



Job Description

Trustee and Chairman of the Finance, Audit & Risk Committee

Supported by:	Chairman
Commitment:	Minimum of 4 Board meetings and 3 Finance, Audit & Risk Committee meetings per year
Location:	Business Design Centre, London, N1 0QH

Our organisation

Revitalise is the UK's largest provider of respite breaks for disabled people and carers. We welcome people who need the reassurance of 24-hour nurse-led care in order to have a holiday. Our philosophy is simple - everybody needs a break. By combining care and the support of volunteers, with imaginative excursions and activities, we give our guests something truly unique - a break that feels like a proper holiday.

But more important than the outstanding care, imaginative excursions and great food is what happens between people when they are with Revitalise.

Extraordinary friendships are kindled and rekindled - not between 'volunteer' and 'guest' or 'staff member', or indeed between 'carer' and 'cared for'.... but between wife and husband.... father and daughter... one human being and another.

With 50 years' experience our three holiday centres in Chigwell in Essex, Southampton and Southport now provide nearly 5,000 essential breaks each year for disabled people and those who care for them.





Our values

Our team are Determined to do everything they can to create amazing holidays and provide excellent care. To achieve this, we often have to be Imaginative in overcoming challenges, we have to be Caring not just towards our guests but also the team around us, and we need to Encourage each other to strive for excellence. These qualities make up our 4 core values, DICE.

Our Mission

We are the people who create revitalising holidays for disabled people and carers – everything you'd expect from a holiday backed up by excellent nurse-led care and an army of brilliant volunteers to get the party started – and keep it going.



So much of life is other people. And disability can so often get in the way of having the energy and opportunity to create and look after those relationships which matter so much. We're here to offer those opportunities – filled with fun, new experiences, fresh faces – and the security of 24-hour care in environments that are fully – and invisibly – accessible.

Our performance

There are almost 14 million disabled people in the UK, and the number is growing, particularly in age-related disabilities. Despite this context, funding for social care and respite is being cut.

There are around 7 million carers in the UK. Three in five of us will be a carer at some point during our lives. The economic value of the contribution made by carers in the UK is £132 billion a year.



Nobody else does what we do. By combining a true holiday experience with 24/7 nurse-led care, we provide a real and exciting alternative to the only other respite option available at scale – a spare bed in a nursing home.

Revitalise currently has an income of almost £10m, of which currently approximately 80% is service generated income (from individual customers, or through local authorities). The remaining 20% is generated through voluntary fundraising, most significantly from trusts and foundations.



Occupancy at stands at over 80%, significantly higher than the sector average. The charity's balance sheet is strong and carries no debt.

Revitalise has a central office in London and three holiday centres with approximately 250 staff, with the extraordinary support of nearly 3,000 volunteers. The charity is led by the Chief Executive, Chris Simmonds and governed by a Board of Trustees.

Key strategic goals



1. Guest Experience - our core purpose is to create a place where everyone is free to richly associate with each other, where there is no hierarchy of gift. We make this possible by sharing stories and gifts with each other, in a seamless care support environment. Our guests, volunteers and staff say what make us special is that everyone arrives with something to give and leaves better off with something valuable to share. Revitalise has a determination to place the views of guests in the driving seat of product and service development to meet changing expectations, and to demonstrate how their views are engaged and acted upon, whilst at the same time commit to the pivotal role of volunteers.



2. Financial discipline - because we provide something unique that our guests depend upon and cannot otherwise access, we are determined to be disciplined about both cost control and income generation. We also take very seriously our duty of care to our supporters and guests, some of whom are going without in order to afford us. Revitalise aims to be flexible enough to find and exploit market opportunities, and is committed to investing in its current services, finding efficiency gains and looking for new income streams. We channel fundraising income to the people that need it most, making the public commitment that every penny of income from individual donations goes to disabled people who would not otherwise be able to afford a break.

