

**TRUSTEE
RECRUITMENT
PACK**

*Building a long-term
legacy for Rowcroft Hospice*



The

Ella Rowcroft

Endowment Trust



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INTRODUCTION TO THE ELLA ROWCROFT ENDOWMENT TRUST

The Ella Rowcroft Endowment Trust has been recently established to create a long-term permanent endowment for Rowcroft Hospice. The Trust is a separate charity sitting alongside Rowcroft Hospice, with its only beneficiary being the hospice.

This is a new and exciting proposition to local and also national supporters where donations are protected within an endowment, and build a long-term legacy so that Rowcroft can continue to provide the best care possible for generations to come.

It is vital that the new trust does not disassemble Rowcroft's existing income and legacies and that The Ella Rowcroft Endowment Trust targets new markets, new individuals and organisations which the hospice does not currently engage with or don't support through existing means.

The target market for the endowment is the Ultra High-Net-Worth individuals (UHN-WIs) and High-Net-Worth individuals (HNWIs) in and around the hospice's catchment area and those with a connection to Torbay and South Devon.

The establishment of The Ella Rowcroft Endowment Trust forms part of Rowcroft's plans to build a sustainable and secure financial future.

Ella Rowcroft



2,409 PEOPLE RECEIVED
DIRECT CARE FROM
ROWCROFT IN 2021-22

ROWCROFT HOSPICE

Rowcroft Hospice has been providing palliative and end of life care since 1982. It supports over 2,400 people living within a 300 square mile area of South Devon (Teignbridge, Torbay and South Hams) who have been diagnosed with a life limiting illness, so that they and their loved ones can make the most of the time they have left.



Support is multi-disciplinary and holistic and covers a range of medical, social and spiritual services to support patients and family members throughout their time with Rowcroft.

All services are offered free of charge, available 24 hours a day and in a variety of settings including home, in residential settings such as care homes, at our outpatient centre and within our in-patient unit.

Rowcroft are immensely proud of the care it provides, which is described by the Care Quality Commission (CQC) as outstanding, and holds an overall rating of "Good".

85 percent of Rowcroft's patients are cared for in the community by its specialist Hospice at Home team and community team, made up of nurses, OTs, doctors, physiotherapists and social workers, work alongside NHS clinicians and healthcare professionals to develop a personalised package of care.

The movement between services is fluid and patients may receive support from our In-Patient Unit to help with pain or symptom management, to then go home to be supported by Rowcroft's community or Hospice at Home team.

12 BEDS IN OUR
INPATIENT
UNIT IN TORBAY

Rowcroft also act as champions of palliative care and spread best practise and latest findings amongst the community it supports and provides formal and informal education and training.

Rowcroft currently support 1 in 3 of all adult deaths resulting from a life limiting illness within South Devon. By 2023 it aims to care for 1 out of every 2, increasing to 2 out of 3 by 2030.

Rowcroft are also very fortunate to have a wonderful team of volunteers. Whether they're manning their reception desk, helping to organise a fundraising event, or passing you a hot cup of tea, these volunteers make a real difference to the hospice and its patients.

The total cost of providing Rowcroft's services is £9m per annum and the hospice is reliant on the generosity of individuals, trusts and companies to fund its services, and only receive a grant of 23% from the NHS.

The charity sector is being constantly challenged in a difficult economic environment and in order to find new ways of sustaining the future of the hospice in 2018 the Board supported the launch of a 5-year strategic plan. The plan outlines how we will overcome these challenges and develop services to provide patients with the care and support they need, in the place of their choice, both now and for the future.



26,928 PATIENT PHONE
CALLS BETWEEN
APRIL 2021-2022

THE CHALLENGES INCLUDE:

1. An expected doubling in the number of deaths over the next 15 years due to an ageing population – reaching a national annual average increase of 8,181 by 2031.¹
2. Torbay has a higher than average number of people aged over 85 and this is expected to increase by over 50% over the next decade placing increased pressure on current services.²
3. This older population is living longer but with multiple health needs.³
4. There is an increase in the number of people living alone or with little family support.⁴
5. Rowcroft's catchment area has higher than average levels of deprivation. Currently Torbay district is ranked 20th most deprived district in the UK⁵ and the most deprived in the South West region. There is a direct relationship between poorer communities and poorer health outcomes such as life expectancy.
6. Inequalities amongst certain groups and certain conditions in accessing palliative care services.⁶
7. 81% of people⁷ would prefer to die at home, but in Devon only 24% achieve this.
8. The need for specialist teams to be fluid and work flexibly to support patient needs anytime of the day against a backdrop of skills shortages, funding cuts and a lack of tested updated operational models.
9. Maintain financial sustainability whilst increasing resources to meet demand.

