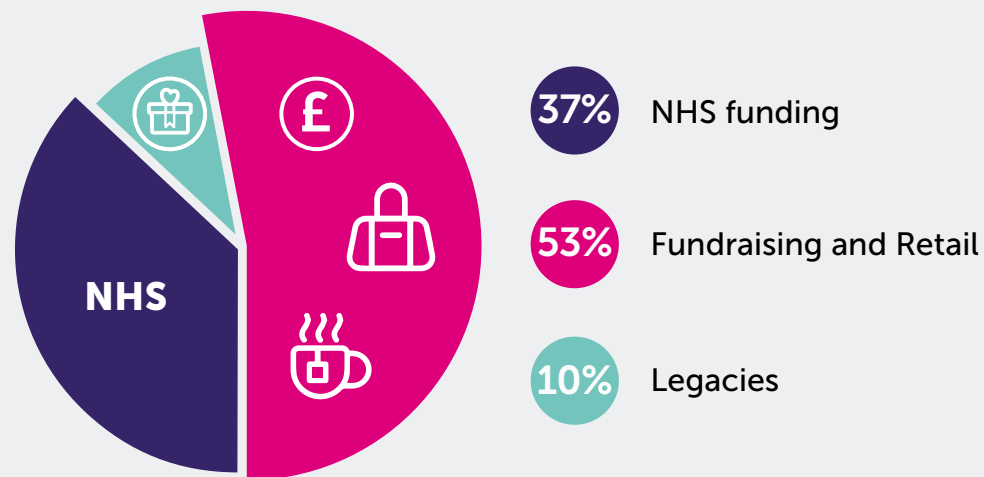
**Counselling and Therapies**  
a safe space for you to be heard
- 

**Occupational Therapy**  
helping you maintain your independence
- 

**Social Work**  
support for you and your loved ones
- 

**Virtual Ward**  
safe care at home through remote monitoring using easy-to-use technology
- 

**Inpatient Unit**  
round the clock care on our ward



When it comes to funding, much of the care and services we deliver are funded by the generosity of our supporters. In fact, more than 60% of what we do is paid for through fundraising and retail activities and less than 40% comes from local NHS budgets.

We're committed to providing a happy, safe and supportive environment for all our people which is why nearly four out of five of our staff would recommend us as a place to work. We recognise the need to support the wellbeing of our employees and volunteers, including their work-life balance, which is why we are open to, and encourage flexible working arrangements, including job-sharing and hybrid-working. We are actively working to improve the diversity and inclusiveness of our staff and volunteer workforce.

To find out more about Ashgate, please [visit our website](#) and social media accounts or listen to our "The Life and Death Podcast" to get a feel for what it is like to be part of the Ashgate team and gain an understanding of the people we support.



# A look back at some of our proudest moments

Over the past 35-years there have been significant changes at Ashgate as the charity has continued to thrive and grow. From welcoming those first patients through our doors in 1988 to expanding our services to include the most recent opening of our Virtual Ward.

What hasn't changed is our passion and commitment to delivering compassionate, high-quality palliative and end of life care to families across North Derbyshire.

Here's a look back at some of our most recent achievements:

## **Ashgate's Inpatient Unit wins prestigious Royal College of Nursing award**

Our Inpatient Unit team were delighted to win an award from the Royal College of Nursing Institute in October 2021.

The Outstanding Contribution to Infection Prevention and Control Award was won by the Inpatient Unit team, who were recognised for their scrupulous approach to infection prevention which had avoided any outbreaks of COVID and had allowed patients to continue to receive visitors throughout the pandemic.

## **Record-breaking Sparkle Night Walk raises hundreds of thousands in funding**

This summer, our biggest ever Sparkle Night Walk raised a record-breaking amount towards our care.

More than 3,100 people sported pink and flashing bunny ears to take on our 10km walk, sponsored by Technique, from Chesterfield Football Club.

The total figure raised was a phenomenal £317,671 – the most the walk has ever raised by more than £50,000.



