Martin House Children's Hospice

Here when families need us most



Trustee recruitment pack 2026

martinhouse.org.uk



An exciting time to lead Martin House

On behalf of our colleagues and the children, young people, and families we care for, thank you for considering becoming a Trustee at Martin House. We hope this pack provides the information you need to decide to continue your application to join our dedicated team, delivering leading care for children and young people.

This is an exciting opportunity to join our Board of Trustees and help shape the future of Martin House. As a Trustee, you will contribute to the strategic direction, governance and oversight of the charity, helping to ensure that children, young people and families continue to receive exceptional specialist palliative care and support.

You would be joining a focused team that will play a key role in delivering our Strategic Plan, bringing both new challenges and huge opportunities.

We are keen to attract applicants who share our values and ethos and are committed to improving the lives of the children, young people, and families we support. We are committed to building a Board that reflects the diverse communities we serve. We warmly welcome applications from people of all backgrounds, identities and lived experiences. **We are specifically seeking candidates with a clinical background, relevant professional qualifications and clinical experience.**

We hope that our new Trustee will:

- Provide strategic oversight.
- Ensure effective governance.
- Scrutinise performance, quality, finance and risk.
- Act as an ambassador for Martin House.
- Participate in Board discussions and committee work.
- Bring professional expertise and independent judgement.

Application process

To apply, please submit your CV together with a supporting statement outlining why you are interested in becoming a Trustee of Martin House. We would particularly like to hear about the skills, experience, expertise, and perspectives you would bring to the Board, and how these would support Martin House in achieving its vision and strategic objectives.

Email applications should be sent to **recruitment@martinhouse.org.uk.**

The closing date for applications is **midnight on Monday 23 November,** with interviews scheduled for **Monday 14 December.** We may extend the closing date if required. For further information, an informal discussion about the role, or if you require any reasonable adjustments at any stage of the application process, please contact: **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 Straughan
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-shortening 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 but did not previously used 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-shortening 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.

Respect

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

Integrity

We act with honesty, responsibility and trust.

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 specialist medical support at Martin House. Our medical team is lead by three Consultants in Paediatric Palliative Medicine, who provide clinical care and advice to children and their families throughout the region. The team also supports external professionals caring for 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. Our truly multi-disciplinary workforce ensures that the child's needs are met in a family-led, holistic way. The team includes Physiotherapists, Clinical Nurse Specialists, Cultural Liaison Officers, and a Social Worker. We also employ three Clinical Practice Educators and a comprehensive Family Support team.

Income Generation

Martin House has a high-performing and ambitious Income Generation Directorate, bringing together mass and major relationship fundraising. We have expert teams leading participation fundraising, major gifts and philanthropy, corporate partnerships, trusts and foundations, regional fundraising, mass and special events, individual giving and legacy fundraising.

Working as one integrated team, we now generate in excess of £10 million in voluntary income each year, our recent growth has been driven by strong supporter relationships, bold campaigns and a deliberate shift towards sustainable income and major giving.

Our Retail Team manages a growing estate of 13 shops, a furniture warehouse & distribution hub and an online sales team, contributing significant unrestricted income while strengthening our presence and connection within local communities.

The Marketing and Communications Team, embedded within Income Generation, supports the entire hospice, ensuring our story is told with clarity, warmth and impact, and that supporters, families and partners remain engaged in both our day-to-day work and long-term vision.

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 600 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.

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
Director of Income Generation



Victoria Greensmith
Director of Clinical Services



Matt Ward
Director of Estates

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 Trustees
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 role requires time, skills, and expertise given freely, with no financial gain. Reasonable expenses will be reimbursed in line with the organisation's Volunteer Policy. Any person appointed a Trustee will become a member of the Charity.

Trustees are collectively responsible for ensuring that Martin House is well governed, financially sustainable, legally compliant and focused on delivering its charitable purpose. Trustees are expected to act with integrity, exercise independent judgement, maintain confidentiality, declare any conflicts of interest, and contribute constructively to Board discussions and decision making. As a children's hospice, all Trustees must also demonstrate a strong commitment to safeguarding, inclusion, and improving outcomes for children, young people and families.

Key Responsibilities:

Governance and Compliance

- Ensure the organisation complies with its governing Articles of Association, charity law, and all relevant legislation and regulations.
- Safeguard the organisation's reputation, values, and integrity.
- Ensure resources are applied exclusively to the organisation's charitable objects.

Relationship Management

- Represent the organisation externally at key events and with stakeholders.

Commitment to equality, diversity and inclusion

- Demonstrates a commitment to equality, diversity and inclusion and values the contribution that different backgrounds, experiences and perspectives bring to effective governance.

Commitment to safeguarding

- Commitment to safeguarding and promoting the welfare of children, young people and vulnerable adults, recognising the importance of maintaining a safe and supportive environment.

Financial Stewardship

- Oversee financial stability and sustainability.
- Ensure proper management of property and investments.
- Confirm adequate insurance and risk management arrangements.

Time Commitment

There are four Board meetings per year. 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.

Advocacy and Ambassadorship

- Actively promote the organisation's work and values.
- Build relationships with donors, partners, and the wider community.

Induction, Training, and Support

- Comprehensive induction provided.
- Ongoing training opportunities to maintain governance knowledge.
- Access to professional advice and support from senior management.

Conflicts of Interest

- Act in the best interests of the organisation at all times.
- Declare and manage conflicts of interest in line with the Articles.
- Trustees may not be employees or receive payment, except as permitted by the governing document.

Person Specification Trustees

Essential Skills and Experience

- Strategic thinking and sound judgement.
- Ability to analyse information and challenge constructively.
- Understanding of governance principles.
- Relevant professional expertise (Finance - accountancy, Clinical, Digital, HR, Fundraising, Legal, Estates, Lived experience, etc.).

Personal Qualities

- Commitment to the organisation's mission and values.
- Integrity, impartiality, and ability to act in the best interests of the charity.
- Excellent communication and interpersonal skills.
- Ability to build positive relationships with Trustees, staff, and stakeholders – creating influence and impact that benefits Martin House.
- Willingness to devote the necessary time and energy to the role.

Desirable

- Experience in the voluntary sector or healthcare/hospice environment.

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 2011 from acting as a charity Trustee.
- I am not a barred individual under the Disclosure and Barring Service (DBS).
- I confirm that I am a fit and proper person to act as a Trustee in accordance with HMRC requirements for charities
- 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.

Martin House
Children's Hospice

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martinhouse.org.uk

Registered with FUNDRAISING REGULATOR

Registered Charity No. 517919. A Company Limited by Guarantee
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