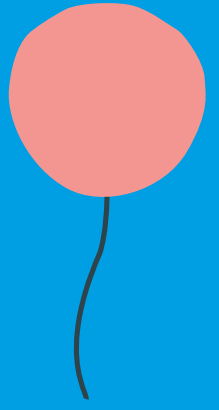


Claire House Children's Hospice



Trustee Candidate Pack 2026



Claire House
CHILDREN'S HOSPICE

INCLUSIVE BOARDS

Welcome from our Chair of Trustees

Thank you for your interest in becoming a Trustee of Claire House Children's Hospice.

It is a privilege to chair a Board of Trustees supporting an organisation that provides care and compassion to babies, children and young adults with life-limiting conditions, and their families. At Claire House, we exist to ensure that no family faces this journey alone, offering expert care and support wherever and whenever it is needed.

This is a significant and exciting time for Claire House. We are delivering ambitious plans to grow our services and reach more families, including developing a second hospice in Liverpool alongside our established Wirral site. Demand for our services continues to grow, and we are determined to meet that need without compromising the high standards of care that define us.

Strong and effective governance is central to achieving this. As a Trustee, you will join a committed and supportive Board, working closely with the Executive Team to guide our strategy, steward our resources responsibly and ensure we continue to make the greatest possible difference for families. You will bring your experience, insight and constructive challenge to help shape our future direction.

We are particularly keen to welcome individuals who will strengthen the diversity, skills and perspectives of our Board, reflecting the communities we serve. Just as important is a shared commitment to our values, a collaborative approach and a genuine desire to make a difference.

Becoming a Trustee is a meaningful and rewarding role. You will play an essential part in helping Claire House continue to grow, innovate and support more families through some of the most difficult times of their lives.

Thank you for considering this opportunity. I hope you will feel inspired to join us.

Jonathan Bagley

Chair Designate of the Board of Trustees



About Claire House

Claire House Children's Hospice helps seriously and terminally ill children live life to the full by creating wonderful experiences and bringing back a sense of normality to family life.

By providing specialist nursing and end-of-life care, as well as emotional support, Claire House helps families through some of the toughest times of their lives.

Claire House is entering a pivotal phase of growth, including the launch of a major public fundraising appeal to support a new Liverpool hospice building and significant service expansion, alongside wider organisational transformation.

We already have a site in West Derby, close to Alder Hey Children's Hospital and Liverpool Women's Hospital – right where many of our families receive treatment. From there, we offer counselling, therapies and day care, providing vital support. But this is only part of what families need. They cannot stay overnight, they cannot benefit from specialist medical care that can only be delivered from a purpose-built site.

We want to develop our West Derby site into a state-of-the-art 24/7 children's hospice, providing:

- Specialist nursing and purpose-built end-of-life care suites
- Amazing facilities for respite stays and short breaks
- A hydro pool, multi-sensory room, adapted gym and fantastic play and music facilities

Children in Liverpool need hospice care closer to home. The extra mile counts.

[For more information about the Claire House Liverpool Build, please visit this page.](#)

Claire House's five-year strategy, *Together Towards Tomorrow*, sets out how we will respond to increasing demand, extend our reach, and ensure long-term sustainability.



Our Vision

Our Vision is that one day every baby, child and young adult who is seriously or terminally ill, receives the very best care and support, together with their family, wherever and whenever they need it.

Our Mission

Together we make the biggest difference in life and death to every baby, child, young adult and family dealing with a terminal diagnosis. We provide and influence the delivery of outstanding care, ensuring the greatest impact is achieved whenever and wherever that care is provided.

We cannot stop children from dying, but we can ensure that families facing this painful journey are supported throughout their child's life, through their loss and for as long as is needed afterwards.

Our Values

It is essential that Trustees actively live and model Claire House values in their governance and leadership.