The hospice received a national award from the Royal College of Nursing in November 2021 for our outstanding contribution to infection prevention and control on our Inpatient Unit.



More than 3,100 people raised a phenomenal £317,671 on our 10km Sparkle Night Walk.

## Extending our care with the Virtual Ward

Earlier this year, we opened our palliative and end of life care Virtual Ward, allowing us to admit 10 patients at any one time. The Virtual Ward allow patients to get the care they need in the place they call home safely and conveniently, rather than being in hospital or the hospice.

Patients remain under our care, through remote monitoring using easy-to-use technology and face-to-face visits.

Care includes remote supervision from consultants, specialist nurses, social workers, therapists and other medical professionals.

Modern equipment and technology provided to patients allows them to easily submit readings, such as their blood oxygen levels and temperature.

Patients, including those in care homes, receive high quality face-to-face care when needed and can request 24-hour help through an out-of-hours number.



**Our Virtual Ward Palliative Care Specialist Nurses, Amanda Hall and Sophie Dudley.**



**Last year, 1,307 people received vital care in their own homes.**

## Campaigning for sustainable long-term funding

The COVID pandemic meant that Ashgate's care had never been more urgent or important, and at the same time funding had never been more precarious or more needed.

Ashgate's faced the real prospect of having to cut services and make compulsory job losses. The hospice had a £2million budget deficit that was no longer sustainable given the impact of COVID and if the hospice was to survive, the local health system needed to contribute to a larger proportion of care costs.

After months of campaigning, which included local, regional and national media coverage, the hospice was able to secure a funding settlement to secure services and safeguard jobs.

Determined to secure the future of Ashgate, we didn't stop there. As a result of continued dialogue, we have secured an additional £1.5m increase from local health budgets to our annual contract. This increase has been locked in for the next five years.



# What we believe

We're working to ensure everyone in North Derbyshire has access to excellent palliative and end of life care when they ask for it and where they need it. Here's how:

## Our vision

Our vision is for people with a life-limiting illness to be able to live well and to have a good death – well informed and supported – and for their loved ones to be well supported and comforted too.

## Our purpose

We provide, campaign for, and educate about, specialist palliative and end of life care and bereavement support. We aspire to be a centre of excellence – working as part of the wider healthcare system with energy, openness, compassion and hope.

## Our values

Our values are at the heart of everything we do. They are grounded in our commitment to being the best we can be for our patients and the people who are important to them, for our customers and supporters, and for each other.



**We are compassionate.  
We work as a team.  
We are respectful,  
open and inclusive.**

# Delivering our purpose

Our Three Ambitions set out the ideal world we want to create – not what we are doing day to day – but what we hope will one day come about.

## Our Care

Care is at our heart. We open our arms to you and the people you care about.

**Our ambition for our care – an Ashgate model of care which:**

- is about living well and dying with dignity and in comfort
- is accessible to everyone who needs our care, in all their diversity
- is safe, and always improving, using feedback, our expertise, research, emerging ideas and innovation
- is delivered in collaboration with other care providers – including on issues where we can have more influence and impact together – promoting best practice across different healthcare settings
- is fairly funded, well supported and understood.

## Our People

We are the One Ashgate team working together with warmth and hope to provide compassion and care. Our aim is to be exceptional in everything we do.