3. Outstanding care - Revitalise is proud to be regulated by the Care Quality Commission who rate the care at all our holiday centres as "Good". The regulatory frameworks which govern Revitalise's operations are increasingly demanding and are set to change. We will continue to place guest care at the heart of what we do, freeing the guest to truly enjoy their holiday.



4. Impact - relationships beyond respite. When Joan Brander founded Revitalise over 50 years ago in 1963, she and her fellow volunteers revolutionised the quality and accessibility of respite care for disabled people and carers. Today, Revitalise sustains and enriches the lives and relationships of thousands of disabled people and the loved ones who care for them each year. Nearly 5,000 guest breaks and 3,500 volunteering opportunities mark us out as the only provider of such a service at scale. But we are only scratching the surface. Over the next few years Revitalise is set to dramatically



increased its impact by establishing new centres. The first being in Abberley, Worcestershire. The intention is to raise the funds for this expansion through the 'Beyond Respite' Capital Campaign.

Our governance

The Board comprising of ten Trustees delegates powers to the following committees and individuals.

Finance, Audit & Risk Committee

The Finance, Audit and Risk Committee's role is to provide the Board with impartial advice on the effectiveness of the Charity's financial performance, risk and control arrangements.

Income & Market Development Committee

The Income and Market Development Committee's role is to review fundraising, communications and marketing plans.

Guest Experience Committee

The Guest Experience Committee's role is to ensure Revitalise puts the guest experience, which is a combination of high quality and safe care and excellent hospitality, at the heart of the service we offer, to assure the Board that the organisation is compliant with all regulatory and legal matters in relation to guest experience.

Remuneration Committee

The Remuneration Committee sets the pay and remuneration for the Chief Executive and senior managers designated as directors and the strategy for pay reviews for the remainder of the employees. In addition, it maintains a strategic overview of people issues and organisational development across the charity.

Enterprises Committee

The Enterprises Committee oversees all the activities of the retail shop operation and Centre souvenir shops and bars.



Portfolios

There are agreed portfolios whereby individual trustees act as a gateway for Revitalise expertise on key areas. Portfolio holders are able to convene working groups, when needed, in consultation with the Chairman. There is currently a Property portfolio.

Chief Executive

The Chief Executive is responsible for the day-to-day management of the Charity's affairs and for implementing policies agreed by the Board. The Chief Executive is assisted by a Senior Management Team and other staff.

Patron

Samantha Cameron

Vice Presidents

Dame Judi Dench CH DBE; Dame Esther Rantzen DBE; Hugh Kemsley OBE; Denis Green; Tim Prideaux JP DL; John Spence CBE DL; The Rt. Hon. The Lord Crawshaw; Arthur Smith; Sir Andrew Buchanan Bt

Honorary Ambassadors

Dan Bentley

Nick Skelton CBE

David Smith MBE

Role responsibilities:

The role of the Board is to champion the founding mission of the charity and ensure that it stays relevant and valued by those we serve. The Board's purpose is to work together with the Executive team to deliver excellent experiences for our guests, and a strong financial and operational performance. While at the same time holding the Executive to account against agreed strategy and business plans.

Additionally, skilled trustees are able to provide to the Executive the benefit of their individual expertise, and lead the development of, and agree, a strategy that aims to



achieve the organisation's charitable purposes and be clear about the desired outputs, outcomes and impacts.

Trustees are expected to bring their expertise and experience from their professional backgrounds to supplement the skillset of the Board overall, to be committed to the charity's cause and have joined the board because you want to help the charity deliver its purposes most effectively for public benefit.

This role has the additional responsibility of acting as Chairman to the Finance, Audit & Risk sub-committee.

Statutory and legal duties of a Trustee:

Trustees are responsible for the work that the charity does and how it does it.