- **Together we're stronger:** We respect and trust each other to get the job done, remembering that we're all different; with different skills, personalities and experiences. We're not perfect but we work at our relationships. Amazing things happen when we work together.
- **We have fun:** We have a sense of fun even though we often do difficult work.
- **The 3 Ps: Passion, Pride, Positivity:** We believe passionately in the cause. We love our work. We look after ourselves in and outside of Claire House which means we are able to work with energy and positivity.
- **Kindness:** We care for each other - we give each other time and we listen. We are there with a hug or a cuppa if that's what's needed. We are honest, but when we give or receive feedback we do so with a balance of courage and kindness.

Our Commitment to Equality, Diversity and Inclusion

At Claire House we want to create and maintain an inclusive learning and working environment. One where equality is promoted, diversity is valued and discrimination in any form is not tolerated.

We are deeply committed to inclusive working practices, so during the application process we commit to:

- Paying for childcare whilst you are at interviews where these take place in person.
- Paying for your travel costs to the office and back for interviews held in person.
- Making any reasonable adjustments – for example ensuring we have a sign language interpreter organised in advance if you'd like them.
- Providing this document in a Word document format readily available to download.
- Offering a guaranteed first stage interview for disabled candidates who meet the minimum requirements for the role.

If there is anything else you're concerned about or think we could provide, please let us know.



About our Trustee Board

Claire House Children's Hospice helps seriously and terminally ill children live life to the full by creating wonderful experiences and restoring a sense of normality to family life. Delivering this standard of care requires strong, values-led governance.

Trustees are collectively responsible for the overall governance, strategic direction, and long-term sustainability of Claire House. They are Directors of the charity for the purposes of company law and are expected to act at all times in the best interests of the charity and its beneficiaries.

The Board of Trustees meets quarterly and is supported by off-board committees. Trustees are expected to commit sufficient time to prepare for and attend meetings and to contribute actively to Board and committee work.

All Trustees are required to:

- Act in accordance with the **Seven Principles of Public Life (Nolan Principles)**
- Meet the **Fit and Proper Persons** requirements of the Care Quality Commission
- Uphold and model Claire House's values at all times



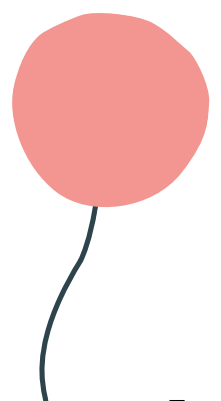
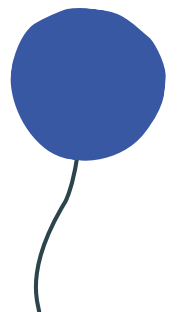
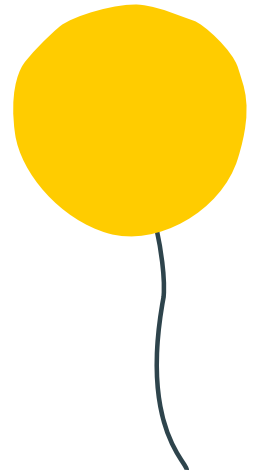
Trustee Responsibilities

Trustees share collective responsibility to:

- Ensure Claire House complies with its Articles of Association, charity law, company law and relevant regulation
- Ensure the charity pursues its objectives and applies its resources exclusively in furtherance of those objectives
- Provide strategic direction, set policies and priorities, approve plans and budgets and monitor performance
- Safeguard the charity's reputation, values and assets
- Ensure effective risk management, financial stability and appropriate insurance cover
- Protect and manage property and investments responsibly
- Appoint, support and hold to account the Chief Executive Officer and senior leadership
- Declare and manage conflicts of interest appropriately
- Act collectively and take responsibility for Board decisions
- Promote equality, diversity and inclusion and uphold the Equal Opportunities Policy
- Represent Claire House externally where appropriate

In addition to statutory duties, Trustees are expected to:

- Be focused on the overarching role and responsibilities of being a governing Director
- Use their skills, knowledge and experience to help the Board reach sound decisions
- Scrutinise Board papers and contribute constructively to discussion and challenge
- Chair or serve on Board committees or working groups as appropriate
- Support fundraising and ambassadorial activity where appropriate
- Keep informed about the work of Claire House and the wider children's palliative care environment
- Participate in induction, training and ongoing development



General Trustee Person Specification

All Trustees must demonstrate:

- Integrity
- Commitment to Claire House's purpose, vision and values
- Understanding and acceptance of the legal duties and responsibilities of Trusteeship
- Willingness to devote sufficient time and effort
- Strategic vision and good independent judgement
- Ability to think creatively and challenge constructively
- Confidence to speak up while working effectively as part of a team

Trustees are also expected to engage in personal development aligned to the needs of the charity and good governance practice. Training will be provided and funded where required.