1 "Current and Future needs for Hospice care: an evidence-based report." Natalia Calanzani, Irene J Higginson, Barabara Gomes June 2013.
2 Joint Strategic Needs Assessment Torbay 2018.
3 Office for National Statistics 2019.
4 Davidson, S. and Gentry, T. (2013). Age UK End of Life Evaluation Review.
5 Joint Strategic Needs Assessment Torbay 2018
6 Care Committed to Me. Hospice UK Dec 2018.
7 Office for National Statistics, 2016

"I thank the stars above for Rowcroft and am so grateful."

10,765 PATIENT VISITS
BETWEEN APRIL
2021-2022

ROWCROFT HOSPICE - PRINCIPALS OF CARE

1. To provide care based upon need, regardless of diagnosis or circumstance.
2. To empower patients to plan ahead, share their choices and achieve their wishes.
3. To provide excellent personalised care at home, in care homes, community hospitals and hospice beds.
4. To reach more people and reduce inequality and variations in access to care.
5. To maintain our independence in order to deliver the best possible professional care.
6. To work with all care providers as one holistic integrated system.
7. To provide advice and support services for patients and families that empower them as users of health and social care.
8. To be the best we possibly can.



VISION

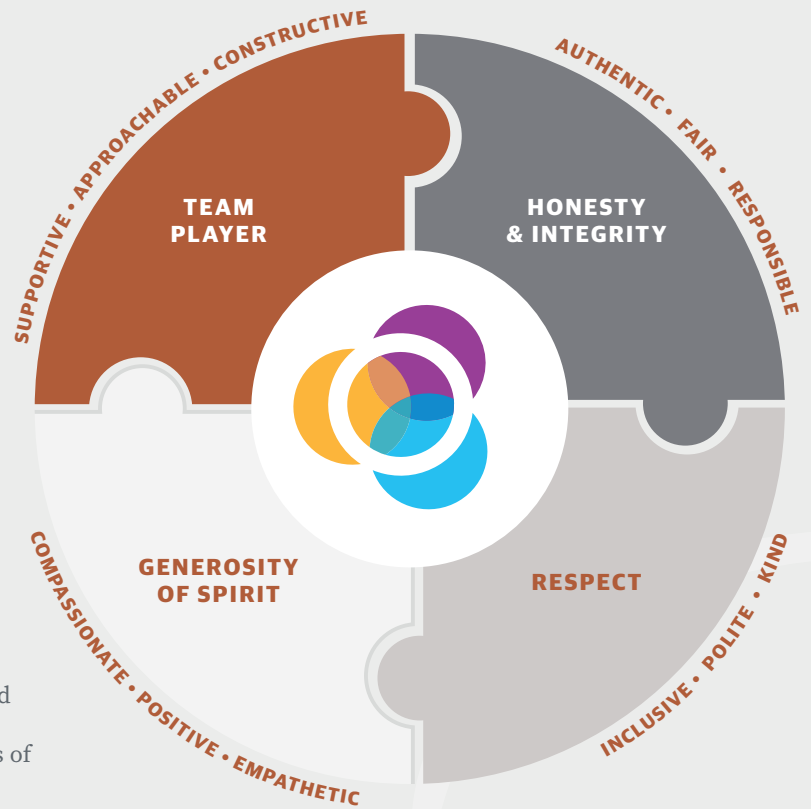
“To make every day the best it can be for all patients and their families, living with life limiting illnesses in South Devon”

VALUES

To be successful we need to live by our core values: be honest and act with integrity, share generosity of spirit, be team players, and show respect.

