



————— Since 1395 —————

## **Trustee Appointment Information Pack**

**Patron:** Mary Prior MBE DStJ JP | **Chairman:** Richard Gore | **Chief Executive:** Anne Anketell

A company limited by guarantee  
Registered in England and  
Wales Company No. 5402303  
Registered Charity No. 1109141

## **Table of Contents**

Trustee Advert.....	<b>3</b>
Trustee Role Description.....	<b>4</b>
Missions & Values Poster.....	<b>6</b>
5 Year Strategy.....	<b>7-11</b>

---

## Trustee Advert

Bristol Charities is a long standing renowned charity in Bristol, UK. We are a registered provider of Social Housing and an Almshouse Charity with three Sheltered Housing Schemes and an Extra Care Scheme. As well as our accommodation, we deliver a large grant giving programme to individuals and families in need, carers and also educational grants.

The Charity is at a stage of significant change and growth with ambitious plans for a further, mixed use, development at our new site in Fishponds, Bristol and also with the departure of our current CEO and transition to a new Leader.

We are looking to appoint two further Trustees to strengthen our Board.

In particular we are seeking people who are able to offer relevant experience and knowledge at a senior level in the following areas:

- PR/Communications
- Development/construction/surveying

The Board meets four times a year with its work further supported by sub-committees and advisory groups. Trustee roles are for an initial three-year term and are unpaid but reasonable expenses can be claimed.

**For application/information pack please visit our website for further details.**

Please apply with CV to:

The Chair of Trustees C/O Jade O'Malley, Bristol Charities, 17 St Augustine's Parade, Bristol, BS1 4UL

or

[Jade.O'Malley@bristolcharities.org.uk](mailto:Jade.O'Malley@bristolcharities.org.uk)

**Closing Date for Applications: 31<sup>st</sup> January 2022**

## Bristol Charities Trustee Role Description

### **MAIN RESPONSIBILITY**

The Board is responsible for the overall governance and strategic direction of Bristol Charities and for developing its aims and objectives in accordance with Bristol Charities' Memorandum and Articles and other legal and regulatory requirements.

A Trustee is expected to act in the charity's best interests, without regard to his or her own private interests and to safeguard the good name and values of the charity. Trustees use any specific knowledge or experience they have to help the Board reach sound decisions. This will involve scrutinising papers, leading discussions, focussing on key issues, and providing advice and guidance. This might be on new initiatives, or other issues relevant to the area of the organisation's work in which the Trustee has special expertise. In particular, Trustees must accept ultimate responsibility for directing the affairs of Bristol Charities, its solvency and that it operates in accordance with its objectives.

### **KEY DUTIES**

1. To attend scheduled Board meetings, subcommittees to which you may be appointed and other meetings as may be arranged from time to time.
2. To work in partnership with the rest of the Board, the Chair and the Chief Executive to deliver Bristol Charities' objects, set its strategic direction and uphold its values.
3. To ensure that Bristol Charities complies with all legal regulatory requirements, including its governing document and any other relevant legislation and regulations.
4. To ensure Bristol Charities' governance is of the highest standard.
5. To contribute to Bristol Charities' achievement of best practice in relation to the quality of support it provides to its beneficiaries and in employment practices.
6. To perform duties in a diligent manner and use your best endeavours to promote, protect, develop and extend the business of Bristol Charities.
7. To avoid any conflict of interest and to declare any conflict which arises.
8. To agree any delegation of authority and ensure such delegated authority is clearly expressed and accountable.
9. To be guardians of Bristol Charities' assets, taking all due care over their security and usage, ensuring that they are used exclusively in pursuance of the agreed objectives.
10. To appoint and appraise the Chief Executive.
11. To be an ambassador for Bristol Charities, safeguarding its good name and values.
12. To contribute actively to the Board of Trustees, using any specific skills, knowledge or experience to help the Board reach sound decisions maintaining corporate responsibility and confidentiality



