Information Pack for Position of Trustee

Tynedale Hospice at Home

2026

www.tynedalehospice.com

Charity Number 1034170

Thank you for your interest in the position of Trustee of Tynedale Hospice at Home.

Tynedale Hospice at Home is a well-established charity of over 30 years. It is dedicated to providing high quality palliative and end of life care and support, and other complementary services, to those living in our catchment area. Our services are designed to ensure that everyone in our community who is affected by dying or death receives the support they need, free of charge. Our care staff and volunteers provide four services:

- Nursing Care
- Complementary Therapy
- Patient Transport
- Family Support

Patients and their families can access as many of these services as they need; some will access just one, while others will access all four. Our Nursing, Complementary Therapy and Patient Transport services are for adults, and our Family Support service is for adults and children.

We serve a community of around 80,000 people living in the areas of West Northumberland, Tynedale and Ponteland.

The Board and staff have a clear strategic vision of the future of the charity and there are many opportunities for growth and progression, including service developments which meet local needs and complement our current provision.

The following pack contains more information about Tynedale Hospice at Home and how to apply to become a trustee.

Thank you for your interest.

Dr Bernard Herdan CB
Chair of Trustees

Introduction

Tynedale Hospice at Home was established in 1993 and its charitable objective is "the relief of sickness, in particular end of life care, associated services and support to other palliative care providers, particularly but not limited to, the area of Tynedale, West Northumberland and Ponteland".

We are a hospice without beds, with care delivered in patients' own homes and in our community. Our services are integrated into the wider health and care system in our catchment, and our teams work closely with GPs, NHS teams including District Nursing and Specialist Palliative Care Services, the Local Authority, schools and other professionals to provide joined-up, integrated support.

Tynedale Hospice at Home is a company limited by guarantee and a registered charity. As a charitable company, it is a not-for-profit organisation with a Board of Trustees who have independent control over, and legal responsibility for its management and administration. Day-to-day management of the Charity is delegated to its Chief Executive, Alice Langley. Our turnover in 2025/26 was £1.7 million, generated from a diverse income portfolio: retail operations, donations, fundraising activity, legacies, charity grants and grants from the NHS and Department for Health and Social Care.

In addition to compliance with generic legislation such as employment law, DBS, GDPR and Health and Safety, the Hospice carries statutory obligations as a registered Hospice at Home service with the Care Quality Commission (CQC). The Charity Commission and company law impose requirements of effective financial management and good governance.

Our modern premises house an integrated team of staff working across Care, Income Generation and Central Support functions all supporting the services we offer. In addition, the Charity is well supported by over 280 volunteers working across all areas. We occupy six retail premises across Hexham, Ponteland, Prudhoe and Corbridge as well as a Donations & Distribution Centre in Prudhoe and an eCommerce function.

Mission

Enable all those impacted by life limiting illness, or death, to live and die well.

Vision

Everyone in our community can die where they choose and all those affected by life limiting illness, or death, receive the support they need.

Values

- Caring and Compassionate
- Collaborative and Innovative
- Inclusive and Community Focused
- Accountable and Trustworthy
- Positive and Can Do

Services

The Hospice was inspected in July of 2026 and rated 'good' on all aspects. The CQC reported that "The service was exceptional at treating people with kindness, empathy and compassion and in how they respected people's privacy and dignity. Emotional support was a key strength of the service. Patients and families were supported throughout their care, including during difficult conversations about end of life planning."

Strategic Plan

A high-level summary of our new 10 year strategic plan which is now being augmented by strategic performance measures and definition of the first year priority activities is included at the end of this pack.

Care Services

Nursing Care
Our Nursing Care service is designed to ensure that people can be cared for in their own home and avoid unwanted admissions to hospital in the final stages of their life. Our Registered Nurses and Hospice Support Workers are specially trained to provide high quality nursing and personal care, whilst being on hand to provide emotional support to both patients and their families. Hospice staff work closely with GPs, community nurses and other services to ensure that care is joined up and coordinated. Care can be provided over a period of hours, days or even weeks depending on need and can include much-needed respite care (day and night) for families and carers who may need a break.

Complementary Therapy
Our Complementary Therapy service provides patients and families with a range of treatments to help ease physical symptoms, promote relaxation and reduce stress. Treatments available include massage, reflexology, reiki and relaxation therapies. The service is provided at the patient's home.

