Tapping House

Job Description

Chief Executive

Reporting to: The Board of Trustees

Location: On site working: Hillington, West Norfolk, PE31 6BH

Working: Full time, permanent

Job Purpose

Tapping House (the Hospice) was founded in 1984. The Hospice's vision is that every person living with or affected by a life-limiting condition will be offered choice and access to excellent end-of-life and bereavement care.

The Chief Executive holds executive accountability to the Board of Trustees for the Hospice's leadership, management, performance, governance and sustainable development. Working with the Board, the CEO sets strategic direction and ensures safe, high-quality care, financial resilience and the people, partnerships and resources to meet changing community needs. Delivery is led through the Senior Leadership Team (SLT), comprising heads of care, fundraising, retail, finance and other functions. Service development must reflect need, quality and affordability.

Accountability and Authority

- Report to the Board of Trustees through the Chair, supporting constructive challenge, clear accountability and informed decisions.
- Hold accountability for delivery of the Board-approved strategy and budget within the scheme of delegation, reserving decisions for the Board where required.
- Lead, support and hold the SLT to account, with clear objectives, delegated authority and escalation routes. Heads of function lead operational delivery; the CEO retains executive oversight and accountability.
- Act as the named CQC Nominated Individual, supervising management of regulated activities and representing the provider authoritatively. A separate Registered Manager reporting to the Nominated Individual manages those activities day to day within their registration.

Key Accountabilities

1. Strategy and Service Development

- Develop and review strategy with the Board and SLT, translating the Hospice's vision, values and charitable objectives into a prioritised annual plan, and overseeing delivery.

- Ensure palliative, end-of-life and bereavement services reflect community need, patient and family experience, research and performance evidence, improving choice and access for underserved people.

- Advise the Board on hospice practice, national and local policy, emerging risks and opportunities, recommending proportionate responses.

- Oversee service development, education and organisational change through the SLT, requiring clear business cases, consultation and evaluation that balance quality, workforce capacity and financial sustainability.

2. Quality, Safety and Organisational Governance

- Fulfil the Nominated Individual's supervisory responsibilities, maintain the required competence and act as a senior CQC contact.

- Support and hold the Registered Manager to account through agreed assurance arrangements, ensuring resources, authority and Executive and Board escalation routes. Respect clinical professionals' responsibilities for operational care.

- Ensure effective clinical and organisational governance, with clear ownership of policies, risk, audit and improvement, meeting applicable CQC, Charity Commission, clinical and legal requirements.

- Obtain assurance on safeguarding, safe staffing, health and safety, information governance and business continuity, ensuring effective arrangements and timely escalation of material concerns.

- Ensure incidents, complaints and safeguarding concerns are investigated appropriately, learning is applied and evaluated, and reporting and duty of candour requirements are met.

- Give the Board and its committees timely, accurate and balanced assurance on quality, safety, compliance and risk. Foster a culture where concerns are raised and addressed.

3. Financial Sustainability and Income Generation

- Oversee multi-year financial planning and agree annual budgets and monitoring with the Board, aligning resources with strategic priorities and sustainable care.
- Through the finance lead, oversee reporting, cash flow, reserves, controls, audit and financial risk, ensuring timely action on variances and assurance to Trustees.
- Hold the SLT accountable for a diversified income strategy across fundraising, legacies, public funding and retail, supporting running costs and service development.
- Build major supporter and funding relationships, identify public, private and charitable funding opportunities, and act as a fundraising ambassador.
- Oversee commissioning and other material contract negotiations within delegated authority, assessing obligations, costs and risks. Require robust business cases and outcome reviews for retail expansion and other investments.

4. People, Culture and Volunteers

- Model the Hospice's values through visible, compassionate and inclusive leadership, promoting collaboration, accountability, professional standards and staff engagement.
- Develop and maintain an effective SLT through clear objectives, appraisal, challenge and support, holding members accountable for performance and development across their teams.
- Oversee workforce and organisational development, including structures, recruitment, retention, succession and learning, to support safe services and strategic delivery.
- Value volunteers as integral to the Hospice, ensuring effective recruitment, induction, support and involvement alongside staff.
- Promote wellbeing, equal opportunity and respectful relationships; use staff and volunteer feedback to improve practice and support people through change.

5. Partnerships, Commissioning and External Representation

- Build NHS, social care, voluntary sector and community partnerships to improve coordinated palliative and end-of-life care in Norfolk and support regional and national collaboration.
- Engage commissioners and integrated care partners to demonstrate impact, influence service planning and secure sustainable commissioning arrangements.
- Represent the Hospice credibly to patients, families, supporters, businesses, professional networks, local decision makers and the media.
- Oversee communications, marketing and digital engagement to build trust, support fundraising and raise awareness among underserved people and communities.

6. Performance, Improvement and Digital Capability

- Agree a balanced Board performance framework covering care quality, access, patient and family experience, finances, income, people and strategic delivery.
- Require reliable data and analysis to identify trends, address shortfalls, demonstrate impact and report transparently.
- Champion continuous improvement, innovation and appropriate research, holding the SLT accountable for evaluating outcomes, experience, cost and effectiveness.
- Oversee proportionate digital investment to improve care, fundraising and efficiency, ensuring information security, accessibility, training and implementation risks are addressed.