## WHO WE ARE, WHAT WE DO

### OUR MISSION:

Providing opportunities and support for people and communities to improve lives through grants, housing and charitable projects

## WHAT WE ASPIRE TO BE

### OUR VALUES:

**Commitment to Excellence:** We set high standards and strive to improve the quality of everything we do for the people we work with

**One Team:** Working together across different service areas towards shared goals

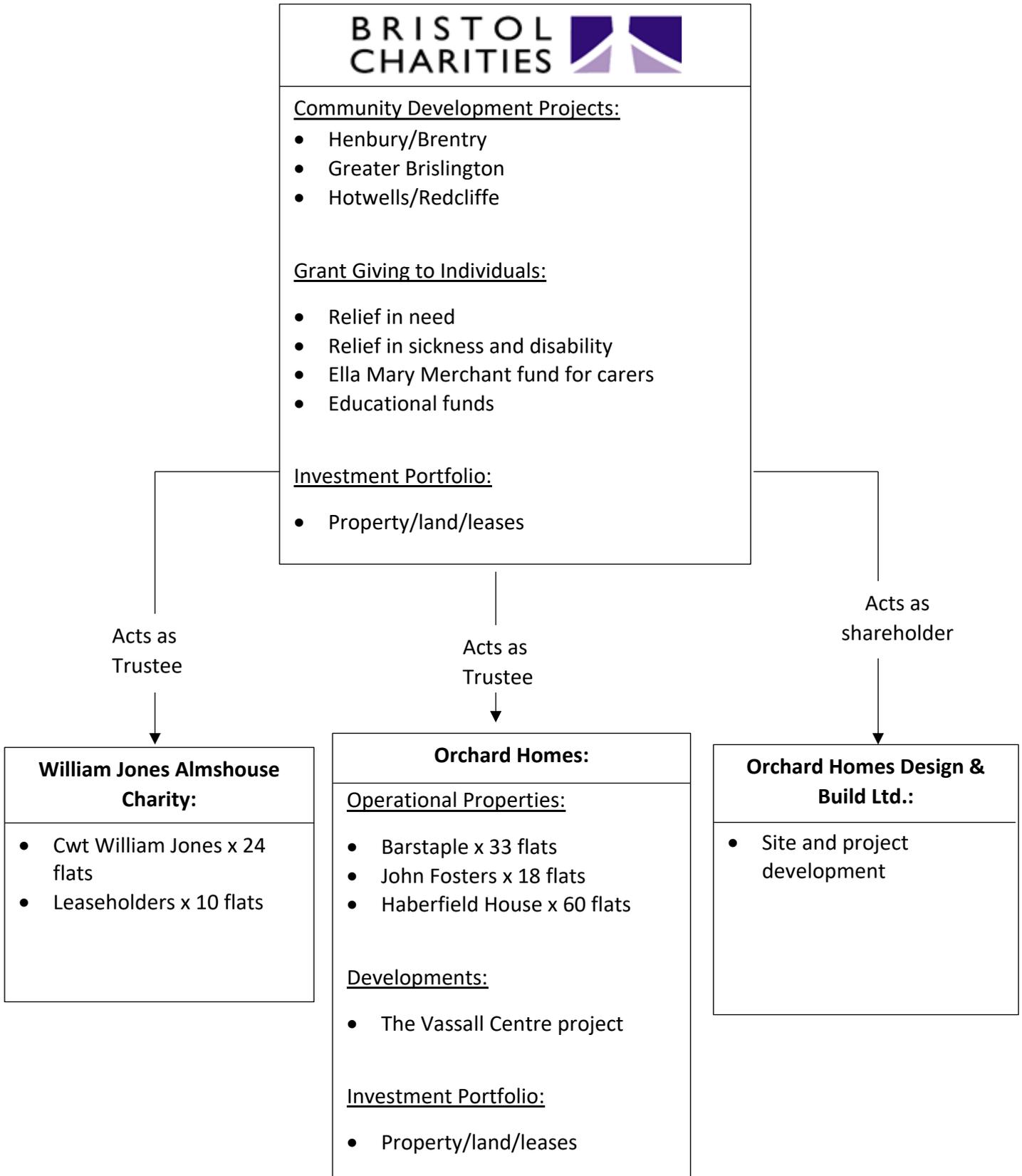
**Aspirational in Our Approach:** We embrace innovation, anticipate change and respond with creative solutions