**Our ambition for our people – a One Ashgate team who:**

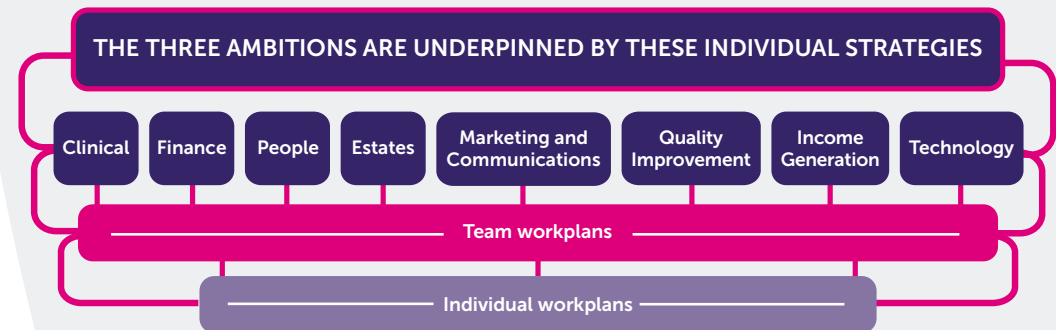
- bring our values to life with the people in our care at the centre of everything we do
- connect and collaborate, working together and where everyone's views are heard and valued
- are proud ambassadors and fundraisers for Ashgate Hospice and understand how we all help deliver outstanding care
- are committed to improvement and excellence, celebrating successes together and speaking up when something is wrong or requires change
- are leaders and learners, committed to our wellbeing and able to say why a positive working culture matters
- reflect the diversity of the communities we serve.

## Our Voice

We use our trusted voice to make things better for our patients, their loved ones and people needing specialist palliative and end of life care in North Derbyshire and further afield.

**Our ambition for our voice – a powerful and combined Ashgate voice which:**

- increases our reach, influence and impact across North Derbyshire and beyond
- is as inclusive and accessible as possible, so that everyone can get the help they need
- helps create a North Derbyshire community who know how to support people at the end of their lives, and those living with loss
- encourages conversations about death and dying, and demystifies hospice care
- advocates locally, regionally and nationally for specialist palliative and end of life care to be properly funded and resourced.





# How we're governed

Our Ashgate Governance Framework (see page 10) sets out a robust hospice-wide governance and assurance structure. This has fully developed operational alignment and an emphasis on the 'golden thread' from frontline to Board. There are three committees which report directly to the Board. Their membership is drawn from the Trustees and senior leaders.

The Healthcare Quality Committee includes clinical quality and safety, evidence-based care and patient experience in its portfolio.

The People, Engagement and Performance Committee has a focus on our staff and volunteer workforce, on information governance, IT and digital development and community engagement.

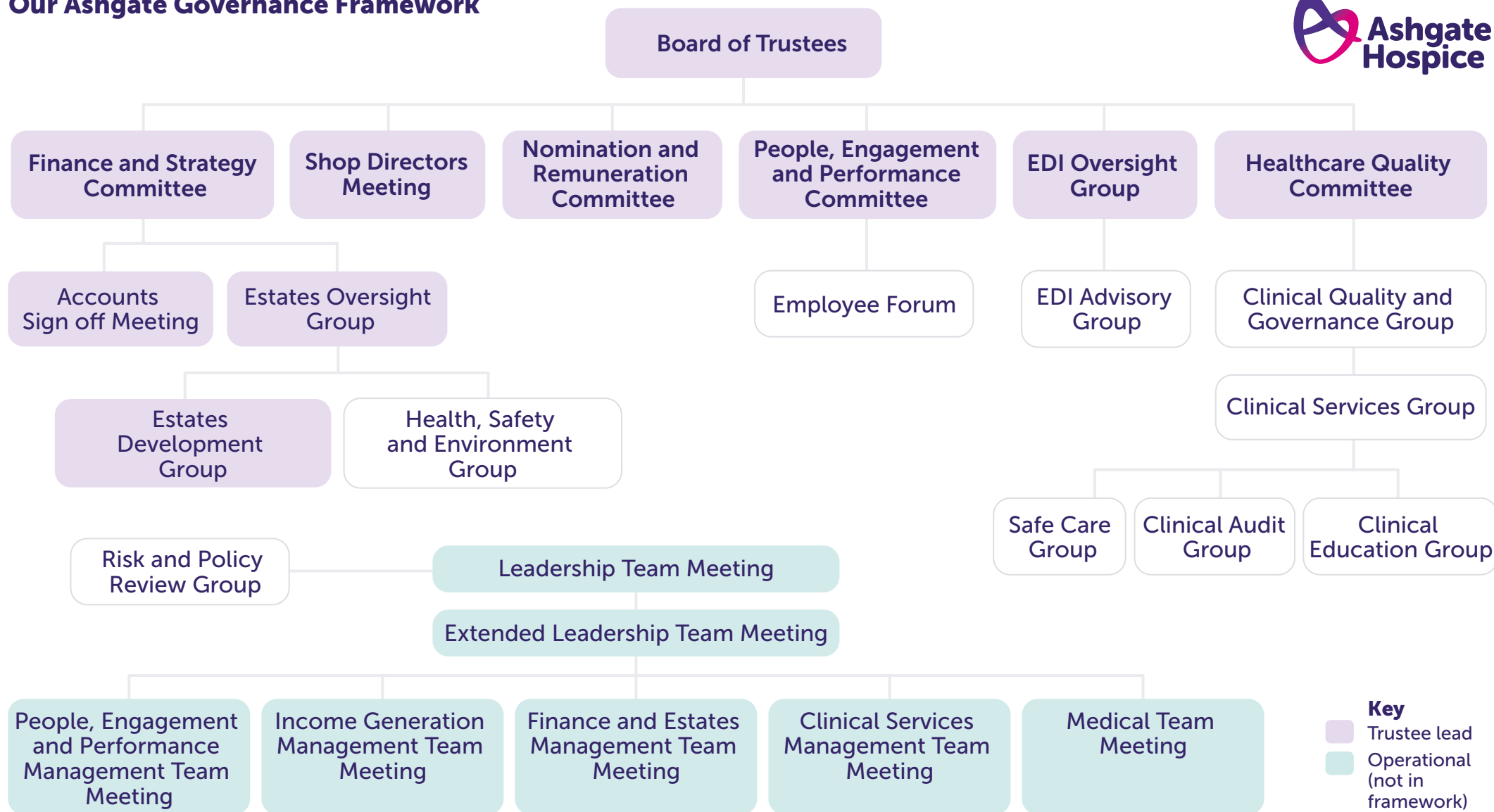
The Finance and Strategy Committee is charged with governance of our income generation, our reserves and investments, procurement and estate management.

