



# Trustee and Chair Recruitment Pack

## December 2025





## **The House of Hope (Scotland)**

### **Trustee and Chair Recruitment Pack**

**Part 1: Trustee Recruitment Policy**

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**Part 3: Appendix B — Trustee Role Description**

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**Drafted: October 2025**

**Approved by Board: November 2025**

**Next review due: November 2026**



## Trustee Recruitment Policy

### 1. Purpose

The purpose of this policy is to ensure that the recruitment and appointment of trustees to **The House of Hope** are carried out fairly, transparently, and in accordance with the **Charities and Trustee Investment (Scotland) Act 2005** and the guidance issued by the **Office of the Scottish Charity Regulator (OSCR)**.

As Scotland's first wellbeing centre for anyone affected by breast cancer, The House of Hope recognises that strong, diverse, and compassionate governance is essential to delivering its mission. This policy ensures that trustee recruitment strengthens the Board's collective ability to guide, support, and oversee the charity's strategic development and impact.

### 2. Scope

This policy applies to all appointments to the Board of Trustees of The House of Hope, whether through open recruitment, co-option, or reappointment. It also applies to temporary and replacement trustees.

### 3. Principles

Trustee recruitment will be guided by the following principles:

- **Transparency:** Processes will be open and clearly communicated.
- **Equality, Diversity, and Inclusion:** The House of Hope values the diversity of lived experience and will seek representation from a range of backgrounds, including people directly or indirectly affected by breast cancer.
- **Merit and Integrity:** Trustees will be appointed based on their skills, experience, and commitment to the charity's values and charitable purposes.
- **Accountability:** Recruitment will be carried out in line with the charity's constitution and OSCR requirements.
- **Sensitivity:** The process will be conducted with empathy and respect, recognising the sensitive nature of the charity's work.

## **4. Recruitment Process**

### **4.1 Identifying the Need**

- The Board will regularly assess its skills, experience, and diversity through a Trustee Skills Audit.
- Recruitment priorities will reflect identified gaps, the charity's strategic direction, and the evolving needs of the breast cancer community.

### **4.2 Role Description and Person Specification**

Each recruitment round will include a clear Trustee Role Description (see Appendix A) outlining the duties, expected time commitment, and key responsibilities, as well as a Person Specification highlighting desirable skills such as:

- Lived experience of breast cancer (directly or as a supporter)
- Expertise in health and wellbeing, fundraising, communications, or governance
- Experience in clinical, counselling, or community engagement roles
- Legal, financial, or charity management experience

### **4.3 Advertising and Outreach**

- Vacancies will be advertised widely, using inclusive and accessible language.
- Recruitment channels may include Volunteer Scotland, OSCR, Goodmoves, local community networks, and relevant health and wellbeing organisations.
- The House of Hope encourages applications from underrepresented groups, ensuring a Board that reflects Scotland's diverse communities.

### **4.4 Application and Shortlisting**

- Prospective trustees will be invited to submit an expression of interest or a short application form outlining their skills, experience, and motivation.
- Applications will be assessed by at least two current trustees against the agreed criteria.

### **4.5 Interview and Selection**

- Shortlisted candidates will be invited to an informal discussion or interview, designed to explore both skills and alignment with the charity's ethos of compassion, inclusion, and hope.
- References may be sought where appropriate.

#### 4.6 Appointment

- Successful candidates will be appointed in accordance with the charity's constitution.
- Appointments will be minuted and reported to **OSCR**
- New trustees will be added to the Register of Trustees and welcomed at their first Board meeting.

#### 5. Induction and Training

All new trustees will receive an Induction Pack containing:

- The charity's constitution and recent Board minutes
- The latest annual report and accounts
- The strategic plan and organisational values
- The OSCR publication "*Guidance and Good Practice for Charity Trustees*"
- Policies on conflicts of interest, safeguarding, and confidentiality

New trustees will also:

- Attend an induction session to learn about The House of Hope's services and governance approach
- Be paired with an existing trustee for initial support

#### 6. Term of Office

Trustees will normally serve for a **3 year** term, renewable (or as otherwise specified in the constitution). Reappointment will be subject to Board approval, performance, and the charity's ongoing needs.

#### 7. Conflicts of Interest

All trustees and prospective trustees must complete a Declaration of Interests form. Any potential conflicts will be reviewed and managed in accordance with the charity's Conflict of Interest Policy to ensure impartial decision-making and integrity in governance.

## 8. Monitoring and Review

- The Board will review this policy at least every three years, or sooner if OSCR guidance or charity law changes.
- Recruitment outcomes will be monitored to assess inclusivity, diversity, and alignment with strategic needs.



## Chair of the Board

### Role Description

**Reports to:** The Board of Trustees

**Location:** Board meetings held in Edinburgh, with online attendance available where necessary

#### 1. Purpose of the Role

The Chair of the Board provides leadership to the Board of Trustees of The House of Hope, ensuring that the Board works effectively in fulfilling its governance responsibilities and that the charity pursues its purposes in line with its constitution, values, and Scottish charity law.