Trustees have a number of statutory and legal duties, which are:

- To ensure that the organisation complies with its governing document, charity law, company law and any other relevant legislation or regulations
- To ensure that the organisation pursues its objects as defined in its governing documents
- To ensure the organisation uses its resources exclusively in pursuance of its objects for the benefit of the public
- To contribute actively to the board of trustees' role in giving firm strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets
- To safeguard the good name and values of the organisation
- To ensure the effective and efficient administration of the organisation including having appropriate policies and procedures in place
- To ensure the financial stability of the organisation
- To protect and manage the assets of the charity and to ensure the proper investment of the charity's funds
- To follow proper and formal arrangements for the appointment, supervision, support, appraisal and remuneration of the chief executive.

To achieve this, you will:

- Work with fellow trustees to shape, drive and monitor the charity's strategy



- Prepare for and participate fully in board meetings
- Act reasonably in decision making and leadership of the organisation
- Ensure the proper management and administration of the charity
- Use any specific skills, knowledge or experience you have to help the board of trustees reach quick and sound decision by leading discussions, focusing on key issues, providing advice and guidance on new initiatives, or other issues in which you have special expertise
- Promote the work of the charity externally
- Participate in sub-committees
- Manage risks with a considered, proportionate and balanced approach
- Support the charity's Chief Executive and Finance Director
- Ensure that the charity's values and goals are upheld in the delivery of its objectives
- Manage and Chair the Finance, Audit & Risk Committee

Chairman of the Finance, Audit & Risk Committee (FAR)

FAR has the key responsibilities below:

- To provide the Board with impartial advice on the effectiveness of the Charity's financial control, performance management, risk and control arrangements
- To provide scrutiny of the Charity's systems and processes, ensuring that these are robust and fit for purpose
- To ensure that risks are catalogued (the Revitalise risk register) along with their control systems, and to investigate on behalf on the Board, anything that threatens or adversely affects the accomplishment of the charity's aims and objectives
- To confirm that the financial resources of the organisation meet its present and future needs and that there is an appropriate reserves policy in place.
- To advise the trustees and management on the financial implications of the organisation's strategic plans and key assumptions included in management's operational plan and annual budget, especially those which are outside the agreed boundaries of management authority.
- To keep the Board informed about its financial duties and responsibilities.



- To review the quality and presentation of financial information given to the Board and ensure that it is appropriate.
- To assist the senior management team in the setting of pricing policies
- To approve risk management procedures within the charity;
- To investigate on behalf of the Board any performance, financial or administrative matter which may put the charity at risk, including acts of fraud

As the chairman of FAR, you will be responsible for leading the members of the committee in ensuring that the responsibilities above are successfully executed

Person specification:

Revitalise is looking for a trustee who:

- Is committed to the organisation and has enough time and willingness to contribute effectively to Board and Finance, Audit & Risk Committee proceedings
- Has either finance strategy, risk or auditing experience, preferably at a senior/executive level
- Is able to work effectively as a member of a team
- Is willing to speak up and can remain independent of any influence from another organisation or individual
- Has a reasonable level of understanding of legal, financial, audit and other regulatory requirements of a charity
- Is able to make quick and sound decisions based on an analysis of information presented to them
- Has a passion for the disability sector and disability causes
- Can manage risks with a balanced and informed approach
- Is committed to Revitalise's values; Determined, Imaginative, Caring and Encouraging

Commitment

Trustees are expected to attend meetings of the full board. Meeting dates are published a year in advance.

In addition, this role is responsible for chairing the Finance, Audit & Risk Committee. As with any organisation, good decision-making is facilitated by a close



understanding of the operation and its people: trustees should expect to invest some time in gaining this understanding and building relationships within the organisation to facilitate good leadership.

Board meetings are usually held four times a year including an annual away-day and the Finance, Audit & Risk Committee which meet three times per year (in person or remotely). Meetings usually take place in Central or Greater London.

Outside of board and committee meetings, staff may seek to consult with trustees on particular subjects and there will be opportunities to attend project visits, meetings and events related to the charity strategy.

Trustees are appointed on an ongoing basis, each year one third retire (based on length in office) and are invited to be re-appointed.

The role is unpaid, however reasonable expenses are paid in line with the charity's expenses policy.