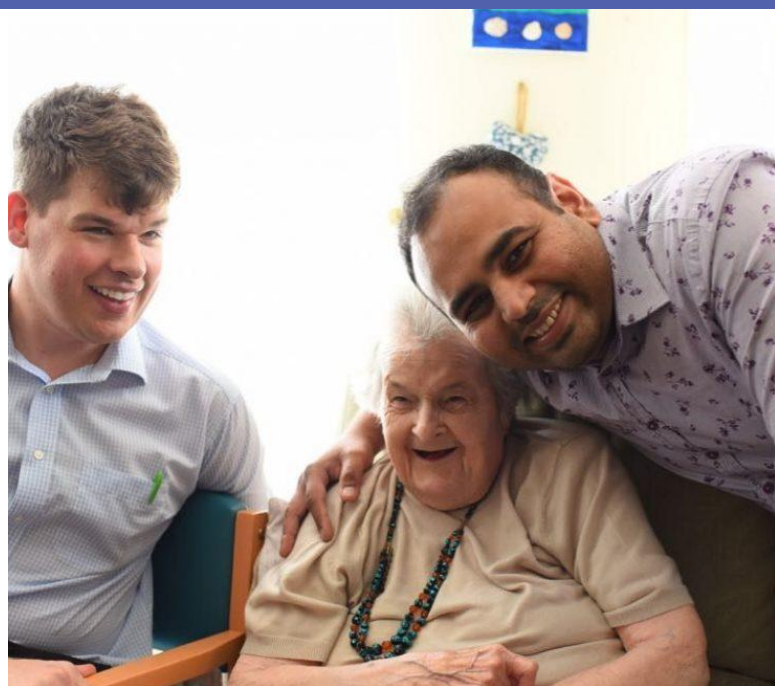


# Chair of Trustees

## Recruitment Pack



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## **A message from our current Chair**

Dear Applicant

Thank you for your interest in Brunelcare.

I have been delighted to hold the role of Chair of Trustees for the last four years, and it is with great sadness that I have decided to step down from a role and organisation that I am extremely passionate about. However, having just received confirmation of the positive outcome of our latest In-depth Assessment by the Regulator of Social Housing, the time is right for me to hand the baton on to someone who will bring a fresh approach to the role.

Established in 1941, Brunelcare is a Bristol-based charity providing high-quality housing, care and support for later living in the South West. Brunelcare offers a complete care and support pathway in our communities, starting in residents' own homes and right through to our care homes. This means we can offer the best choices for later living, which fit with what residents want or need.

Over the last three years, the charity has been thrown a number of challenges internally and externally with the pandemic, Brexit and, latterly, the energy crisis. Throughout, the Board has guided and steered the charity, and we have made decisions (some difficult) to ensure that we continue to deliver care that is person-centred. Providing a positive experience for our clients and their families is always our main focus and priority.

If you are a strategically-minded credible leader who has a passion for providing the best possible care and support for older people, please get in touch.

Deborah Evans  
Chair

## About Brunelcare

Our vision is to provide homes, care and independent living in communities where people want to live. We offer a complete care and support pathway in our communities. Starting in residents' own homes and right through to our care homes. This means we can offer the best choices for later living, which fit with what residents want or need.

We provide four types of service:

- Personal social care in the community
- Independent living in our community-based homes
- Extra Care and support in our extra care housing facilities and retirement village
- Nursing, reablement and dementia care in our care homes and reablement centres

We have over 1,600 homes spanning 31 sites, with three extra care housing schemes, a retirement village, five care homes and two reablement centres, all in Bristol, South Gloucestershire and Somerset.

To deliver all of its vital services, Brunelcare employs a dedicated team of 1,200 people.



To find out more, visit: [brunelcare.org.uk](https://brunelcare.org.uk)

## Our mission

To provide person-centred care, housing and support for later life. To do this, we will embrace new partnerships, and engage with our communities, to achieve better outcomes for all.

## Our vision

Later living that makes the most of every moment.

## Our values

### **We are positive and passionate**

We approach our work with positivity: as individuals, as teams, and as one organisation. We are passionate about what we do and who we do it for.

### **We are caring and kind**

We care about every interaction: with our customers and their loved ones, our colleagues and our partners, our communities and our planet.

### **We are diverse and one team**

We are one team, and we see our diversity as our strength. We aim to celebrate it, promote it and encourage it.