STRATEGIC GOALS

1. To deliver outstanding personalised specialist palliative care when and where it is needed, 24/7, regardless of diagnosis or circumstances.
2. To be the community specialist palliative care provider of choice for patients across South Devon.
3. To extend the reach of our palliative care to one in two adults living with life-limiting illnesses across South Devon by 2023 and two in three by 2030.
4. To empower and educate the community by becoming a “community beacon” in end of life care.
5. To build a sustainable future with new, diversified funding streams that represent at least 10% of Rowcroft’s funding by 2023, and to achieve reserves that equate to 50% of the hospice’s annual running costs.



ROWCROFT HOSPICE STRATEGY

The best strategies are the simplest and Rowcroft’s strategy is focused around 3Bs and 3Cs.

THE 3 B's ARE:

1. Building talented teams – retain, train and recruit great talent (staff and volunteers) to achieve Rowcroft ambitions. This includes:
 - i. Unlocking the passion of volunteers and increasing recruitment to expand overall numbers
 - ii. Leadership and management training
 - iii. A talent development plan
 - iv. Communication training for all supporting services
2. Being the lead and partner – leading the agenda on palliative and end of life care across South Devon and partnering with our healthcare colleagues – Rowcroft cannot achieve its goals on its own.
3. Being enterprising – building an enterprising culture to develop new income streams; reducing waste and unnecessary costs

THESE ACTIVITIES ARE EXECUTED ACROSS 3C's ARE:

1. Clinical
2. Commercial
3. Community

Each of these Cs is supported by a number of strategic initiatives.

THE 3 B's AND 3C's



CLINICAL	COMMUNITY	COMMERCIAL
SUPER FLUID	COMMUNITY BEACON	TWO NEW ENTERPRISES
HUB & SPOKE		INCOME FROM THE ESTATE
NEW IPU, NURSING HOME & COMMUNITY TEAM +		GROWTH IN FUNDRAISING, RETAIL & LOTTERY
‘HOME’ DESIGN BRIEF	PARTNERSHIP WITH PROVIDERS	INNOVATION HUB
NON-CANCER PLUS		MARKETING
H&H ²		





99.6%

PEOPLE USING
ROWCROFT WOULD
RECOMMEND
ROWCROFT TO
OTHERS

THE ELLA ROWCROFT ENDOWMENT TRUST

STRATEGIC GOAL

“To build a successful Endowment Fund worth £10m plus in 5 years”

The most successful endowment programs are those that can communicate the clear long-term goals of the Trust and this is understood. Supporters are attracted to good causes that can make a real positive difference to a local community and so it will be really important for the success of The Ella Rowcroft Endowment Trust to share the stories of care at Rowcroft and the impact it has in the local community.

It is hoped that part of the sense of satisfaction of donating to The Ella Rowcroft Endowment Trust will come from the knowledge that donors have created a legacy for generations to come.

1,936

PATIENTS WERE
SUPPORTED IN
THEIR OWN HOMES

The Opportunity to make a huge difference as a Member and Trustee of The Ella Rowcroft Endowment Trust

JOB DESCRIPTION - KEY ROLE

- This is a fund-raising board to build a substantial endowment legacy and it is the role of the Board to actively drive fundraising for the endowment offer.
- To act as an ambassador for the Endowment trust
- To participate in driving fundraising for the endowment offer as required
- To assiduously contribute to the Board's role in giving firm strategic direction to The Ella Rowcroft Endowment Trust, defining overall policy and outcomes, setting targets and measuring performance against agreed targets.
- To ensure that The Ella Rowcroft Endowment Trust complies with its governing document and charity law, along with any other relevant legislation or regulation pertaining to the management of the charity.
- To contribute to the Board ensuring good governance, effective and efficient leadership for the successful operation of the charity.
- You will demonstrate
 - A strong business acumen
 - A sound financial/commercial background
 - Excellent communication skills
 - A strong sense of Teamwork





98.2% FEEDBACK SCORE
FROM PATIENTS
& FAMILIES

DUTIES AND RESPONSIBILITIES

As a member of the Board of Trustees you will:

- Act in the best interests of The Ella Rowcroft Endowment Trust as a charity, promoting and protecting the reputation of the organisation.
- Be aware of issues which affect or may affect Rowcroft and the wider Hospice movement.
- Recognise and acknowledge the impact of changes which affect or may affect The Ella Rowcroft Endowment Trust.
- To ensure the Organisation applies its resources exclusively in pursuance of its objects and within its powers.
- Safeguard the assets and hence financial stability of the Charity and to agree the annual budget.
- Participate actively in sub-committees or groups as designated by the Board of Trustees, appropriate to specific skills or expertise.
- Review Board and committee papers critically with a view to material risk.
- Act as a CIO member and Trustee of The Ella Rowcroft Endowment Trust as required by CIO and charity law.
- To assist, when required, in recruiting new trustees of The Ella Rowcroft Endowment Trust.

"Nothing was too much trouble so my husband was able to pass away in a dignified and peaceful manner in his own home with family around him. The nurses were so caring with every consideration given for my husband's well-being and comfort together with great support for the feelings and concerns of myself and family. I do not think my husband could have received better care and compassion anywhere else"

PERSONAL QUALITIES

The personal qualities that we seek are embodied within Lord Nolan's Seven principles of Public Life, these being:

- Selflessness – Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.
- Integrity – Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
- Objectivity – In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
- Accountability – Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
- Openness – Holders of public office should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
- Honesty – Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- Leadership – Holders of public office should promote and support these principles by leadership and example.



“They were the light at the end of a long, dark tunnel, the help and reassurance they offered made it possible to carry on.”

PERSONAL ATTRIBUTES

ESSENTIAL

Commitment to The Ella Rowcroft Endowment Trust's vision, mission and values

Understanding and acceptance of the legal duties, responsibilities and liabilities of charity trusteeship

Strong Relationship management skills

Good independent judgement

Ability to work as a member of a team

Tact and diplomacy

Excellent communication and interpersonal skills

Impartiality, fairness and respect for confidentiality

Willingness to devote the necessary time and effort

DESIRED

Strategic Vision

Board experience

Ability to think creatively

Willingness to speak their mind

Experience of committee work

Good understanding of charity governance

“Life isn't about building castles but building legacies for the future”

Anon

661

HEALTH & SOCIAL
CARE PROFESSIONALS
RECEIVED TRAINING

THE SUCCESSFUL TRUSTEE

Will demonstrate:

- Commitment to the vision of The Ella Rowcroft Endowment Trust
- A real passion for the care Rowcroft Hospice provides to its local community
- To live the values of The Ella Rowcroft Endowment Trust which mirror those of Rowcroft Hospice
- Strategic vision coupled with the ability to focus on practical issues
- Willingness to actively network and attend events
- Willingness to grasp issues outside personal experience and take a strategic perspective
- An understanding of the role of governance in organisations whether in the private, public or voluntary sector
- The ability to work effectively as a member of a team
- Skills and sensitivity in dealing with a diverse workforce and community
- Understanding of and commitment to equality and diversity





HOW TO APPLY

If you are interested in this opportunity we encourage confidential conversations with our recruitment partner Anna Jay, MD of Public Leaders Appointments in advance of your application.
Email: anna@publicleadersappointments.com Telephone: 07904 236 348

Your application should consist of a CV / LinkedIn profile or professional bio supported by a covering letter of no more than 3 sides of A4 outlining your motivations for applying and highlighting how your skills, knowledge and experience meet the requirements of our new trustee.

Applications, along with the ED&I Monitoring form should be sent to anna@publicleadersappointments.com by midday on 7th September 2022, with reference "Ella Rowcroft"

The Ella Rowcroft Endowment Trust welcomes applications from a diverse range of applicants and is committed to ensuring that it is accessible to everyone regardless of race, gender, ability, religion, sexual orientation or age.

Following consideration of applications and shortlisting, we will invite selected candidates to meet our Chair and Panel of Trustees for a formal interview.

Interviews are scheduled for 19th September 2022.

If successful, we will carry out the required checks on you being a 'fit and suitable' person as a trustee, such as taking up references and self-declarations. Prospective trustees should be aware that the charity will need to carry out due diligence, including a DBS check, to check eligibility before appointment.



The
Ella Rowcroft
Endowment Trust

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