Patient Transport
Our Patient Transport Service provides door-to-door transport to and from appointments for patients diagnosed with a life limiting condition. Volunteer drivers pick patients up from their home in their own car, ensuring they get to and from their appointments in good time. Transport is also provided for people receiving Bereavement Support from the Hospice.

Family Support
Our Family Support service provides pre- and post-bereavement support following a diagnosis of a life-limiting illness, or death of a loved one. Our staff and trained volunteers help people to cope and restore hope for the future through one-to-one and group sessions. Support is provided at our office in Hexham, in schools, at GP surgeries and at drop-in bereavement cafes in Ponteland and Hexham. Our schools' support includes practical advice and support for teachers and other staff and after school clubs, activity days and workshops.

Staffing

Alice Langley, our Chief Executive Officer (CEO) is supported by a Senior Leadership Team (SLT) covering Care, Community/Income Generation and Finance/Administration who in turn manage their relevant departments.

Our 50+ employed staff are extremely well supported by a team of volunteers who work in diverse roles throughout the organisation providing help on both an ongoing and ad hoc basis.

During 2025/26 over 280 volunteers gave over 22,000 hours of their time, across our services, in our shops and at fundraising events. Without the continued support of volunteers we would be unable to provide our services.

Finance

All of our services are provided free of charge; Tynedale Hospice at Home receives minimal core funding, £70k per annum, from Northumbria Healthcare NHS Foundation Trust to support our Nursing Services.

Our retail outlets generate over £1,000,000 per annum and other income is raised across a broad range of fundraising initiatives including community, corporate, philanthropic, incentivized, trust and grants funding streams. All activities are carefully planned and supported by departmental budgets which feed into the organisational budget and strategy.

Copies of our latest audited accounts (2024-25) can be found on the Charity Commission website at https://www.gov.uk/government/organisations/charity-commission. 2025/2026 accounts are currently being audited.

Governance

Our Charity Number is 1034170 and Company Registration Number is 2870776.

Tynedale Hospice at Home is a company limited by guarantee and a registered charity, governed by its Articles of Association. The directors of the company are also charity trustees for the purposes of charity law.

In the event of the Charity being wound up trustees would be required to contribute an amount not exceeding £1.

The Board is currently made up of 9 persons, who have elected the Chair and two Vice Chairs. Trustees offer a mix of business, professional and clinical health skills and come from very varied backgrounds.

The CEO attends all Board meetings and other SLT members and more junior staff attend as required for specific agenda items. The Board meets every 3 months, with the CEO giving a Hospice-wide operational and strategy report to every Board meeting. There is also an Away Day once per year. In addition, there are 4 committees that meet on a regular basis.

Trustees are elected to serve for a period of 3 years, after which they must be re-appointed (up to a maximum of 3 terms).

The Board is primarily concerned with strategic direction, maximising benefits to our beneficiaries, policy and financial management including:

- Governance matters.
- Core strategies and policies and changes to them.
- Financial/legal/contractual commitments and/or obligations entered into by the Hospice.
- All matters identified in the risk register, specifically those that may have a high likelihood and impact.
- Effective, efficient and economic use of the Hospice's resources including approval of expenditure above any delegated threshold.
- Ensuring the Hospice is a going concern, solvent, financially sustainability and keeping proper financial records.

Relationships with other Hospices

Tynedale Hospice at Home is a member of the North East and North Cumbria Hospices Collaborative, established to ensure that the people of the North East and North Cumbria receive outstanding hospice care and support.
Tynedale Hospice at Home's Board is supportive of these collaborative aims, and can see much benefit from sharing research, best practice and training whilst at the same time preserving our own identity.

Board Committees

The Board delegates administration through a number of committees, each one led by a trustee and each having specific terms of reference. From time to time, the Board may identify a need for a sub-group of trustees, often working with the CEO, as a task-and-finish group to carry out special projects or activities spanning the committee structure, and reporting to the Board.

There are four committees with clear terms of reference and delegated powers:

- Care
- Finance
- Community
- Governance

The CEO as well as staff, volunteers, stakeholders, and persons with specialist skills are invited to Board and committee meetings as appropriate. Each committee meets normally every 3 months. The CEO is responsible for escalating Board and committee decisions to appropriate staff, respecting confidentiality of discussions, which are relevant to their roles and responsibilities.