### **We go the extra mile**

We're prepared to go the extra mile to deliver for our customers. We challenge ourselves to think differently: we listen to others, we learn, and we're open to change and new ideas.

### **We act with honesty and integrity**

We do the right thing, we speak up, we are honest, and we are respectful.

## Our strategic aims

For all of our customers, we aim to provide:

**A place to call home**

Whether we're helping our customers to retain or regain their independence at home, to return home, or to live well in one of our homes, we believe everyone should feel comfortable and safe wherever they call home.

**The right care and support**

Achieving the best possible outcomes mean putting our customers at the heart of everything we do. By understanding each person's needs now and anticipating how they might change, we'll work with our colleagues, our customers, and our partners to provide the care and support that's right for everyone.

**A good quality of life in the community**

We aim to help our customers achieve the best possible quality of life so that they can make the most of every moment. Whether it's through the services we provide directly or by making connections in their community, we want our customers to thrive and live life well.

## How Brunelcare is run

Brunelcare depends on volunteers who are willing to take responsibility for Trusteeship. The Board of Trustees exists to promote the values of the Charity, to create a vision for the future and to ensure its achievement through its strategic leadership. Their contribution to the charity is vital.

It is essential to appoint Trustees with the right kinds of skills and experience needed to govern the organisation. The Board needs people with business experience as well as those with knowledge of care, the needs of older people, and local knowledge. Trustees provide us with vital skills, expertise, experience and commitment, essential if we are to develop our services to provide care for older people.

## Who can become a Brunelcare Trustee?

Over a million adults of all ages, social backgrounds and walks of life become Trustees. To be eligible to become a Brunelcare Trustee, you must:

- be at least 16 years old;
- be properly appointed following the procedures and any restrictions in the charity's governing document;
- not act as a trustee if you are disqualified unless authorised to do so by a waiver from the Commission. The reasons for disqualification are shown in the disqualifying reasons table and include:
  - being bankrupt or having an individual voluntary arrangement (IVA)
  - having an unspent conviction for certain offences (including any that involve dishonesty or deception)
  - being on the sex offenders' register

You can read the [automatic disqualification guidance for charities](#) which explains the disqualification rules in more detail.

As Brunelcare is a Charity that works with adults at risk and delivers services that are 'regulated', you will be required to have an enhanced DBS check, which will include a check against the relevant barred list.

We positively welcome and encourage applications from people with protected characteristics under the [Equality Act 2010](#).

To find out more, please see: [The Essential Trustee: what you need to know, what you need to do](#)

## **What is the role of the Chair of Trustees?**

### ***Objective***

The role of the Chair is to lead the Board and hold the Senior Leadership Team to account for the delivery of Brunelcare's mission and vision, providing inclusive leadership to the Board of Trustees, ensuring that each trustee fulfils their duties and responsibilities for the effective governance of the charity.

The Chair will also support and, where appropriate, challenge the Chief Executive Officer and ensure that the Board functions as a unit and works closely with the Senior Leadership team of the charity to achieve agreed objectives.

They will act as an ambassador and the public face of the charity in partnership with the Chief Executive Officer.

### ***Principal responsibilities***

#### *Strategic leadership*

- Provide leadership to the charity and its Board, ensuring that the Charity has maximum impact for its beneficiaries.
- Ensure that Trustees fulfil their duties and responsibilities for the effective governance of the Charity.
- Ensure that the Board operates within its charitable objectives and provides a clear strategic direction for the Charity.



- Ensure that the Board is able to regularly review major risks and associated opportunities and satisfy itself that systems are in place to take advantage of opportunities and manage and mitigate the risks.
- Ensure that the Board fulfils its duties to ensure the sound financial health of the charity, with systems in place to ensure financial accountability.

#### *Governance*

- Ensure that the governance arrangements are working in the most effective way for the charity.
- Develop the knowledge and capability of the Board.
- Encourage positive change where appropriate and address and resolve any conflicts within the Board.
- Appraise the performance of the Trustees, Chief Executive Officer and the Board on an annual basis.
- Ensure that the Board of Trustees is regularly refreshed and incorporates the right balance of skills, knowledge and experience needed to govern and lead the charity effectively, and which also reflects the local and wider population.
- Work within any agreed policies adopted by Brunelcare.

#### *External Relations*

- Act as an ambassador for the Charity
- Maintain close relationships with key members of the Local and Regional and government, the NHS, Voluntary, Faith, Social Enterprise organisations and with key influencers.
- Act as a spokesperson for Brunelcare when appropriate.
- Represent the charity at external functions, meetings and events.
- Facilitate change and address any potential conflict with external stakeholders.

