



————— 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

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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, an Extra Care Scheme newly opened in April of this year and ambitious plans for further development. As well as our accommodation we deliver a large grant giving programme to individuals and families in need and run several Community Based Projects in Bristol for older people.

We are looking to appoint one further Trustee to strengthen our Board and help the charity achieve our vision.

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

- Marketing
- Legal – specifically commercial law

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

Closing Date for Applications: 21th October 2019

Interviews: End of October 2019

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

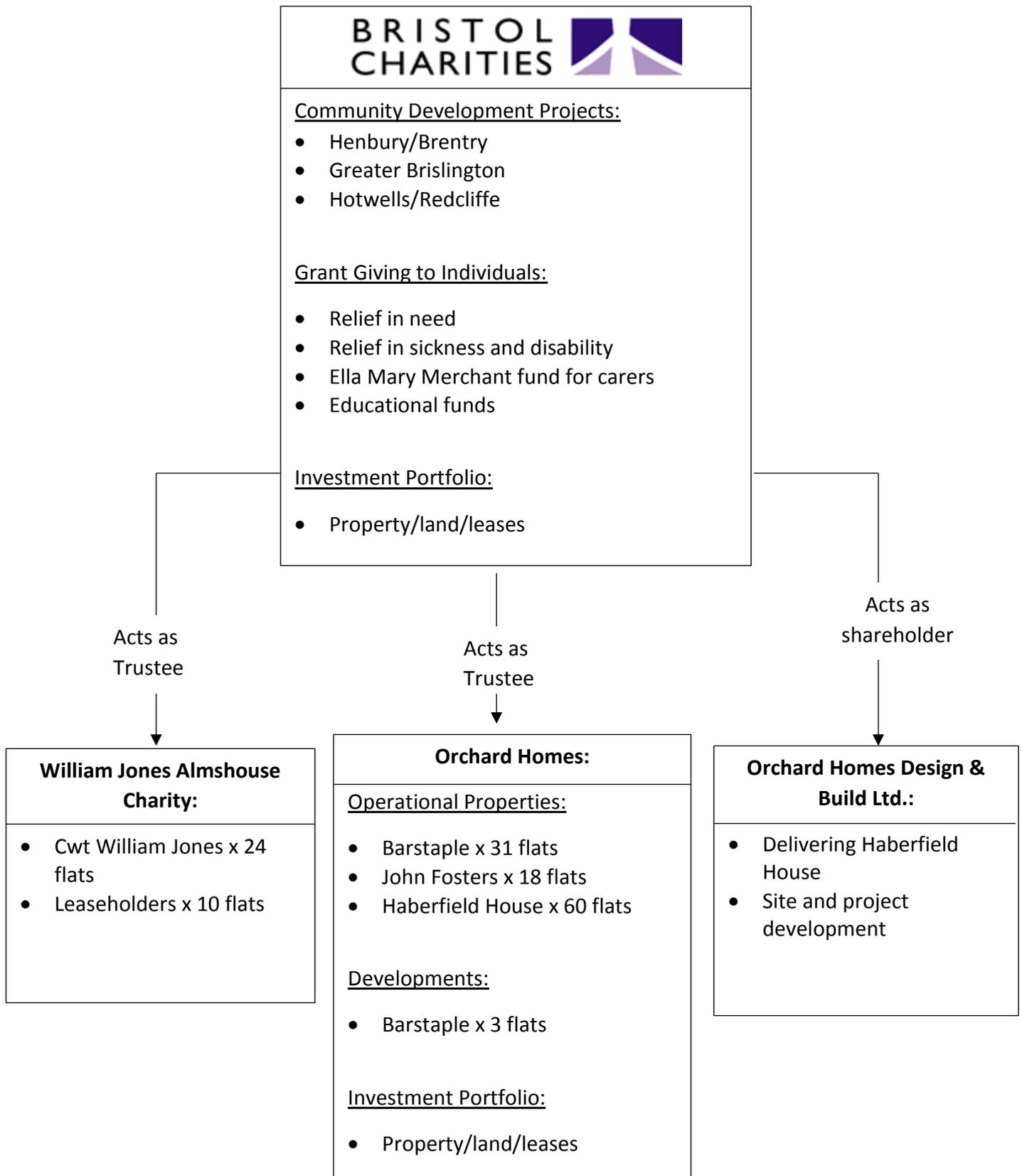
One Team: Working together across different service areas towards shared goals

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

Structure:

The charity is structured as follows:



Aims and objectives:

The aims and objectives of Bristol Charities are contained in the company's Memorandum of Association. Its objectives include:

- Providing specially adapted and designed housing and services or facilities to relieve the needs of older people who are resident in Bristol
- To award grants to persons resident in Bristol who are in need, hardship or distress, who are sick or disabled or who are caring for elderly or disabled relatives
- To award educational grants to children and young people

Achievements and performance:

Priority 1:

Ensure the charity remains financially resilient

Over the past year, the charity has spent time establishing its financial resilience in a number of ways:

- The charity developed a 5-year financial plan, which focused on forecasting cash flow, planning for the next 5 years and defining our financial capacity for development. Creating a multi-year budget will also allow the Board to track progress and efficiency over time. In carrying out this exercise, the charity can confirm that it has the resources and capacity to commence on a further project. The original target was to build a further 100 homes, 60 of these have been completed in 2018/19, and the charity has sufficient capacity to meet the remaining target
- During 2018/19, the charity managed its continuing operations in line with budget
- The Investment Strategy and Policy have been reviewed during the year. We continue to invest wisely and in line with our policy to ensure that the charity is in a strong position to achieve the goals we set ourselves
- In the year, the charity developed its first Value for Money Strategy. For Bristol Charities, value for money is about being effective in how we plan, manage and operate our business. It means making the best use of the resources available to us to provide quality homes appropriate to meet the needs of older people and backed by high quality service and support

The VFM objectives set for the year were:

- To understand the financial requirements of the corporate strategy and how we deliver them
- Cost effectiveness – to ensure that we are constantly seeking more effective and efficient ways to provide services
- To invest in high quality homes
- We will be open and transparent about the way we deliver, report and monitor value for money. Orchard Homes annual report will report specifically on performance against the Regulator's value for money measures

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Priority 2:

Increase the number of excellent quality homes we provide

In March 2019, the Haberfield House development was completed, delivering 60 new homes for older people. The scheme is the first extra care scheme the charity has developed and provides a mixture of 1 and 2 bedroom flats available to rent and a number of flats designed to be wheelchair accessible.

The first residents have moved into the scheme and are enjoying the range of communal spaces and support facilities available.

During 2018/19, the Trustees approved the development of 3 additional flats at our Barstaple Almshouse in Brentry. The intention is to create 3 x 1 bedroom flats and communal space for existing residents.

We completed the design stage and procured a contractor to develop the additional units and space. The project has now started on site and is due to be completed in September 2019.

Work has been ongoing during the year to acquire a new site for further development. The charity remains in a financially strong position and has the capacity to continue to develop further housing schemes. Following a board strategy day, Trustees confirmed their interest in developing schemes or sites where a number of different amenities are co-located in the same place. Of particular interest to the charity is designing and developing schemes with flexible communal space open to the public combined with self-contained private space for our residents to go to when preferred. One of the options the charity will continue to explore is developing spaces where older people can mix and share activities and experiences with different generations.

The charity continues to look for opportunities to acquire land to develop, including exploring potential partnerships with other charities and housing providers.

Priority 3:

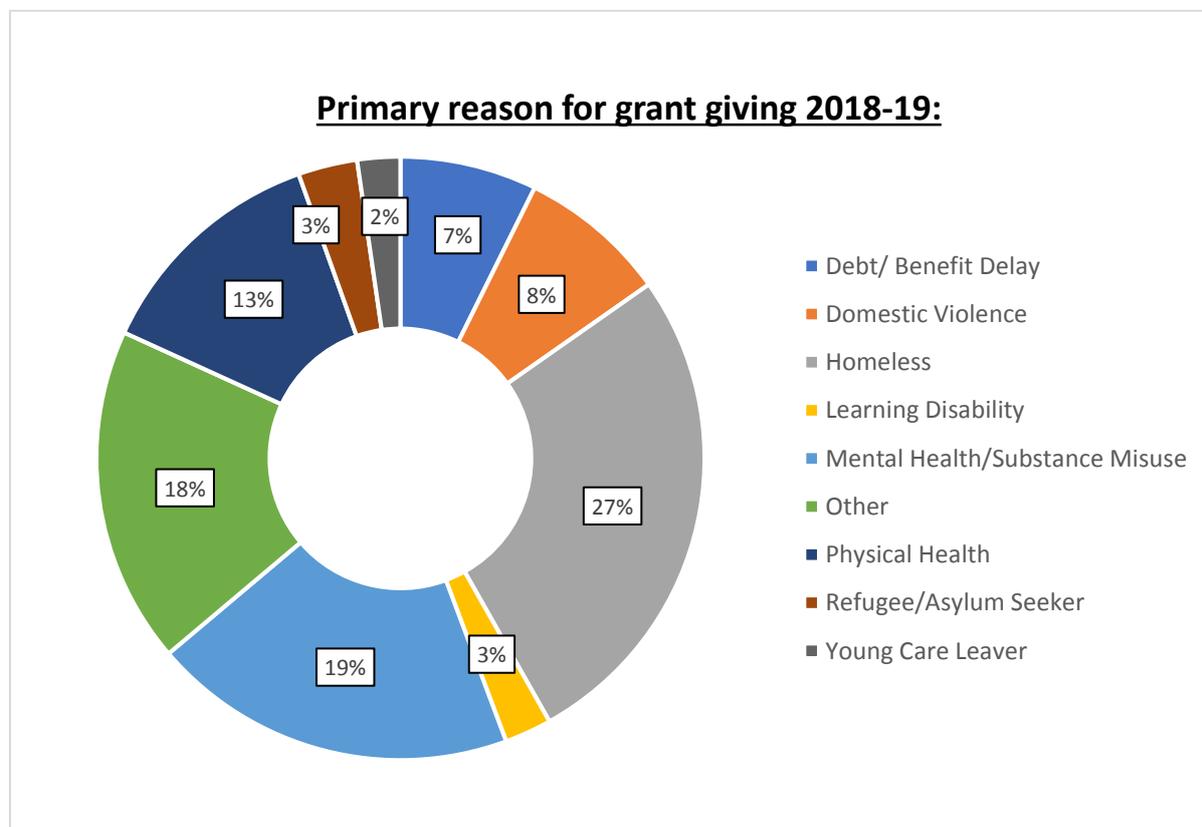
Improving the services we provide – grant giving