Trustee Recruitment

As some of our trustees will reach the maximum length of their term (9 years) within the next two years, we are looking to welcome new trustees to join our Board. These important roles will help guide the organisation, support thoughtful decision-making, and make a meaningful difference to the care we provide for our local community.

- We are keen to welcome applications from anyone who has a strong belief in the mission and vision of Tynedale Hospice at Home.
- We are looking for people who are able to bring different lived experiences, knowledge and ideas, who can work constructively and enthusiastically to help us navigate the changing and challenging external environment we find ourselves operating in.
- We are committed to equality of opportunity for all and applications from individuals are encouraged regardless of age, disability, sex, gender reassignment, sexual orientation, pregnancy and maternity, race, religion or belief and marriage and civil partnerships.

Qualification to be a Trustee

The Charities Act 2011 disqualifies certain people from acting as trustees. For example, you must be over 18, you cannot be a trustee when you have taken out an Individual Voluntary Arrangement, are undischarged bankrupt, have an unspent conviction for an offence involving dishonesty or deception, or are disqualified from being a company director or a charity trustee.

THH members of staff are not eligible to apply but we welcome applications from volunteers (further details on person specification).

Time Requirements

There are 4 Board meetings per year and 4 committees of the Board that meet with the same frequency. Each trustee is expected to attend Board meetings and be a member of at least one committee. There may be other occasional ad hoc meetings as well as visits and events, dealing with correspondence, reviewing documents and meeting preparation. All of this would imply an average time commitment for each trustee of about 8 hours per month. Chair, Committee Chairs and Vice Chairs have an additional time commitment. We are committed to reviewing the timing of meetings to accommodate current and prospective trustees who have work and other commitments. Although most board and committee meetings are generally held in person, there may be an opportunity to join remotely if necessary.

Training

Trustees have a responsibility to identify specific training needs and support. An induction programme is offered with further training events being organised for trustees to update skills and knowledge. Access to specialist advice will be available when necessary with fellow trustees, CEO and staff more than happy to answer questions and offer guidance.

The following are available free of charge:

- Basic online training on Health and Safety, Safeguarding and Data Protection is provided by e-LfH (e-learning for Healthcare)
- Both the Charity Commission and Hospice UK provide packs on trustee role and responsibilities
- A Newcastle based law firm provides regular seminars and updates on charity law and trustee involvement

Role Description

Title: Hospice Trustee
Responsible to: Board of Trustees

The voting members of the Board are responsible for the governance of the Hospice. They must ensure that it operates in a manner that:

- enables it to fulfil the objectives set out in the governing document;
- its assets and resources are used for charitable purposes in line with the governing document
- due attention is paid to charitable and company law
- keeps to the hospice's philosophy and values and
- upholds the reputation of the Hospice.

Trustees must at all times act in the best interests of the hospice, must not act unlawfully or negligently. Trustees must work together because they share responsibility for governance regardless of any specific roles held by them or others on the Board, and must not pursue personal or sectional interests at the expense of hospice interests. Trustees must declare any conflict of loyalty or interest.

Main responsibilities of individual trustees

1. To understand the Hospice's aims and objectives as set out in its governing document ensuring that it operates in accordance with them.
2. To take reasonable steps to ensure the Hospice operates within the law, particularly with regard to the Charities and Companies Acts.
3. To understand
   the care services we provide,
   - how we engage with the community and
   - the value we place governance activities
4. To take reasonable steps to identify and manage risk.
5. To support the Chief Executive and other staff in carrying out their work when requested to do so.
6. To attend and contribute to meetings of the Board and Committees as relevant. Attending other Hospice events such as fundraising events.
7. As a member of the Board, maintain a governance perspective by ensuring that the Board:
   - establishes the Hospice's strategic direction and goals;
   - contributes to the development of the Hospice's strategy and business plans;
   - understands and acts upon financial and other monitoring information presented to it, questioning such information when appropriate;
   - defines the boundaries of management authority;
   - delegates the implementation of its decisions to senior staff;
   - ensures the Hospice delivers on its accountabilities both those demanded by law and those of Hospice good practice;
   - monitors key performance indicators on a regular basis and holds the Chief Executive accountable for outcomes;
   - ensures that the Chair reviews the Chief Executive's performance and development annually and is aware of and adheres to the Trustee Code of Conduct.
8. To represent the Board's agreed position when speaking publicly on behalf of the Hospice.
9. To contribute towards reviews of the Board's performance.
10. To help to identify, recruit and induct new Board members, the Chair and the Chief Executive.