#### *Efficiency and effectiveness*

- Chair meetings of the Board effectively and efficiently, bringing impartiality and objectivity to the decision-making process.

- Ensure that Trustees are fully engaged and that decisions are taken in the best interests of Brunelcare's customers and that the Board takes collective ownership.
- Foster, maintain and ensure that constructive relationships exist with and between the Trustees.
- Work closely with the Company Secretary to give direction to Board policy-making and to ensure that meetings are well-planned and meaningful and reflect the responsibilities of Trustees.
- Monitor that decisions taken at meetings are implemented.

#### *Relationship with the Chief Executive officer and the Senior Leadership Team*

- Establish and build a strong, effective and constructive working relationship with the Chief Executive Officer, ensuring they are held to account for achieving agreed strategic objectives.
- Support the Chief Executive Officer whilst respecting the boundaries which exist between the two roles.
- Ensure regular contact with the Chief Executive Officer and develop and maintain an open and supportive relationship within which each can speak openly about concerns, worries and challenges.
- Conduct an annual appraisal and remuneration review for the Chief Executive Officer in consultation with other Trustees

#### *Additional information*

The Vice-Chair acts for the Chair when the Chair is not available and undertakes assignments at the request of the Chair.

The above list is indicative only and not exhaustive. The Chair will be expected to perform all such additional duties as are reasonably commensurate with the role.

#### *Term of Office*

The Chair (and board members) will serve a three-year term to be eligible for reappointment for one additional term.

In addition to chairing the main Board meetings **(four per financial year)**, the Chair has the right to attend subcommittees, which all meet quarterly. Two Board Strategy and Development Sessions will also be held each year.

### *Board dates for 2023-24*

Wednesday 21 June 2023 (2pm to 5.30pm)

Wednesday 13 September 2023 (2pm to 5.30pm)

Wednesday 13 December 2023 (2pm to 5.30pm)

Wednesday 20 March 2024 (2pm to 5.30pm)

Brunelcare is a company limited by guarantee, and as a Trustee the Chair will also be registered with Companies House as a Director of the organisation in compliance with the Companies Act 2006. *Please note that as a Trustee, you will have a limited liability of a sum not exceeding £10.00 for a charitable company's debts or liabilities.*

## **Person Specification - What skills and Knowledge would I need to be a Chair of Trustees?**

In addition to the qualities required of a Trustee of a charity (**please see the section that follows**), the Chair of the Board of Trustees must also meet the following requirements:

### ***Experience***

- Experience of operating at a senior strategic leadership level within an organisation.
- Experience in charity governance and working with or as part of a Board of Trustees.
- Experience in external representation, delivering presentations and managing stakeholders.
- Significant experience in chairing meetings and events.

### ***Knowledge, Skills and Understanding***

- Broad knowledge and understanding of the housing and social care sectors and the current issues affecting them.
- Broad knowledge of and proven commitment to equality and diversity.

- Strong leadership skills, ability to motivate staff and volunteers and bring people together.
- Financial management expertise and a broad understanding of charity finance issues.
- Good understanding of charity governance issues.

### **You must also have:**

- a commitment to the values and objectives of Brunelcare
- a willingness to devote the necessary time and effort
- integrity
- strategic vision
- sound independent judgement
- an ability to think creatively
- an ability to communicate effectively and a willingness to speak their mind
- an understanding and acceptance of the legal duties, responsibilities and liabilities of Trusteeship
- an ability to work effectively as a team member
- an understanding of good governance

### **The duties of a Trustee**

A Brunelcare Trustee carries out their role and responsibilities by working closely with the other members of the Board and the Charity's Senior leadership Team. This will usually involve:

- Regular attendance and contribution to Board meetings (approximately 3 hours four times per year) as well as meetings of the Board's committees
- Engagement in two development and learning sessions a year
- Using your particular skills and expertise to assist wherever appropriate with necessary work, e.g. support and advice to staff on a range of topics.

