

# St Raphael's Hospice

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## Trustee Training and Visits 2025/26

### Introduction

Being a trustee of St Raphael's Hospice is both a privilege and a responsibility. Trustees carry ultimate accountability for the charity's strategy, finances, regulatory compliance, and — most importantly — the quality of care offered to patients and families. This is a complex role, and the landscape we operate in is continually evolving: new regulatory standards, increased public scrutiny, and sensitive national debates around end-of-life care.

Trustee training is an essential part of fulfilling our duties. The Charity Commission expects Boards to ensure trustees are well-equipped to discharge their responsibilities, and the Charity Governance Code highlights the need for continuous learning and reflection. Training helps trustees:

- Understand legal duties and regulatory expectations, avoiding personal liability, and safeguarding the Hospice's reputation.
- Engage confidently in strategic debate, especially on technical matters such as finance, fundraising, and clinical risk.
- Stay ahead of sector developments, such as the Assisted Dying Bill or shifts in NHS commissioning, so the Board can guide the Hospice proactively.
- Model our values, including equality, diversity, and inclusion, by ensuring all trustees are informed and capable of leading cultural change.
- Work effectively together as a Board, with a shared baseline of knowledge that makes discussions more focused and impactful.

Good governance requires more than goodwill and commitment. It requires that trustees have the tools, confidence, and insight to make the right decisions for the people we care for. A structured programme of training is the best way to provide this support and to demonstrate to our stakeholders — patients, families, staff, regulators, and donors — that the Board takes its responsibilities seriously.

### Purpose

To address areas for development identified in the 2025 Board Self-Review, ensure compliance with Charity Commission expectations, and support Board effectiveness — alongside putting in place a schedule of Trustee visits.

### Principles

- Relevance: tailored to trustee roles
- Efficiency: streamlined and non-duplicative
- Blended: online, in-person, external expert-led
- Responsive: updated annually following Board self-assessment

## Trustee Training Schedule

Quarter	Training Focus	Delivery	Notes
<b>Whole-board training</b>			
Q2 2025/26	Trustee induction & governance refresher	In-house	Includes ethos, governance, CC duties
Q3 2025/26	Finance & fundraising	Treasurer/FD workshop	Includes retail & income diversification
Q3 2025/26	Equality, Diversity & Inclusion	External trainer	Supports HR priorities
Q4 2025	End-of-life policy landscape	Topic seminar	Supports strategic debate
Q1 2026	Risk management & internal audit	Governance Professional	Linked to audit plan
Annual – Q2 2025/26	Whole-board strategy & training away day	Facilitated	Combines reflection with development
<b>Individual self-serve training</b>			
Ongoing	Hospice UK webinars / CPD	Self-directed	Trustees log and share learning
Q2 2025/26	Safeguarding for trustees	External trainer	Reinforces oversight role
Finance for Charity Trustees	All Trustees	Self-directed	Free modules are accessible through the Institute of Chartered Accountants for England and Wales (ICAEW) on financial and risk management – <a href="#">link here to ICAEW training site</a>
Legacies	1-2 Trustees	Self-directed	Stone King event annual Legacies Conference (cost - £50), for example for a member of the Income Generation & Communications

			Committee – <a href="#">link here to Stone King site details of event</a>
Investment	1-2 Trustees	Self-directed	Cazenove Capital publish modules on stewardship of charity investments, for example for a member of the Finance Committee – <a href="#">link here to Cazenove site</a>

### **Trustee Visits**

It is proposed that Trustees collectively visit each Retail location each year.

A programme of fundraising events is currently being sought from the Fundraising team and will be shared for Board members to sign up to attend.

### **Monitoring**

The Governance Professional will maintain a training and visits register and provide annual evaluation reports to the Board.