We are seeking two new Trustees to join our Board and we are particularly interested in hearing from candidates with one of the following expertise:

- Communications
- Transformational Change



About the Communications Trustee Role

We are seeking a Trustee with senior-level communications experience to join our Board at a particularly important moment for the charity.

This is a non-executive, governance role. The Communications Trustee is a full Trustee of the charity, sharing collective legal responsibility for its governance, strategy, and sustainability, while bringing additional insight and challenge in relation to communications, reputation and public trust.

The role is particularly focused on supporting the Board during a period of heightened public profile linked to the Liverpool appeal and wider organisational growth.

Why This Role Matters Now

The Liverpool building appeal will:

- Significantly increase Claire House's visibility with the public, donors, media and partners
- Attract increased scrutiny and reputational risk alongside opportunity
- Require disciplined, values-led and well-governed communications at Board level

Strong trustee-level oversight of communications will be essential to maintaining **public trust, donor confidence** and alignment with Claire House's mission and values.

Key Responsibilities (Additional to Core Trustee Duties)

Alongside the general responsibilities of all Trustees, the Communications Trustee will:

- Provide informed, independent challenge and assurance to the Board on communications-related strategy and risk
- Support Board understanding of the communications implications of major decisions, particularly those linked to the Liverpool appeal
- Contribute to Board discussions on messaging clarity, tone, consistency and positioning at key moments
- Help the Board identify and assess reputational risks associated with large-scale fundraising, capital development and service growth
- Offer governance-level perspective on crisis communications preparedness and reputational resilience
- Bring insight into how communications may be experienced by different stakeholders, including families, donors, staff, partners and regulators

This role does **not** involve operational delivery, management or approval of communications activity.

Boundaries of the Role

The Communications Trustee:

- Is not an executive or advisory communications role
- Does not manage staff or deliver communications activity
- Does not direct the CEO or Communications team

The value of the role lies in **strategic perspective, judgement and governance-level challenge**.

Skills and Experience Sought

In addition to meeting the core Trustee person specification, we are particularly interested in candidates who bring:

- Senior-level experience in communications, media, public affairs, brand or stakeholder engagement
- Experience operating in high-profile, sensitive or complex environments
- Exposure to major fundraising appeals, capital campaigns or organisational transformation
- A strong understanding of reputational risk, public trust and ethical communications

Previous trustee experience is helpful but not essential.



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- A strong understanding of reputational risk, public trust and ethical communications

Previous trustee experience is helpful but not essential.



About the Transformational Change Trustee Role

We are seeking a **Trustee with senior-level experience of transformational change** to join our Board at a particularly important moment for the charity.

This is a **non-executive, governance role**. The Transformational Change Trustee is a full Trustee of the charity, sharing collective legal responsibility for its governance, strategy, and sustainability, while bringing additional insight and challenge in relation to organisational change, programme delivery and cultural transformation.

The role is particularly focused on supporting the Board during a period of significant organisational change linked to the Liverpool build and wider growth.

Why This Role Matters Now

The Liverpool build and wider organisational transformation will:

- Significantly increase Claire House's scale, complexity and ambition
- Introduce increased delivery and implementation risk
- Require disciplined, values-led, and well-governed transformation at Board level

Strong trustee-level oversight of transformation will be essential to maintaining **confidence, delivery discipline**, and alignment with Claire House's mission and values.

