



Candidate brief
for the position of

Trustee

January 2026



HospiceUK

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Welcome letter from Paul Jennings, Hospice UK Chair

Thank you for your interest in joining the Board of Hospice UK.

We are proud to be the membership body for over 200 hospices across the four nations of the United Kingdom. These are, at once, the most exciting, transformative and difficult times for organisations engaged in the delivery of palliative and end of life care.



The lasting impact of the pandemic, the ongoing impact of the cost of living crisis, and the rising demand for hospice services continue to be felt across the sector. But these also present opportunities for innovation and collaboration, and a chance to strengthen our impact and collective voice.

Rising workforce costs continue to pose challenges for the sector in a highly competitive market for health care staff, and a funding model in urgent need of reform is putting hospice finances under immense pressure.

The national debates about assisted dying in Westminster and Holyrood are shining a light on the current state of palliative and end of life care, and the need for it to be robustly supported. This will be a most sensitive and difficult ethical discussion for our member organisations and for the scores of thousands of individuals, including volunteers, in the end of life care movement.

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For more than half a century the palliative and end of life care movement has delivered care and support not just to those at the end of life but also to their families, friends and communities. We augment statutory services which do not have the capacity, nor often the knowledge, will or resource, to support them. It is a remarkable conundrum that we have a welfare state with a National Health Service at its core whilst death and dying needs the input of a charitable movement.

Although there is variation by place and service; on average, two thirds of the resource deployed by hospice services, often in purpose built facilities or in people's homes, is supported by the charitable fundraising activities of the individual services.

Momentum is building, and with the right support, we are in a strong position to make change to the provision and funding of palliative and end of life care in the UK, to ensure that everyone can get the end of life care they need, when and where they need it.

Over the past few years, we have made some important changes to how we work and what we intend to focus on. You can read about our ambition in our strategy for the next five years which is part of this pack.

We have made some significant changes to how our Board members are selected, moving to a model where all our trustees are selected for their skills, knowledge and experience. These changes have been driven by our ambition to increase the diversity of our Board and to ensure wise and supportive leadership as we turn our strategy into delivery.

As a member of our Board, you will help to guide and support our thinking as we:

- Support the Hospice movement through our policy and membership services*
- Lobby for appropriate resources to provide great care to the now growing number of people who will need end of life care*
- Strive to influence policy, government and agencies*
- Facilitate the conversations the sector will increasingly face around the growing call for assisted dying*
- We are looking to strengthen our Board with an individual who has a recognised professional experience in governance, ideally gained in a charity or membership body.*

Please read through the pack and if you believe you can offer what we need as a Board it would be great to have your application.

I would be happy to talk individually to those of you who are shortlisted for interview.

Yours sincerely,

A handwritten signature in blue ink that reads "Paul Jennings". The signature is written in a cursive, flowing style.

Paul Jennings, Hospice UK Chair

About Hospice UK



Our Mission

Our mission is to promote and protect hospice care for all who need it, for now and forever.

As the national champion for hospices, we fight to make sure hospice care is there for everyone, from every background. We fight to make sure hospices can deliver the best, most personalised care. We fight to make sure hospices can thrive – today and into the future.

We represent the community of more than 200 hospices across the UK. They do everything they can, in partnership with the wider care and health system, for children and adults living with long-term illness, or approaching the end of their lives. So we do everything we can to support hospices' incredible, invaluable work.

The number of people needing the care UK Hospices provide will increase rapidly in the coming years, due to the ageing population and the increase in demand as needs become complex.

The context



Every year, our hospices care for 300,000 people living with life-limiting conditions or facing the end of their life. They provide bereavement, counselling and practical support to 60,000 of those dear to them. By 2040, around 130,000 more people will die each year in the UK than today. More children with complex needs are surviving beyond infancy and into young adulthood, and medical and social complexity is increasing with age.

Hospices provide care which is free at the point of use. But, unlike in the NHS, it is not fully state funded. While hospices receive some government funding, more than £1.4 billion of the £2 billion they need each year comes from generous donors.

The cost of providing hospice services is going up, while ever more people need palliative care. The financial situation for hospices is likely to deteriorate even further, and it is local communities who will pick up the cost.

Already, we know that some groups and communities are missing out on hospice care and there is a pressing need to do more to reach them. A severe national shortfall of staff for adult and especially children's services also presents additional challenges for many hospices.

Our Strategy

Hospice UK has devised and commenced a 5-year strategy, Hospice care for all, for now and forever.

Our priorities are:

- To improve equity of access: We will work so people get the end of life care they need, and support hospices to reach those we know are missing out.
- To enhance quality care: We will support hospices to deliver individualised quality care amid rapidly changing demands.
- To achieve sustainability: We will fight for hospice services, making sure they are well funded, governed and well staffed long into the future.

Find out about Hospice UK's priorities for the next five years below or download the full strategy document here: [Our strategy for 2024-2029 and our annual accounts: https://www.hospiceuk.org/publications-and-resources/hospice-uk-annual-reports-and-accounts](https://www.hospiceuk.org/publications-and-resources/hospice-uk-annual-reports-and-accounts)

"The UK faces a turning point, with demand for children's and adult palliative and end of life care set to surge in the coming years.