Person Specification

The board requires trustees that:

- provide expert knowledge of the work of the Hospice (see desirable knowledge), or
- bring professional experience which can support the work of the Hospice (see desirable qualifications), or
- have a strong connection to the community we serve, to help us ensure the community perspectives are accurately reflected in the Hospice's work.

	Essential	Desirable
Personal Qualities	• Commitment to the cause: A strong, visible passion for the Hospice's mission, vision, and values. • Integrity and honesty: Adherence to the highest ethical standards (e.g., Nolan's principles of public life), acting with selflessness and impartiality, and respecting confidentiality. • Sound independent judgement: The ability to think and act independently, put the Hospice's interests first, and provide a constructive challenge to the senior management team. • Teamwork and interpersonal skills: The ability to work effectively and collaboratively as a board member, listening carefully, engaging in discussion, and building strong relationships with fellow trustees, staff, and volunteers. • Willingness to learn and commit time: A readiness to devote the necessary time and effort, attend meetings regularly, undertake induction and ongoing training, and stay informed about the hospice sector.	• Ambassadorial skills: The ability to represent and promote the organisation positively to the public and potential supporters
Qualifications	There are no essential formal qualifications required to be one of our trustees.	A professional background is not essential but the board as a whole requires some trustees with experience/professional qualifications in for example: • Healthcare, clinical governance • Law and governance • Finance/accounting/risk management • Fundraising/marketing/communications • IT/digital/data protection/AI • Property management
Experience		• Experience in playing a strategic role to successfully effect change and meet organisational objectives. • Sound judgement and effective decision-making, using evidence and taking professional advice where necessary. • Senior management experience in a medium to large public/ private company/ voluntary sector organisation • Experience of working on a board and/or committee

	Essential	Desirable
Knowledge	An understanding and commitment to the aims and objectives of the Hospice and a passion for its work	Good knowledge of the work of the Hospice gained: • as a user or a close relative of a user of Hospice care services • as a volunteer in any area of the Hospice • as a supporter or an interested party reading about the Hospice and its work. • Governance knowledge: An understanding and acceptance of the legal duties, responsibilities, and liabilities of trusteeship under charity and company law. • An understanding of the issues affecting the voluntary sector.
Skills	• Ability to evaluate and interpret information • Good listening skills • Ability to work as part of a team whilst contributing an independent perspective • Ability to challenge and constructively question the Executive Team, holding them to account when necessary. • Effective communication skills in both one to one and meeting situations.	• Strategic vision: The ability to contribute actively to the board's role in setting the Hospice's long-term direction, goals, and policies. • Financial literacy: Competence in financial management, including the ability to interpret financial reports, ensure fiscal stability and compliance, and manage risk effectively.
Other requirements	Must be eligible to act as a charity trustee in the UK. Disqualifying factors include: • Being an un-discharged bankrupt. • Having an unspent conviction for an offence involving dishonesty or deception. • Having been removed from trusteeship of a charity by the Charity Commission or the court due to misconduct. • Being disqualified from being a company director. Availability to commit the required time for attendance at most board and associated committee meetings, including necessary preparation time. On occasions meetings can be joined remotely if necessary. Must be able to commit to complete all required mandatory training, and keep such training up to date.	

Application and appointment

If you can answer 'yes' to these questions, we would urge you to submit an application.

- Could you add value to the overall management and administration of our charity?
- Could you commit some of your time regularly to Tynedale Hospice at Home?
- Do you enjoy working with individuals who share a commitment to offer excellent palliative and end-of-life care in a highly regulated environment to our local community?
- Would you like to play a part in delivering the strategic plan and vision for Tynedale Hospice at Home?
- Do you have an understanding and acceptance of the responsibilities and liabilities of charity trusteeship?

It is not necessary that you have previously held a position as a board member.