The Chair supports and holds to account the Chief Executive, facilitates effective decision-making, and promotes a positive, inclusive, and collaborative culture at Board level.

#### 2. Key Responsibilities

##### a. Board Leadership and Governance

- Lead the Board to ensure it operates effectively, ethically, and in compliance with the Charities and Trustee Investment (Scotland) Act 2005 and OSCR guidance.
- Set the agenda for Board meetings in consultation with the Chief Executive and ensure meetings are well-run, inclusive, and focused on strategic priorities.
- Ensure that trustees understand and fulfil their legal duties and responsibilities.
- Promote collective decision-making and ensure that all trustees have the opportunity to contribute.

##### b. Strategy and Organisational Oversight

- Lead the Board in developing, approving, and reviewing the charity's strategic direction.
- Ensure appropriate oversight of organisational performance, impact, and risk.
- Support innovation and continuous improvement in wellbeing services for people affected by breast cancer.

##### c. Relationship with the Chief Executive

- Act as the primary point of contact between the Board and the Chief Executive.
- Provide support, guidance, and constructive challenge to the Chief Executive.
- Lead the process for the Chief Executive's appraisal, in line with agreed policies.

- Ensure there is appropriate delegation to, and accountability of, the executive team.

#### d. Financial Stewardship and Risk

Ensure the Board fulfils its responsibilities for financial oversight, including approval of budgets and monitoring of financial performance.

Lead the Board in ensuring that appropriate systems are in place for risk management, safeguarding, data protection, and internal controls.

Safeguard the charity's assets, reputation, and long-term sustainability.

#### e. Advocacy and Representation

Act as an ambassador and public representative for The House of Hope, alongside the Chief Executive.

Support fundraising, partnership development, and stakeholder engagement where appropriate.

Uphold and promote the charity's mission, values, and reputation externally.

#### f. Board Development and Culture

Lead the induction and ongoing development of trustees, ensuring the Board maintains an appropriate balance of skills, experience, and diversity.

Foster a culture of trust, respect, compassion, and accountability.

Ensure succession planning for trustees and key Board roles, including the Chair.

### 3. Person Specification

#### Essential Attributes

- Strong commitment to the mission, values, and aims of The House of Hope.
- Experience of leadership at a senior level, ideally within a charity, public, or voluntary sector context.
- Sound understanding of governance and the responsibilities of charity trustees under Scottish law (or willingness to develop this knowledge).
- Ability to lead meetings effectively, build consensus, and manage differing viewpoints.
- Integrity, objectivity, and sound judgement.
- Willingness to commit sufficient time and energy to the role.



### Desirable Attributes

- Experience of chairing a board or committee.
- Knowledge of health, wellbeing, or support services.
- Experience in fundraising, finance, governance, or organisational development.
- Lived experience of breast cancer (directly or through a family member or friend).

### 4. Values and Culture

The Chair is expected to champion and model The House of Hope's values of:

- Compassion – placing people and their wellbeing at the centre of all decisions.
- Respect – treating all trustees, staff, volunteers, and beneficiaries with dignity and confidentiality.
- Collaboration – encouraging open dialogue, honesty, and shared accountability.
- Inclusivity – promoting diversity, accessibility, and equity in governance and practice.

### 5. Support and Development

The Chair will receive:

- A comprehensive induction and ongoing governance support.
- Access to training and development relevant to the role.
- Regular briefings from the Chief Executive and opportunities to engage with staff and beneficiaries.

### 6. Term of Appointment

The Chair is appointed from among the trustees. The term for a trustee is 3 years, subject to the needs of the Board and agreement of trustees, and in line with the charity's constitution. Office bearers, including the Chair, are reappointed each year, with the anticipation that a Chair would be appointed for at least a 2-3 year period



## Trustee Role Description

**Reports to:** Chair of the Board

**Location:** Board meetings held in Edinburgh, but can be attended online if necessary

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### 1. Purpose of the Role

Trustees are responsible for the overall governance and strategic direction of The House of Hope, ensuring that the charity pursues its purposes effectively and in compliance with Scottish charity law. Trustees act collectively to provide leadership, oversight, and support to the Chief Executive and team in delivering high-quality wellbeing services for people affected by breast cancer.

### 2. Key Responsibilities

#### a. Governance and Compliance

- Ensure the charity operates in line with its constitution and meets all legal and regulatory requirements.
- Safeguard the charity's assets and reputation.
- Act with due care, skill, and diligence, in accordance with the duties of charity trustees under the Charities and Trustee Investment (Scotland) Act 2005.

#### b. Strategy and Oversight

- Contribute to the development and approval of the charity's strategic plan.
- Monitor performance against agreed objectives, budgets, and impact measures.
- Support innovation and continuous improvement in wellbeing services.

#### c. Financial Stewardship

- Approve budgets and ensure sound financial management.
- Oversee the effective use of resources to deliver charitable outcomes.

#### d. Advocacy and Representation

- Act as an ambassador for The House of Hope, promoting its mission and values.
- Support fundraising, partnerships, and community engagement where appropriate.

