



**Martin House**  
Children's Hospice

Here when  
families  
need us most

# Trustee Recruitment Pack 2025

[martinhouse.org.uk](http://martinhouse.org.uk)



## Welcome

On behalf of our colleagues and the children, young people and families we care for, we thank you for your consideration in becoming a Trustee of Martin House Children's Hospice.

We hope that this pack will give you enough information to decide whether to continue your application to join our dedicated team, providing leading care for children and young people.

Martin House is a forward thinking and ambitious charity. We have recently started a £21.9 million build project with exciting plans to continue to grow and develop our services, people and facilities.

We have vacancies on our Board of Trustees and are seeking individuals who can contribute to the strategic direction and oversight of our diverse and expanding organisation. We are looking for people who have the relevant skills along with the commitment to make a difference.

You would be joining a focused team that will contribute to the delivery of our Strategic Plan which presents both new challenges and huge opportunities. We are keen to attract applicants who share our values and ethos and are committed to making a difference for the children, young people and families we support.

Martin House recognises the role that it has in ensuring that the voices of the families we support, with lived experience, are represented and to meet our ambition, we want to ensure that all communities are represented and that the skills, talents and experience needed to meet it are at the board table supporting and guiding the organisation. As such, we are particularly interested to hear from candidates with lived experience of the families, communities we support and/or clinical expertise as we have vacancies in our Clinical Effectiveness Committee (CEC).

This pack will provide you with further detailed information about the role and responsibilities of a trustee at Martin House.

## Application Process

If you are interested in this position, please forward your CV along with a statement explaining why you would like to volunteer with us and what contributions and added value you feel you can make as a trustee to Martin House.

Email applications should be sent to [recruitment@martinhouse.org.uk](mailto:recruitment@martinhouse.org.uk). Applications should clearly demonstrate how you meet the requirements of the role and our values.

We will invite candidates to meet the Chair and Chief Executive as and when successful applications are received. Interviews will take place at mutual convenience.

For further information, an informal discussion, or if you require any reasonable adjustments at any stage of the application process, please contact [recruitment@martinhouse.org.uk](mailto:recruitment@martinhouse.org.uk).

We would like to thank you for considering making a difference at Martin House and wish you the best of luck with your application.

We look forward to hearing from you.



**Clair Holdsworth**  
Chief Executive



**Tim Halstead**  
Chair of Trustees

## About us

### Our history

The vision of Martin House became a reality thanks to the dedication of the Venerable Richard M C Seed, then Archdeacon of York, and to the generosity of thousands of people who raised money. When Martin House opened its doors to children and their families in 1987, we became only the second children's hospice in the UK. Since that time, we have played a leading role in the development of the philosophy and delivery of children's hospice care, not only in the UK but throughout the world. Our commitment to innovative development and the delivery of high quality, child and family led services continued with the opening of Whitby Lodge in 2002, the UK's first dedicated unit for teenagers and young people.

### What we do

Martin House is a purpose-built hospice for children, young people and their families, providing truly holistic care for those with life-limiting conditions. We support families from across West, North and East Yorkshire, both at our hospice and in the community. The children, young people and their families are at the heart of everything we do, and we value each member as an individual with their own needs. We pride ourselves on being a regional centre for specialist paediatric palliative care and are committed to ongoing service improvement and clinical excellence.

The hospice itself is a place where children, young people and their families can come to stay from time to time during their journey, receive specialist clinical care, well-being support and practical help. It is a place of compassion and understanding, a peaceful place but one that can also have a lively, friendly atmosphere full of fun and laughter, where children and their families make the most of the time they have together. It can of course be an emotive place, particularly when we provide end of life care and care after death in our cooled bedrooms.

Our highly specialist multi-disciplinary team supports families at Martin House; in hospital and in their own homes. This includes symptom control, advance care planning (to allow thought and planning for end of life care), clinical care, music therapy, play activities, emotional and spiritual care.

The families we help are offered the best possible support in bereavement, whether through one to one family sessions, or as part of our support groups. We have groups for siblings, parents and grandparents and offer a service to families of children who have died from a life-limiting conditions but did not use the hospice, this could include sudden or traumatic death.