If you wish to apply, please email your CV and contact details together with a covering letter setting out your reasons for applying, how you think you could add value to our Board and what aspects of your career and life experience are relevant to your application (as outlined in the Person Specification) to mandy@tynedalehospice.com by 9am on Monday 5th October 2026. Please use the subject line Trustee Recruitment.

Prior to appointment, vetting of applications will take place to ensure that candidates are eligible, are not disqualified from acting as a trustee, and declarations of any existing or potential conflicts of interest have been made. You will also be asked to provide details of two referees if you are shortlisted and a DBS check will be undertaken.

Preferred candidates will be identified by current trustees from applications received and will be invited to an interview with trustees on 23rd or 26th October 2026. They will be also invited to meet the CEO and Senior Leadership Team members at the same time.

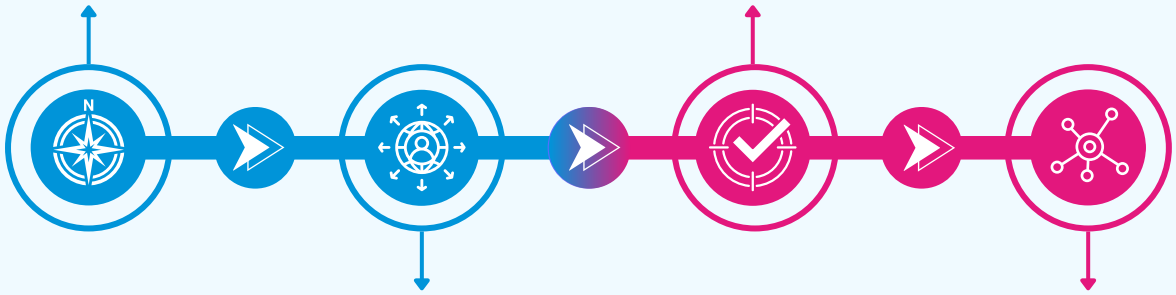
The Chair will write to successful applicants and there will follow an induction of new trustees after acceptance. New trustees will be put forward for approval at the Board meeting in November. Following this they will be advised when they should attend their first Board meeting.

If you have application enquiries or would like further information about the role or charity, please contact Mandy Perrie, Executive Assistant to the CEO and Board of Trustees by email mandy@tynedaehospice.com

Strategy 2026-2036

North Star
Provides direction

Priority areas (the 'what')
Things we'll prioritise to maximise our impact



External factors
Things that will impact us

Our approach (the 'how')
How we'll work to deliver against our priority areas

Our North Star statement

"Increase our impact in our community by better meeting the needs of people affected by dying and death."

Our North Star statement can be thought of as a guiding light - something that helps us to stay on course over time.

It sets a clear direction for increasing our impact and meeting our community's needs through:

- Reaching people who aren't currently referred to us but whose experience of dying and death would be significantly enhanced by accessing our services.
- Delivering our high-quality services in the most effective way, making the best use of our resources and tailoring support for different individuals and groups within our community.

It brings us back to our core purpose: enhancing people's experience towards and at the end of life. Being able to offer choice, control and the ability to die peacefully at home is fundamental to who we are and is a strength that we will hold onto and build upon.

External factors

There are a range of external factors that will impact us over the next 10 years, and we know that we will only succeed if we adapt as the world around us changes. While there are lots of unknowns, we need to ensure that our approach is as future proofed as possible. Our strategy therefore takes into account areas of change we are already aware of, including:

- Demographic shifts
- Government Policy
- Awareness of palliative and end of life care
- Assisted Dying
- The economy
- Available workforce
- Technology including AI
- Societal and population changes
- The funding environment

We will continuously monitor the external environment to ensure that we are planning for and responding to changes that will impact us.

Our priorities

We have developed four priority areas that will ensure we're focussing our time and energy on the things that matter most for achieving our ambitions:

1. Ensure that our care services reach the right people at the right time.
2. Communicate with people through channels that reach them in a way that engages them.
3. Understand need and impact to inform our work.
4. Develop our income in a way that keeps our organisation sustainable.

Our approach

We have big ambitions and obstacles to overcome, and we know that our success will come from how we work together as one Hospice team and in partnership with others. We have developed four pillars of our approach for delivering our strategy:

1. Collaboration internally and externally.
2. Systems that allow us to use our resources in the most effective way.
3. Learning and improvement culture driven by insights and expertise.
4. The best staff and volunteer experience possible.