#### e. Risk and Safeguarding

- Ensure that appropriate policies and systems are in place to manage risk, safeguarding, and data protection.
- Promote a culture of safety, inclusion, and wellbeing within the organisation.

#### f. Teamwork and Support

- Work collaboratively with fellow trustees and the executive team.
- Attend meetings, contribute constructively, and uphold collective decisions.

### 3. Person Specification

#### Essential Attributes

- Commitment to the mission and values of The House of Hope.
- Understanding of, or empathy with, the challenges faced by people affected by breast cancer.
- Integrity, objectivity, and willingness to act in the charity's best interests.
- Ability to think strategically and contribute to effective decision-making.
- Willingness to devote time and energy to the role.

#### Desirable Attributes

- Experience in one or more of the following areas:
  - Health and wellbeing services

- Clinical or counselling background
- Fundraising and communications
- Finance, law, or governance
- Volunteer management or community development
- Experience of serving on a charity or public sector board.
- Lived experience of breast cancer (directly or through a family member or friend).

#### 4. Values and Culture

Trustees are expected to uphold and promote The House of Hope's values of:

- **Compassion** – placing people and their wellbeing at the centre of all we do.
- **Respect** – treating everyone with dignity and maintaining strict confidentiality.
- **Collaboration** – acting together with honesty and accountability.
- **Inclusivity** – embracing diversity and ensuring accessibility for all.

#### 5. Support and Development

Trustees will receive:

- A full induction and access to ongoing training opportunities.
- Regular updates on charity performance and sector developments.
- Opportunities to visit The House of Hope's services and meet staff and beneficiaries.

#### 6. Term of Appointment

**3 years**, subject to the needs of the Board and agreement of trustees.



## Trustee Application Form

Thank you for your interest in joining the Board of Trustees of The House of Hope, Scotland's first wellbeing centre for anyone affected by breast cancer. Please complete this form and return it to [info@houseofhope.org.uk](mailto:info@houseofhope.org.uk).

### 1. Personal Details

Full Name:

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Address:

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Postcode:

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Phone:

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Email:

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## 2. Motivation

Why are you interested in becoming a trustee of The House of Hope and what attracts you to our mission? (max 300 words)

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## 3. Skills and Experience

Describe any relevant skills, knowledge, or experience you can bring to the Board. (max 400 words)

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#### 4. Areas of Interest or Specialism

- ☐ Governance / Legal
- ☐ Finance / Accounting
- ☐ Fundraising / Philanthropy
- ☐ Communications / Marketing
- ☐ Health and Wellbeing
- ☐ Community Engagement
- ☐ Human Resources / People Management
- ☐ Digital / IT
- ☐ Service User Experience / Lived Experience
- ☐ Other (please specify):

#### 5. Availability

Are you able to commit to approximately four Board meetings per year plus occasional subcommittee or event participation?

- ☐ Yes
- ☐ No
- ☐ Unsure

#### 6. Declaration

By signing below, I confirm that:

- I am not disqualified from acting as a charity trustee under the Charities and Trustee Investment (Scotland) Act 2005.
- I understand the responsibilities of charity trustees and am willing to uphold the values of The House of Hope.
- The information I have provided is true and accurate.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_



## Equality and Diversity Monitoring Form

This form is voluntary and confidential. It will be separated from your application and used only for monitoring diversity and inclusion.

### 1. Gender Identity

- ☐ Woman
- ☐ Man
- ☐ Non-binary
- ☐ Prefer to self-describe: \_\_\_\_\_
- ☐ Prefer not to say

### 2. Age Range

- ☐ Under 25
- ☐ 25–34
- ☐ 35–44
- ☐ 45–54
- ☐ 55–64
- ☐ 65+
- ☐ Prefer not to say

### 3. Ethnic Background

- ☐ White Scottish/British/Irish
- ☐ Mixed
- ☐ Asian
- ☐ Black
- ☐ Other: \_\_\_\_\_
- ☐ Prefer not to say



#### **4. Disability or Long-Term Health Condition**

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

#### **5. Sexual Orientation**

- ☐ Heterosexual
- ☐ Gay/Lesbian
- ☐ Bisexual
- ☐ Other: \_\_\_\_\_
- ☐ Prefer not to say

#### **6. Religion or Belief**

- ☐ No religion
- ☐ Christian
- ☐ Muslim
- ☐ Jewish
- ☐ Hindu
- ☐ Sikh
- ☐ Buddhist
- ☐ Other: \_\_\_\_\_
- ☐ Prefer not to say

#### **7. Connection to Breast Cancer**

- ☐ Personal experience
- ☐ Carer/family/friend
- ☐ Professional connection
- ☐ No direct connection
- ☐ Prefer not to say

### 8. How Did You Hear About This Role?

- ☐ Volunteer Scotland
- ☐ Goodmoves
- ☐ Social Media
- ☐ Website
- ☐ Word of Mouth
- ☐ Other: \_\_\_\_\_

### Data Protection Statement

This data will be stored securely and used solely for monitoring purposes, in accordance with UK GDPR and the Data Protection Act 2018.

Thank you for helping us build a diverse and compassionate leadership team at The House of Hope.