We accept referrals for children and young people aged 0-19, including babies diagnosed in the antenatal stages. Both families and professionals can seek advice at any time from our experienced professionals who are experts in paediatric palliative care. We transition young people by the age of 25 out of Martin House care.

We are also a research-active organisation, with an aim to further the knowledge and understanding of paediatric palliative care.



## Our vision, mission and values

### Our vision

Every child and young person has access to palliative care when and where they need it.

### Our mission

To help children and young people with a life-limiting condition, along with their families, to live well and fully, offering the best possible end of life care and support to the family in bereavement.

### Our values

#### Excellence

We will, with enthusiasm, deliver an outstanding service. Always doing our best.

#### Integrity

We act with honesty, responsibility and trust.

#### Respect

We value the qualities, diversity, abilities and feelings of others.

#### Compassion

We treat people with empathy and care.

# Our strategic plan 2024-27

## Strategic aims

### Maximise our physical environment: deliver THE BUILD

- Maintain service delivery on a live site to minimise the impact on children, families, staff and volunteers.
- Deliver the Capital Appeal, Private and Public phases.

### Reach more children and young people and meet evolving needs: delivering outstanding care

- Grow understanding of the communities we support and build plans to address specific barriers within our communities
- Raise our profile as the regional specialist centre for paediatric palliative care and develop the Martin House Education Centre.
- Evolve service provision in response to learning.

### Grow sustainable income

- Maximise voluntary income.
- Grow statutory funding to achieve a fair contribution.

Underpinning drivers to support delivery of our 2024-27 strategy, these cut across all our aims:

### We will continue to develop our digital capacity

- To implement and optimise the use of digital assets and integrated systems.
- To be data driven in our decision making.
- To consider digital advancements for opportunities to grow resources.

### We will deliver high standards through corporate and clinical governance

- To meet or exceed regulatory requirements.
- To continue to be a research active organisation.
- To embed environmental sustainability into governance and decision making.

### We will attract, retain, and develop the right people

- To develop an affiliative culture and embed our values.
- To enhance and communicate the health and wellbeing offer to our people.
- To offer education, learning and development opportunities.
- To embed equality, diversity, and inclusion within our organisation.

### We will optimise opportunities for partnership and collaboration

- To identify and respond to opportunities.
- To amplify our impact on the wider system.

### We will strengthen awareness and increase our reach

- To increase brand awareness and profile.
- To enhance communications.

## Our people

### Care Team

We have a highly skilled, multidisciplinary care team. We provide 24/7 medical cover at Martin House delivered by specialist doctors, including three Consultants in Paediatric Palliative Medicine, who provide support and advice to children and their families throughout the region, and also to professionals who are involved with children with palliative and complex care needs.

Our care team includes nurses on each shift, along with other team members with varied skills and experience who can ensure that all the needs of the child can be met. These include physiotherapists, Clinical Nurse Specialists, a social worker and music therapists. We also employ three Clinical Practice Educators and a family support team.

### Income Generation

We have a successful fundraising team based at Martin House comprising: partnerships, regional, trusts and foundations, events, individual giving and philanthropy teams, working together to bring in voluntary income of more £7 million annually, with an ambition to take that to £10 million. Our retail team, based at Martin House, is responsible for developing and managing our growing network of 13 shops. Our marketing team sits within income generation and provides support across the entire hospice.

### Resources

We have a comprehensive and outstanding support service comprising estates, health and safety, IT, finance, people and administration teams.

### Volunteers

We have an exceptional and valued team of over 250 regular volunteers who deliver essential support across the hospice and in our shops. Our People team is responsible for volunteer recruitment, support and development and we run a volunteer forum to engage our volunteers in the strategic development of the hospice.



Now we have Martin house, I can just ring and speak to a doctor, even if it's the weekend or at night – it's our safety blanket.