This framework enables the Board meetings and development days to focus on long-term strategy, oversight of the charity's performance, risk management and sustainability. The Board and the Committees meet on a quarterly basis.



**Our framework enables Board meetings and development days to focus on long-term strategy**

# Our Ashgate Governance Framework



- The Ashgate Governance Framework is intended to support a high reporting culture and to ensure that a 'golden thread' runs from frontline service delivery to the board.
- All meetings and groups which are part of the Ashgate Governance Framework will utilise a consistent approach to the Terms of Reference, agenda, minutes and reporting.
- Copies of all papers produced for meetings will be held centrally by the Governance Team.
- The operational structure (shown in green) is not part of the Ashgate Governance Framework but supports the day-to-day management of the hospice.
- It is the responsibility of the Chief Executive who is, in turn, accountable to the Chair of the Board of Trustees.

# About the role

## The Chair:

- provides leadership to the Board of Trustees and ensures that it fulfils its duties and responsibilities for the effective governance of Ashgate Hospice and the achievement of the hospice's charitable objectives and strategies and ambitions
- provides line management for the Chief Executive and holds them to account on behalf of the Board for the delivery of agreed objectives and operational performance
- ensures that the Board works effectively in partnership with the Chief Executive, the Leadership Team and Ashgate staff and volunteers
- works with the Chief Executive and the Head of Corporate Governance to ensure the Ashgate Governance Framework operates effectively and reflects best practice in charity and healthcare regulation and oversight
- acts as a spokesperson and ambassador for Ashgate Hospice, and for the wider hospice movement, in partnership with the Chief Executive and other Ashgate leaders.

## About you

You will be an inspirational leader, committed to the purpose of our work, with the vision and strategic abilities to help us build on our achievements and realise our ambitions.

Previous experience within a not-for-profit environment as a chair, senior executive, trustee or a non-executive director is desirable, but this does not have to be in the charity or healthcare sector.