**You will have six main duties. These are to:**

### **1. Ensure that Brunelcare is carrying out its purposes for the public benefit**

You and your co-trustees must make sure that the charity is carrying out the purposes for which it is set up and no other purpose. This means you should:

- ensure you understand the charity's purposes as set out in its governing document (Articles of Association)
- plan what your charity will do and what you want it to achieve
- be able to explain how all of the charity's activities are intended to further or support its purposes

### **2. Comply with your charity's governing document and the law**

You and your co-trustees must:

- make sure that the charity complies with its governing document
- comply with charity law requirements and other laws that apply to your charity

You should take reasonable steps to find out about legal requirements, for example by reading relevant guidance or taking appropriate advice when you need to.

Registered charities must keep their details on the register up to date and ensure they send the right financial and other information to the commission in their annual return or annual update.

### **3. Act in your charity's best interests**

You must:

- do what you and your co-trustees (and no one else) decide will best enable the charity to carry out its purposes
- with your co-trustees, make balanced and adequately informed decisions, thinking about the long term as well as the short term
- avoid putting yourself in a position where your duty to your charity conflicts with your personal interests or loyalty to any other person or body

- not receive any benefit from the charity unless it's properly authorised and is clearly in the charity's interests; this also includes anyone who is financially connected to you, such as a partner, dependent child or business partner

#### 4. Manage your charity's resources responsibly

You must act responsibly, reasonably and honestly. This is sometimes called the duty of prudence. Prudence is about exercising sound judgement. You and your co-trustees must:

- make sure the charity's assets are only used to support or carry out its purposes
- not take inappropriate risks with the charity's assets or reputation
- not over-commit the charity
- take special care when investing or borrowing
- comply with any restrictions on spending funds

You and your co-trustees should put appropriate procedures and safeguards in place and take reasonable steps to ensure that these are followed. Otherwise, you risk making the charity vulnerable to fraud or theft, or other kinds of abuse and being in breach of your duty.

#### 5. Act with reasonable care and skill

As someone responsible for governing a charity, you:

- must use reasonable care and skill, making use of your skills and experience and taking appropriate advice when necessary
- should give enough time, thought and energy to your role, for example by preparing for, attending and actively participating in all trustees' meetings

#### 6. Ensure your charity is accountable

You and your co-trustees must comply with statutory accounting and reporting requirements. You should also:

- be able to demonstrate that your charity is complying with the law, well run and effective
- ensure appropriate accountability to members, if your charity has a membership separate from the trustees

- ensure accountability within the charity, particularly where you delegate responsibility for particular tasks or decisions to staff or volunteers

To find out more about the role of a trustee please visit the: [The Charity Commission's Website](#)

## **Making decisions as a trustee**

Charity trustees make decisions about their charity together, working as a team. Decisions don't usually need to be unanimous as long as the majority of trustees agree. They're usually made at charity meetings.

When you and your co-trustees make decisions about your charity, you must:

- act within your powers
- act in good faith, and only in the interests of your charity
- make sure you are sufficiently informed, taking any advice you need
- to take account of all relevant factors you are aware of
- ignore any irrelevant factors
- deal with conflicts of interest and loyalty
- make decisions that are within the range of decisions that a reasonable trustee body could make in the circumstances
- You should record how you made more significant decisions in case you need to review or explain them in the future.

[Find out more about making decisions](#)

## **When trustees can be personally liable**

It's extremely rare, but not impossible, for charity trustees to be held personally liable:

- to their charity, if they cause a financial loss by acting improperly

- to a third party that has a legal claim against the charity which the charity can't meet

Understanding potential liabilities will help you to protect yourself and your charity by taking action to reduce the risk. This includes complying with your duties.

[Find out more about reducing the risk of liability.](#)

## How to apply

To apply, please email your CV and a supporting statement to [mandy.collins@brunelcare.org.uk](mailto:mandy.collins@brunelcare.org.uk) by Tuesday, 2 May 2023.

## Recruitment Timetable

<b>17:00 Tuesday 2 May 2023</b>	Closing Date for Applications
<b>9 May 2023</b>	Shortlisting
<b>By 12 May 2023</b>	Applicants informed whether they have been selected for interview
<b>22 May 2023</b>	Interviews will take place, including a Stakeholder Panel discussion
<b>By 26 May 2023</b>	Applicants will be advised of the outcome of interviews - the decision will be subject to Board approval
<b>21 June 2023</b>	Formal ratification of the panel decision by the Board  Chair designate to attend their first Board meeting as an observer. Outgoing Chair to chair their last Board meeting



By submitting an application you are giving permission for your personal information to be stored and processed for the purpose of arriving at selection decisions, for it to be used as a basis for a personal record if you are successful.