Key Responsibilities (Additional to Core Trustee Duties)

Alongside the general responsibilities of all Trustees, the Transformational Change Trustee will:

- Provide informed support, challenge and assurance to the Board on major change programmes and strategic initiatives
- Support the Board in testing whether proposed change is clear in purpose, realistic in scope and timescales, and appropriately resourced
- Support the Executive Team, including sponsoring change initiatives into the Board
- Help the Board identify and assess transformation-related risks associated with large-scale organisational change
- Bring insight into common challenges and failure points in large-scale organisational change
- Support Board understanding of programme delivery, including milestones, dependencies and organisational readiness
- Help the Board consider the people, cultural and behavioural impacts of change across the organisation
- Encourage a balanced approach between pace of change and organisational resilience

This role does **not** involve operational delivery, management or approval of transformation activity.

Boundaries of the Role

The Transformational Change Trustee:

- Is not an executive transformation role
- Does not manage or deliver transformation activity
- Does not direct the CEO or Executive Leadership Team

The value of the role lies in **strategic perspective, judgement and governance-level challenge and support.**

Skills and Experience Sought

In addition to meeting the core Trustee person specification, we are particularly interested in candidates who bring:

- Senior-level experience of **large-scale organisational change or transformation**
- Experience operating in complex, high-profile or rapidly changing environments
- Exposure to major transformation programmes, capital projects or organisational redesign
- A strong understanding of delivery risk, organisational resilience and sustainable change

Previous trustee experience is helpful but not essential.



Additional Information

Time Commitment

- Approximately **4 Board meetings per year**, plus preparation time
- Membership of **at least one additional Board committee** (e.g. People Committee), with **up to 4 meetings per year**, each **up to 2 hours**
- Participation in **one annual Trustee away day**
- Occasional additional engagement around key moments in the Liverpool appeal, Liverpool build and wider transformation

Location

Meetings are typically held on site at Claire House Wirral, with occasional meetings at Claire House Liverpool. There are options to join some meetings virtually, but Governance and Board meetings are preferably held in-person.

Remuneration

The role is unremunerated. Reasonable expenses are reimbursed.

Term of appointment

Trustees are appointed for a maximum term of 6 years.

Conflicts of Interest

All candidates will be asked to declare any potential conflicts of interest. This will be examined to see if an actual conflict exists.



How to Apply

The recruitment process is being undertaken by Inclusive Boards on behalf of Claire House. If you wish to apply for this position, please supply the following by **11.59pm on 19/07/2026**:

- A detailed CV setting out your career history, with responsibilities and achievements.
- A cover letter (maximum two sides of A4) highlighting your suitability for the role for which you're applying and how you meet the person specification; please note that the cover letter is an important part of your application and will be assessed.
- Details of two professional referees together with a brief statement of their relationship to you and over what period of time they have known you. Referees will not be contacted without your prior consent.

Please consider filling out our diversity monitoring form. The information provided to us is confidential, stored securely and separately from your application, and is only used to ensure we are meeting our obligations for equal opportunities under the Equality Act 2010.

If you have further questions after reading this pack, please email ClaireHouse@inclusiveboards.co.uk or call 0207 267 8369.

Please visit www.inclusiveboards.co.uk/opportunities to apply online or send your CV and cover letter to ClaireHouse@inclusiveboards.co.uk.



INCLUSIVE BOARDS

About Us

Inclusive Boards is the UK's leading board diversity practice. We have worked alongside over 300 organisations to provide support with Board recruitment, development and governance reviews. We strive to be at the forefront of equity and diversity, and believe that everyone should be represented at Board level. Additionally, we also provide bespoke training sessions on a variety of subjects including personal branding, inclusive recruitment practices and board structures and governance as well as delivering leadership development programmes for underrepresented leaders across a range of sectors.

Contact us today

To improve diversity on your Board please don't hesitate to contact us via hello@inclusiveboards.co.uk.

To join a Board, sign up to become a candidate via our website and be notified of the latest opportunities as and when they become available.



www.inclusiveboards.co.uk



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<https://linkedin.com/company/inclusive-boards>