## Role description

- Ensure the role of the Board is clear, ensuring Ashgate Hospice has a robust governance structure that is appropriate to its size, complexity, and charitable ambitions and that these structures and the governing framework are reviewed regularly.
- Ensure that Trustees are fully engaged, able to fulfill their responsibilities and to work together effectively with the Chief Executive, the Leadership Team and the wider workforce.
- Ensure that the Board has an effective reporting framework in place for monitoring performance and that the charity satisfies all regulatory and legal compliance requirements.
- Ensure the charity's financial dealings are systematically accounted for, audited and publicly available.
- Ensure that the Board delegates appropriate authority to its committees, the Chair and the Chief Executive to enable the business of the hospice to be carried on effectively between meetings of the Board.
- Ensure that Ashgate Hospice has a clear strategic framework that is clearly aligned with the vision, purpose and values, based on a rigorous analysis of future challenges and that this is reviewed regularly.
- Ensure the Chief Executive is effectively supported in and held accountable for the development and delivery of Ashgate's strategic ambitions, and for the continued provision of high-quality care and services.
- Ensure the proper and efficient conduct of Board meetings, so that Board decisions are made in the best, long-term interests of the charity and that the Board takes collective ownership of these decisions.
- Lead the Board in championing equality, diversity and inclusivity in everything that Ashgate does.
- Enable and support the Board to understand the external environment and current and future challenges and opportunities.
- Ensure that the Board regularly reviews and manages Ashgate's performance and that risk mitigations are proportionate and effective.

## Person specification

- A visible passion for and commitment to Ashgate, its purpose and ambitions.
- A high degree of personal integrity and commitment to Ashgate's values.
- Strong interpersonal and relationship-building abilities, with a willingness to engage with staff and volunteers, supporters, patients and their families.
- Tact and diplomacy, with the ability to listen and engage effectively and strong stakeholder management.
- Excellent strategic skills with the capacity to think creatively and offer fresh perspectives.
- Able to assimilate and analyse information and situations and make strategic decisions based on that information
- Ability to foster and promote a collaborative team environment.
- Leadership of, or senior engagement with, substantial not-for-profit fundraising activity of various types.
- Working at Board level in a not-for-profit or third-sector organisation, or experience that indicates the ability to do so successfully.
- External representation at a senior level, communicating and maintaining partnerships with a diverse stakeholder community.

## Time Commitment

Typically one to two days per month, worked flexibly as required.

# To apply

If you would like to apply for the position of Chair of Trustees please send your CV, along with a brief covering letter to Matt Corbishley, our Director of People, Engagement and Performance at [matt.corbishley@ashgatehospice.org.uk](mailto:matt.corbishley@ashgatehospice.org.uk).

Please explain your interest in Ashgate Hospice and how your skills and experience reflect the person specification for the role.

Any candidate who identifies themselves as disabled will be shortlisted if they meet the essential criteria for the role. Essential criteria can be found in the job description and person specification for the role. If you require any accessibility adjustments, please contact a member of the HR team at [hr@ashgatehospice.org.uk](mailto:hr@ashgatehospice.org.uk) or by calling 01246 568 801.

**The closing date for applications is  
5pm on Friday 13th October 2023**

- The shortlist of candidates will be determined in the following week.
- Candidates will be invited for in-person interviews and stakeholder panels on Friday 20th October 2023.



# For further information about us

See our website [www.ashgatehospice.org.uk](http://www.ashgatehospice.org.uk) or take a look at our latest reports.

## Our location

We are based in the leafy suburb of Old Brampton in Chesterfield – a stone's throw away from the picturesque Peak District.

Our address is Ashgate Rd, Ashgate, Old Brampton, Chesterfield S42 7JD.



## Our support and care covers:



### Key to symbols

- Town or village
- Place of interest
- 🏥 Chesterfield Royal Hospital
- Catchment area
- 📍 Ashgate Hospice Shop



Our teams make **6,000** home visits every year.

If you require this document in an alternative format,  
please contact the Marketing and Communications Team  
at [marcomms@ashgatehospice.org.uk](mailto:marcomms@ashgatehospice.org.uk)

## Contact

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