During the year, there has been a significant increase in the take up of grants. In 2018/19, the charity awarded £360,562 to support 889 individuals across Bristol. This represents an increase of 230.2% from 2017/18.

Our grant management system has given us comprehensive data this year to highlight greatest areas of need. Analysis of this data included an area of need in relation to homeless families and individuals being re-housed from temporary accommodation. For the last 6 months of the year, we targeted funding towards meeting this need, providing grants for furniture, carpets and white goods in order to provide practical support to people making a new start in new homes.

Bristol Charities also distributes educational grants to children and young people up to the age of 21. Again in 2018/19, we experienced an increase in demand for educational grants. Earlier in the year, we decided to increase our educational programme using funds from our special projects fund.

In 2018/19, we gave £15,164 to 57 children and young people across Bristol. This represents an increase of 142% from 2017/18.



Priority 4:

Improving the services we provide – facilities management

In 2018/19, we changed our maintenance and repairs service delivery model to a managing agent model. During the year, we managed the transfer whilst still continuing to provide excellent quality of service to our residents. The transfer was seamless to the extent that many residents did not even notice the change.

Alder King was appointed as the charity’s managing agent and has taken responsibility of the administration of the contracts and reports directly to Bristol Charities. The new service model frees up time and resource within the charity, provides business intelligence and brings a valuable supply chain insight. We have used this insight to rationalise the number of contracts we use and drive up performance and quality.

Priority 5:

Improving the services we provide – rent management system

The charity implemented a new rent management system in 2018/19. The system enables the charity to take a proactive approach to collecting income and managing arrears. The system and underlying policy places importance on promoting a positive payment culture amongst our residents and also provides for earlier intervention to prevent residents who we feel may be at risk of accruing arrears, enabling us to act quickly to offer support and advice.

Highlights from 2018/19 – community development

Our 3 community development projects for older people in Brislington, Henbury/Brentry and Hotwells/Redcliffe go from strength to strength holding between them 745 different activity sessions during the course of the year.

The Brislington project was evaluated in 2018 by Bristol Aging Better who reported statistical evidence of improvement for individual’s health and wellbeing as a direct result of the project activity.

In Henbury/Brentry we launched our Neighbourhood Connect Project “Meet Your Street”. This project is multi-generational and aims to facilitate community cohesion and to reduce loneliness and social isolation across the community.

Finally, in Hotwells/Redcliffe our community development team organised The Redcliffe Festival this year, which was a successful event enjoyed by the whole community.

Customer satisfaction

The charity’s annual satisfaction survey showed a 4% increase in overall satisfaction to 92%. Areas of the highest satisfaction scores (above 95%) include quality of home, appearance of schemes and scheme management.

Looking forward

Strategic objectives 2019/20:

Our plans and objectives for the year ahead are to:

1. Increase the number of excellent quality homes we provide by:

- Establishing our newly opened Haberfield House as an extra care scheme, ensuring its running to capacity and providing an outward facing resource for the older people's community in Stockwood, Bristol
- Delivering 3 additional flats in our Barstaple scheme
- Securing a site for our next development including exploring partnership and consortium opportunities in order to access land
- Develop the new scheme model for future developments including intergenerational living

2. Improving the services we provide by:

- Improving health and care outcomes for existing and new residents including trialling assistive technology initiatives within Haberfield House
- Ensure the charity has a fit for purpose Asset Management service
- Undertaking a "lessons learnt" exercise on Haberfield House in order to bring together insight gained so that it can be usefully applied to future projects
- Enhance and improve current services provided to residents and leaseholders in Monmouth, by bringing the scheme into direct management of the charity

3. Ensure the charity remains financially resilient by:

- Targets and actions for improvement are set for the charity's Value for Money Strategy
- Opportunities are sought to increase services/grants by bidding tendering and new partnerships
- Appraising options to support decision making on the best value for money solution for an office base for the charity

4. Increase our profile by:

- Developing and reviewing our Communications Strategy and website
- Hold an open day/opening event for Haberfield House