Rachel, Jack's mum

## Strategic Leadership Team



**Clair Holdsworth**  
Chief Executive



**Lindsey Fellowes-Freeman**  
Director of Finance and Corporate Governance



**Antoinette Bell**  
Director of People and Resources



**Robyn Mountain-Wade**  
Interim Director of Income Generation



**Victoria Greensmith**  
Director of Clinical Services

## Our Trustees

Martin House is managed by a Board of Trustees who are governed by a memorandum and articles of association. The trustees are responsible for the overall philosophy and policy of Martin House and are accountable for the solvency and continuing effectiveness of the hospice. The management of Martin House is delegated to the Chief Executive and Strategic Leadership Team.

## Volunteer Trustee role profile

**Role Title:** Trustee

**Employment Status:** Volunteer

**Accountable to:** Chair of the Board of Trustees ('the Board')

**Location:** Martin House Hospice, Boston Spa

### Overview

Martin House is a registered charity and company limited by guarantee. It is governed by a Board of Trustees who also act as the Company Directors. The Board of Trustees are collectively responsible for ensuring that Martin House is governed well and meets its objects as set out in the Memorandum and Articles of Association.

This document details the specific duties and responsibilities for the role of a Martin House trustee, along with the generic role profile of a Trustee at Martin House.

Further information can be gained from the Charity Commission publication 'The Essential Trustee - what you need to know, what you need to do (CC3)' which is available on the gov. uk website - <https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3>

### Key Accountabilities

In addition to the statutory duties applicable to all Trustees, Trustees should use any specific skills, knowledge or experience they have, to assist the Board of Trustees to understand the issues raised at Board meetings.

Any person appointed a Trustee will become a member of the Charity.

This may involve:

- Reviewing documents brought to the Board and committee.
- Using your background experience and expertise to advise the Board and the Strategic Management Team on strategic direction to the Hospice.
- The ability to make recommendations to the Board of Trustees based on your experience and knowledge.
- Advising the Board on other issues in which you as a Trustee may have special expertise.
- Demonstrating willingness and approachability in dealing with enquiries from staff or trustees.

### Skills & Experience

- A commitment to the aims and values of Martin House.
- An understanding of the needs of children, young people and the families we support.
- Ability to provide the level of commitment required for this role and attend meetings.
- Experience of governance - desirable not essential.

# Volunteer Trustee role description

Trustees are volunteers who give their time, skills and expertise for no financial gain. Reasonable expenses will be reimbursed in line with the organisation's Volunteer Policy.

## Duties and Responsibilities

- Ensure that the organisation complies with its governing document, organisation law, and any other relevant legislation or regulations.
- Ensure the organisation applies its resources exclusively in pursuance of its objects, i.e. the organisation must not spend money on activities which are not included in its own objects, no matter how worthwhile or charitable those activities are.
- Contribute actively to the Board of Trustees' role in giving firm strategic direction to the organisation, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets.
- Safeguard the reputation and values of the organisation.
- Represent the organisation at functions and meetings as appropriate.
- Declare any conflict of interest while carrying out the duties of a trustee.
- Be collectively responsible for the actions of the organisation.
- Ensure the effective and efficient administration of the organisation.
- Abide by the equal opportunities policy.
- Ensure the financial stability of the organisation.
- Protect and manage the property of the organisation and to ensure the proper investment of the organisation's funds.
- Make sure the organisation is properly insured against all reasonable liabilities.

## In addition to the above statutory duties of all trustees, each trustee should:

- Use any specific knowledge or experience they have to help the Board of Trustees reach sound decisions. This will involve scrutinising board papers, contributing to discussions, focusing on key issues, and providing advice and guidance requested by the Board on new initiatives, or other issues relevant to the area of, the organisation's work in which the trustee has special expertise.
- Attend Board and committee meetings as appropriate and read papers in advance of meetings.
- Participate in other tasks arising from time to time, such as interviewing new staff.
- Keep informed about the activities of the organisation and wider issues which affect its work.

## Time Commitments

There are four Board meetings per year, lasting up to four hours, which take place on a weekday afternoon at Martin House. In addition, an away-day is usually held for strategic planning and board development.