What Success Looks Like

The Board will assess success against annual objectives and measures: strategy and operating plan delivery; sustainable finances and income development; safe, high-quality care and improved access; effective governance and regulatory assurance; supported staff and volunteers; and partnerships benefiting patients and families. Targets will be agreed through annual planning and appraisal.

Key Working Relationships

- Chair, Board of Trustees and Board committees.
- SLT, the separate Registered Manager, clinical leaders, all staff and volunteers.
- Patients, families, carers and community representatives.
- CQC and other relevant regulatory and assurance bodies.
- Integrated Care Boards and Partnerships, NHS trusts and foundation trusts, GPs, care homes, local authorities and other health and social care partners.
- Regional and national hospices, other charities, and professional and clinical networks.
- Donors, funders, corporate and individual supporters, local businesses and the media.

General

In addition to the duties above, all Hospice employees have the following responsibilities:

- Protect confidential information accessed, seen or heard during employment, particularly about patients and staff. To comply with the General Data Protection Regulation (GDPR), never use Hospice-held personal data for an unauthorised purpose or disclose it to a third party. Do not disclose confidential Hospice business information to an unauthorised person or use it unless expressly authorised by the Hospice.
- Support and respect volunteers in line with the Hospice's commitment to volunteering. The role may include working alongside or supervising volunteers.
- Follow health and safety and fire regulations and cooperate with the Hospice to maintain good standards.
- Adhere to all Hospice policies and procedures at all times.
- Promote and support the safeguarding of vulnerable adults, young people and children, following Hospice safeguarding policies.
- Uphold ethical and professional standards and avoid conduct likely to bring the Hospice into disrepute.

- This post is subject to the Rehabilitation of Offenders Act 1974 (Exemptions) Order 1975, and such will be necessary for a submission for disclosure to be made to the Disclosure and Barring Service to check for any previous criminal convictions.

- To uphold the Hospice's vision and values at all times



This job description is a guide, not an exhaustive list, and may be amended as the Hospice's needs change following discussion with the post holder.

Person Specification

Essential Criteria

- **Qualifications and development:** Masters level qualification or equivalent relevant professional experience, with continuing professional and leadership development. Clinical qualification or professional registration is not essential but is desirable.

- **Executive leadership:** Substantial leadership experience in a relevant voluntary, public or private organisation, with executive accountability for complex services, multidisciplinary teams and organisational performance through senior functional leaders.

- **Strategy and change:** Evidence of developing and delivering strategy and operational plans, and leading innovation or significant change with demonstrable outcomes.

- **Board accountability and governance:** Experience of working with Trustees or an equivalent governing body, providing assurance, managing risk and exercising delegated authority. Understanding of charity governance and its distinction from executive management.

- **Quality and regulatory oversight:** Understanding of quality, safety, safeguarding and clinical governance sufficient to supervise regulated care and challenge specialist leaders. Clear understanding of provider, Nominated Individual, Registered Manager and clinical responsibilities.

- **Nominated Individual suitability:** Qualifications, competence, skills and experience to supervise regulated activities and meet applicable CQC suitability requirements, including good character and required information. Suitability will be assessed through appointment checks, with reasonable adjustments where applicable.

- **Financial leadership:** Accountability for substantial budgets, financial planning, income and expenditure, risk and controls. Ability to assess cash flow, reserves and investment implications and ensure action on variances.

- **Income and sustainability:** Evidence of leading income growth or diversification through fundraising, commissioning, commercial activity or funding partnerships. Understanding of charitable funding and willingness to engage actively with donors and supporters.

- **Partnerships and negotiation:** Evidence of building cross-organisational relationships and negotiating agreements that balance stakeholder needs, purpose and resources.

- **People and volunteers:** Evidence of developing and holding senior teams accountable, supporting staff engagement and development, and leading a

compassionate, inclusive culture. Understanding of volunteers' contribution and support needs.

- **Communication and representation:** Clear communication of complex issues, effective listening and consultation, and credible representation to supporters, partners, communities and external audiences.

- **Analysis and improvement:** Ability to interpret performance evidence, exercise sound judgement and evaluate service improvement and appropriate digital technology.

- **Values and personal approach:** Commitment to the Hospice's purpose, dignity, choice and equitable access; empathy for patients and families; awareness of end-of-life ethical complexities; integrity, self-awareness and prioritisation under pressure.

- **Practical requirements:** Ability to meet necessary travel and occasional out-of-hours commitments, with reasonable adjustments where applicable.

Desirable Criteria

- Experience within an independent hospice, palliative care service or comparable health or social care charity.

- Experience as a CQC Nominated Individual or overseeing CQC-regulated services, including inspections and improvement plans.

- Direct experience of charity fundraising, major donors, legacies, retail or digital income generation.

- Experience of NHS commissioning, integrated care partnerships and health or social care contract negotiation.

- Experience of digital transformation, service evaluation, research or education partnerships relevant to care delivery.

- Relevant postgraduate leadership, management or professional qualification.