Our ageing population means that many more people are going to die each year – and we're determined that they and their loved ones get the care they need and deserve.

Hospice UK's strategy shows how, with the right support, the hospice sector can step up to this challenge."

- Toby Porter, CEO Hospice UK



"Hospice UK's strategy reflects our own priorities as an organisation. It's a courageous statement of what needs to change in end-of-life care in the UK. We look forward to working ever closer together as a hospice community."

- Kate Heaps, CEO of Greenwich and Bexley Community Hospice

Our values

Located in the heart of vibrant Kings Cross, we have around 80 employees.

We work with over 200 member hospices nationwide as well as a wide range of palliative care organisations and statutory bodies.

Our people work flexibly and collaboratively to deliver our outcomes. Having staff understand their individual contribution and impact is important to us. We are pleased that 92% of our staff are clear on how their impact and role contributes to Hospice UK's wider strategy.

As a dynamic and fast-moving organisation, our work covers:

- Policy and public affairs
- Communications and campaigns
- Income generation and grants
- Membership Engagement Programmes and clinical leadership
- Transformation and operations

Our values are at the heart of everything we do. They guide the way we work with each other; reflect the culture we aspire to and underpin who we are.

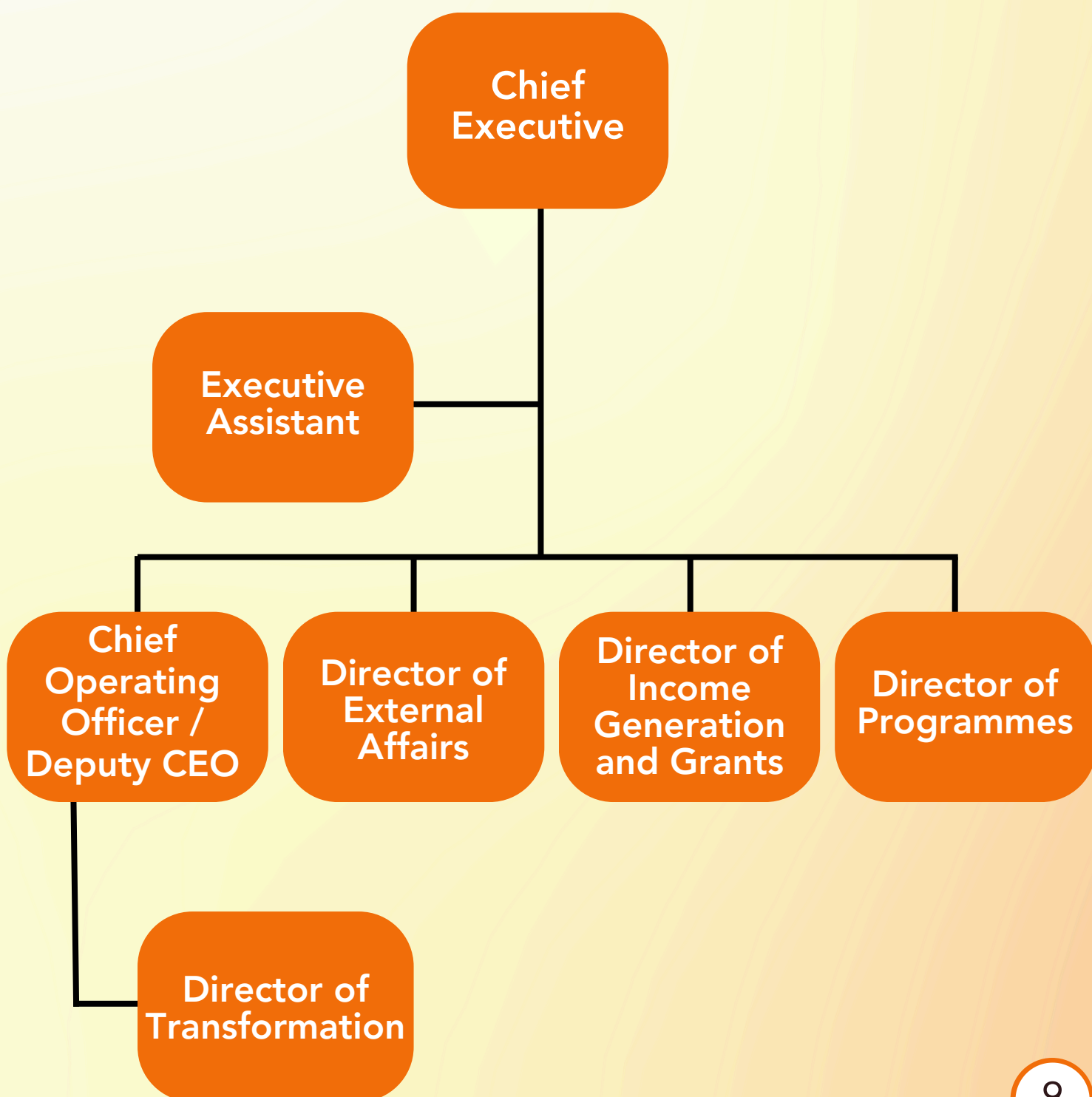
Our Values

We are:

- Collaborative
- Compassionate
- Inclusive
- Innovative

[Find out more about our values](#)

Our structure



Purpose of the role



We are looking for a trustee who will provide strategic leadership and expert oversight of the charity's governance framework, serving as Chair of the Governance Committee.