There are currently two standing committees, Clinical Effectiveness (CEC) and Finance & Resources (FRC) which meet four times a year, plus occasional working groups. Board members are expected to serve on one of these and to take part in other activities from time to time, e.g. recruitment of senior staff. Trustees absent from three consecutive board/committee meetings may be asked by other Trustees to resign.

Board members are expected to maintain a reasonable level of contact with the hospice so that they understand its work and feel confident about the quality it delivers. **The role of a Trustee extends beyond attending Board and Committee meetings and may well involve you being asked to attend and represent the Charity at external events from time to time.**

## Advocacy

Trustees are expected to assist the Board and senior staff in promoting the hospice, where appropriate.

## Contact with Staff

Trustees will mainly have contact with the hospice leadership team. Trustees will be given the opportunity to get to know the main areas of the hospice's work and to meet staff and volunteers across the organisation. Their role is to support and motivate staff and provide advice and guidance when requested rather than to give instruction.

## Induction and Training

There is a detailed induction process for new Trustees. Further training is provided from time to time and Trustees are encouraged to attend where appropriate in order to maintain and develop relevant knowledge and skills.

## Advice

The Trustees have access to specialist professional advice in a number of areas as deemed necessary by the Board, and as advised by the staff. The senior management team also provide professional advice and support.

## Conflicts of Interest

Trustees must at all times act in the best interests of the hospice. They must work together, and must not pursue personal or sectional interests at the expense of hospice interests. It is a requirement that Trustees' interests be formally documented.

There may be times when Trustees face a conflict of interests. Trustees must avoid conflicts of interest and wherever a conflict of interest arises in a matter to be discussed at a meeting of the Trustees or a committee, a conflicted Trustee must declare that interest and comply with the procedures set out in the Articles.

Trustees may not be employees of Martin House and must not receive any payment of money or other material benefit, except where expressly permitted in the Articles.

## Leadership

Trustees should promote and support the principles of leadership by example, demonstrating our values. They must respect the role of the Chief Executive both as leader of the Strategic Leadership Team and as the primary link with the Board of Trustees.

## Diversity and Inclusion

At Martin House service users and colleagues come from a wide range of backgrounds and we value the unique contribution that each individual can bring. We strongly believe that a diverse and inclusive team where everyone can be themselves and feel at home is vital to our work, and we welcome applications from all sectors of the community.

## Confidentiality

Maintaining confidentiality of information relating to the hospice and its patients and families is essential. Trustees must not at any time disclose any confidential information about the affairs of the hospice, patients/families or staff to any unauthorised person. Hospice staff will only disclose confidential information to Trustees for authorised purposes.

## Safeguarding

We are committed to safeguarding and promoting the welfare of children and young people. All roles are subject to safer recruitment practices, relevant training, including an enhanced Disclosure and Barring Service (DBS) check.



**The support we have received from Martin House has been truly outstanding and has made such a positive difference to us – we are so very grateful.**

Jessica, Oaken's mum

## Trustee Declaration

Trustees are required to sign the following declaration on appointment:

- I am over the age of 18.
- I am not an undischarged bankrupt.
- I have not previously been removed from trusteeship of a charity by a Court or the Charity Commission.
- I am not under a disqualification order under the Company Directors' Disqualification Act 1986.
- I have not been convicted of an offence involving deception or dishonesty (unless the conviction is spent).
- I am, in the light of the above, not disqualified by the Charities Act 1993 (section 72) from acting as a charity trustee.
- I am not a barred individual under the Home Office vetting and barring scheme.
- I will undertake to fulfil my responsibilities and duties as a Trustee of Martin House Children's Hospice in good faith and in accordance with the law and within Martin House's objects.
- I do not have any interests in conflict with those of Martin House Children's Hospice (either in person or through family or business connections) except those which I have formally notified in a declaration of interest statement. I will specifically notify any such interest at any meeting where Trustees are required to make a decision which affects my personal interests.

## Further Information

Further information about Martin House can be found on our website at [martinhouse.org.uk](http://martinhouse.org.uk)

# Martin House

Children's Hospice

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