**Passion for Our Work:** We show pride, enthusiasm and dedication at all times and are committed to making a difference

**INFORMATION PACK**  
*Charity Structure*

**Structure:**

The charity is structured as follows:



**Bristol Charities Five Year Strategy 2021 – 2025**

**1. Our Five-Year Strategy for Growth**

***Strategic goal: To realise our vision through responsible growth, delivering on expectations in terms of both quality and costs***

We will:

- Develop a vision and strategy to meet the challenge of creating a sense of place at the Vassall Centre
- Develop a phased roadmap which allows time and resource for consultation and engagement at each stage
- Build better and more sustainable homes which deliver value for money and good quality design, build and service to residents
- Ensure that lessons learnt through previous developments are applied to future developments
- Define our commitment to environmental sustainability in our new developments
- Seek partnerships, mergers and acquisitions. Doing so only if they increase our ability to meet our strategic and charitable objectives and strengthen our financial sustainability

**2. Our Five-Year Strategy for Services**

***Strategic goal: Our customers need to be at the centre of everything we do. We need to listen to their views on their homes, the services we provide and the future so that we can provide high quality services for them***

We will:

- Develop a policy framework and strategy that enables us to work with residents and customers to shape our services
- Make sure that doing business with us is easy and accessible
- Implement the new facilities management service and performance management system
- Deliver a proactive and responsive grants programme that focuses grant making on specific areas and run open and accessible grant making programmes that respond to the needs of people in Bristol
- Review and enhance the management and customer service provided to the Vassall Centre tenants
- Take an evidence led and evidence creating approach, not limiting ourselves to just using lessons learnt but ensuring we support our projects and services with a strong evidence base. To do this we may work with academic partners in order to evaluate our work
- Ensure that we are able to support the creation of sustainable places for people to live, work, learn and enjoy

•  
**3. Our Five Year Strategy for People, Process and Technology**

***Strategic Goal: We will support and develop a motivated and committed workforce who understand and unite behind our purpose, vision and values and who live the organisational behaviours. Our leadership will be strong, diverse, agile and accountable to ensure that Bristol Charities is able to achieve its objectives. We will embrace digital technology thereby offering greater choice and flexibility and innovation in the way we operate***

We will:

- Ensure we attract and develop the right talent and the right behaviours
- Invest in the development of our managers, so that they provide an excellent role model to their teams and are also able to step up to meet organisational needs
- Review and develop the equality action plan to bring focus and drive to the equality, diversity and inclusion issues and challenges that affect our staff
- Define and agree sustainable organisational structure and design to ensure we are the right size and shape to deliver value for money, operational excellence and continuous improvement
- Provide local opportunities and support early talent through work placements/apprenticeships etc. focusing on improving work/employment
- Develop and implement a digital strategy and road map

**4. Our Five Year Strategy for Finance and Governance**

***Strategic Goal: To ensure we are financially secure for the future and that we can continue to re-invest in our services, innovation, improvement and in our people. We will ensure that equality, diversity and inclusion is central to all of our strategies and plans***

We will:

- Operate within defined risk appetite parameters by delivering key financial targets set out in our budgets and financial plans
- Continue to assess our financial capacity so that we are clear on resources for development, and are able to ensure all assets are used in ways which generate appropriate returns for the group, whether financial or charitable
- Procure goods and services in the most economical, effective and efficient way, managed and delivered through annual plans and procurement strategy for large scale developments
- Deliver our equality diversity inclusion policy and commitments through the annual equality, diversity inclusion action plan with annual objectives and targets set that ensure the charity adopts and shapes its service to meet the diverse needs of staff and customers and maintains a focus on continuous improvement
- Review the utilisation of offices and make recommendations for future efficiency to support the charity's financial position and the reality of agile working

## Our Mission

Providing opportunities and support for people and communities to improve lives through grants, housing and charitable projects

## Our Values



COMMITMENT TO EXCELLENCE



ASPIRATIONAL IN OUR APPROACH



ONE TEAM



PASSION FOR OUR WORK

## Our Strategic Priorities 2021-2025

### Growth

- To realise our vision through responsible growth, delivering on expectations in terms of both quality and costs

### Services

- Our customers need to be at the heart of everything we do. We need to listen to their views on their homes, the services we provide and the future so that we can provide high quality services

### People, Process & Technology

- We will support and develop a motivated and committed workforce who understand and live behind our purpose, vision and values and who live the organisational behaviours

### Finance & Governance

- We will ensure we are financially secure for the future and that we continue to re-invest in our services, in innovation, improvement and in our people. We will ensure that equality, diversity and inclusion is central to all of our strategies and plans

## *Our Focus and Objectives for the Year 2021/22*

### **Growth**

- Develop a placemaking vision and delivery roadmap for the Vassall Centre
- Actively engage and consult with the community and other key stakeholders on the Vassall Centre vision and roadmap
- Explore partnerships and joint ventures that will support delivery of our vision for the Vassall Centre
- Develop merger criteria and acquisition checklist for use when considering potential opportunities
- Explore opportunities to expand our Grant giving through providing a range of ways that funders and philanthropists can channel funding through the charity to reach people in need

### **Services**

- Develop a strategy to work with our residents to help shape our services
- Deliver the improvement action plan for the Vassall Centre properties
- Ensure the new FM contract delivers an efficient and effective maintenance service
- Ensure all property compliance actions are completed within recommended timescales
- Develop a grants programme that will enhance the communities we work with in the wake of the pandemic and support our vision for the Vassall Centre

### **People, Process & Technology**

- We will develop our people by providing blended learning opportunities and digital solutions
- Investigate accredited development programmes and support managers on succession pathways
- Offer placement/apprenticeship opportunities at the Vassall Centre
- Review staff structure in light of the acquisition of the Vassall Centre
- Develop a Digital Strategy and roadmap

### **Finance & Governance**

- Complete an assessment of financial capacity to fund growth
- Maintain a robust approach to financial viability and governance ensuring we meet all finance KPI's
- Complete the review and refresh of the Investment Management strategy
- Complete the review of office accommodation requirements with key decisions made on medium to long term plan for head office

## Our Targets

### Growth

- Vassall Centre strategy agreed at the September Board meeting
- Strategic Partnership agreed by the Board in November 2021
- Financial Plan agreed for the Vassall Centre November 2021
- Sponsor donors or funders to use the charity's grant making facility to give grants to people in need

### Services

- 100% of our properties are compliant with key Health and Safety regulations
- 100% of Vassall Centre project plan actions completed by December 2021
- 95% of repairs completed on target
- Customer Engagement and Involvement Policy/Strategy agreed July 2021
- Action plan developed for Resident Involvement July 2021
- Grant budget 2021/22 fully committed October 2021

### People, Process & Technology

- Development plans in place for management and leadership team
- 1 Apprenticeship/placement offered at the Vassall Centre
- Digital strategy sign off March 2022

### Finance & Governance

- Investment income yields minimum of 2.6%
- Void losses limited to 2.7%
- Resident arrears limited to 3.6%
- Successful appointments to external auditor September 2021
- Investment Strategy and brief for new Investment Managers signed off March 2022
- Head Office Strategy agreed March 2022