In this capacity, they will ensure that the charity maintains robust, transparent, and compliant governance processes, with particular responsibility for overseeing the effectiveness of our membership structures and engagement mechanisms, reviewing and strengthening internal policies and procedures, and ensuring that decision-making, delegation, and reporting arrangements remain fit for purpose.

The Trustee will guide periodic reviews of governing documents, committee terms of reference, and membership criteria, and will support the organisation in embedding best practice across governance, risk, and organisational assurance.

Candidates will typically bring senior experience in governance, legal, regulatory, or organisational assurance roles—such as company secretariat, charity governance, compliance, extensive non-executive roles or board advisory functions—and will have a strong track record of stewarding high-quality governance processes in complex or membership-based organisations.

Why join us?



Our work is to ensure everyone affected by death, dying and bereavement gets the care and support they need, when they need it.

Our ambitious strategy is the blueprint for how we can achieve this.

Being part of Hospice UK means that you will have exposure to a range of high impact, national work and collaborative projects across the organisation and you can make a difference to people affected by death, dying and grief.

This is an excellent time to join the organisation as it aligns with our new strategy and brand. You will have the opportunity to influence the direction of Hospice UK going forward.

We actively promote equality, diversity and inclusion in everything we do. We work in collaboration, with compassion. We are innovative and we are committed to sharing our knowledge.

The role



The role of trustee will be to:

- Act as the Senior Independent Director / Trustee
- Work with fellow trustees within the Board to guide the strategic direction of the charity as well as provide effective governance
- Contribute to discussion at the Board with a particular responsibility to provide scrutiny and advice in relation to internal governance and membership processes
- Provide guidance and support relevant to trustee expertise
- Chair the Governance Committee
- Work with the Chief Executive and Senior Management team to support strategic leadership working particularly with the Chief Operating Officer
- Embrace Hospice UK's, mission and values and uphold the reputation of the organisation

Skills and abilities



The role of trustee will be to:

We are looking for an individual able to bring enthusiasm and commitment to the role contributing to the overall effectiveness of our Board through:

- The ability to think creatively and strategically, exercising good and impartial judgement
- Being able to distil and interpret complex information.
- A collaborative working style
- Having an understanding and commitment to the Nolan Principles of Public Life and the Charity Code of Governance
- Ideally, having previous experience of a non-executive position in a charitable setting
- A personal commitment to equity, diversity and inclusion, and role modelling the charity's values

Governance expertise

You will be a trusted advisor to the Board and a supportive, critical friend to the Senior Leadership Team (SLT), helping Hospice UK navigate the evolving digital landscape.

For this role you will need to evidence:

- Leading or advising on governance frameworks in charities, membership bodies, or similarly regulated organisations.
- Chairing or contributing to governance, nominations, or compliance committees, with a demonstrable ability to drive high-quality oversight and assurance.
- Developing, reviewing, and implementing governing documents, committee terms of reference, and internal policies to ensure legal and regulatory compliance.
- Strengthening organisational systems for membership engagement, eligibility, and administration, including oversight of fair and transparent processes.
- Managing or advising on governance-related risks, including decision-making, delegation, conflicts of interest, and organisational accountability.
- Providing expert guidance to boards and senior executives on governance best practice, regulatory expectations, and continuous improvement.

Commitment

The term of office for all trustees is three years, with a maximum of three consecutive terms, as described in the Articles and Memorandum of Association. Within each term of office trustees are expected to:

- Attend meetings of the Board (to be at least four per year, one being held over two days to enable review and strategic planning) and actively contribute expertise.
- Contribute expertise to at least one Board committee and possible other expert committees of Hospice UK as relevant.
- Attend the organisation's annual general meeting of members and any extraordinary general meetings if required.
- Assist the Board and senior staff in promoting the organisation's goals and values and to represent the Board's agreed position when speaking publicly on behalf of the organisation.

Remuneration & Expenses

The role of trustee of Hospice UK is voluntary and trustees will not receive any remuneration for their services on the Board. Out-of-pocket expenses incurred by trustees in the course of carrying out the role will be reimbursed in accordance with the charity's expenses policy.

How to apply



To apply, please submit your CV along with a covering letter setting out your interest in the role and briefly summarising how you meet the criteria as outlined in the person specification to recruitment@hospiceuk.org.

The deadline for applications is midnight on 22 February 2026. Interviews will be held in King's Cross on Monday 9 March, Wednesday 11 March or Friday 13 March 2026 (interview dates may be subject to change).

We also kindly request you complete our [equalities monitoring form](#) too and submit this with your CV and covering letter.

If you have any queries or would like more information, please email us at recruitment@hospiceuk.org



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