

# Revitalise

We're the people who create revitalising holidays  
for disabled people and carers.

## Trustee – Hospitality: Recruitment Information Pack



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## Welcome from George Blunden, Chair of the Board of Trustees

Dear Candidate

Thank you for taking an interest in joining the Board at Revitalise.

Revitalise aims to provide a break that feels like a real holiday, for people living with a wide range of conditions including MS, cerebral

palsy, Parkinson's and dementia, to name a few.

Without Revitalise, the main alternative is a spare bed in a residential care home. Instead, we want to offer wonderful hospitality, combined with 24-hour nurse-led care.

This is a challenging time for the sector and at Revitalise as we revert back to providing holidays following two years of modified working during the pandemic. In the UK, there is increased inflation and cost of living and the sector is facing a skills shortage. In October 2021 we launched our new 5-year strategy and we have ambitious plans to renovate all of our centres. Now more than ever it is vital that the Board of Trustees can provide the best possible strategic leadership for Revitalise.

We have a dedicated and expert Board of Trustees; but have identified some key skills and experience to enhance the Board further. Specifically, we are looking to appoint a Trustee who can bring much needed experience from within the hotel and hospitality sector. All our Trustees demonstrate excellent communication skills and the confidence to speak their mind, sharing knowledge for the benefit of the charity and its guests. They also show excellent governance skills and have a combined goal of ensuring all our guests have the best, and safest, experience.

If you are excited by the opportunity to join our Board and believe you have the skills and commitment to join us on this exciting journey, then I would encourage you to apply. If you are interested, but have not previously undertaken a Board role, please don't be put off – we will support the successful candidate as would be necessary to undertake this as their first Board role.

I very much look forward to hearing from you.

With best wishes

A handwritten signature in black ink that reads "George Blunden". The signature is written in a cursive, slightly slanted style.

**George Blunden**  
Chair of the Board of Trustees

## The Role of the Trustee Board

The Board of Trustees has responsibility for the proper governance of the organisation, determining Revitalise's strategy and direction and monitoring performance and risk.

The operational management of Revitalise is delegated by the Board to the Chief Executive and the Executive Team.

The essential functions of the Board are:

- Setting and ensuring compliance with the values, vision, mission and strategic objectives of Revitalise, ensuring its long-term success;
- Setting a positive culture, with a strong customer focus;
- Ensuring that Revitalise operates effectively, efficiently and economically;
- Providing oversight, direction and constructive challenge to the Chief Executive and the Executive Directors;
- The appointment and, if necessary, the dismissal of the Chief Executive;
- Satisfying itself as to the integrity of financial information, approving each year's budget, business plan and annual accounts prior to publication;
- Establishing, overseeing and reviewing a framework of delegation and systems of internal control;
- Establishing and overseeing a risk management framework in order to safeguard the assets and reputation of the organisation;
- Establishing a framework for approving and reviewing strategies, policies and delivery plans;
- Establishing a framework for monitoring performance and ensuring that action plans are in place to address any areas of under-performance;
- Reviewing regulatory assessments, viability reviews, regulatory submissions and agreeing any associated responses;
- Approving policies and / or decisions on matters that create significant financial or other risk to the organisation, or that raise material issues of principle; and
- Adopting a Code of Governance and ensuring that the organisation is compliant with it.

## The Trustee Role & Responsibilities

### Key objectives of the role

- Take responsibility with the rest of the Board for governance of the organisation.
- Ensure that all of Revitalise's activities ultimately further the interests of our beneficiaries and the future sustainability of the charity.
- Support the Chief Executive and the Executive Team to achieve the aims and strategy of the organisation.
- Ensure that effective and productive relationships exist between the Board and all partners and stakeholders.

### Specific responsibilities of Trustees

- Attend meetings of the Board and, in conjunction with other members make decisions on matters relating to the strategy, policy, financing, functioning, and monitoring of Revitalise.
- In addition, each Trustee is encouraged to serve on one of the Committees.
- Read thoroughly in advance of meetings all papers sent out for discussion, and prepare ideas and contributions accordingly.
- Participate in the work of specialist panels and working groups of the Board and other identified projects/activities, subject to your own availability and nomination by the Board.
- Take an active interest and familiarise yourself with the range of activities and services provided by Revitalise.
- Visit Revitalise's centres and shops from time to time to assist with guest involvement.
- Participate in recruitment for the posts of Trustee, Chief Executive and Executive Directors, including serving on interview panels.
- Be prepared to use your range of contacts and acquaintances to promote the work of Revitalise. On occasion this may, subject to agreement, involve representing Revitalise at public or media events, or leading on an aspect of fundraising.
- Ongoing support of and liaison with the Chief Executive.
- Participate in arrangements to appraise the performance of the Chief Executive and to determine the remuneration of the Chief Executive and other senior staff.
- Participate in arrangements for assessment and appraisal of the performance of the Board, and that of individual Trustees.
- Conduct higher level hearings in accordance with Revitalise's formal procedures, e.g. disciplinary and grievance hearings in relation to the Chief Executive and Executive Team; appeal hearings in the case of dismissal of senior staff.
- Follow Revitalise's Diversity & Equality Policy and Codes of Practice at all times in your carrying out of the above duties; monitor the implementation of the Policy and Codes within Revitalise; and contribute to the furtherance of diversity and equalities practice within St Revitalise.
- Undertake any development activity identified as necessary to support performance in the carrying out of the above responsibilities (any training to be arranged by Revitalise staff and paid for by Revitalise).

## Person Specification

In your written application, please give evidence that shows your experience against each of the selection criteria listed below as **Part One**. The skills and personal attributes set out under Part Two will be explored with candidates who are selected for interview.

### Part One

#### Knowledge and experience

- Strategic and organisational leadership and management experience gained in either the private, public, or not for profit sectors.
- Experience at a senior level in hotels and hospitality.
- General understanding of the role of charity boards and their responsibilities and operation.
- Understanding of the principles of sound financial management and scrutiny.
- Understanding of the importance of strategic investment in people management and development.

### Part Two

#### Skills and personal attributes

- Genuine interest in and support for the Revitalise aims and objectives and committed to ensuring diversity and equality of opportunity in service provision and employment.
- Willing to promote the work of Revitalise through own social and professional contacts and participation in marketing and fundraising activities.
- Good communication and influencing skills.
- Outstanding team-working, collaborative, interpersonal and relationship-building skills.
- Strategic in outlook
- Demonstrates business acumen.
- Analytical and creative thinker with strong problem-solving abilities.
- Ability to contribute.
- Revitalise is a diverse and inclusive organisation and we warmly welcome applications from members of diverse communities and people with disabilities, and with lived experience of caring.

## Revitalise's Trustee Competency Profile

### Leadership & Reputation Building

- Contributes a clear sense of direction and excitement about where Revitalise is going
- Inspires in people enthusiasm to achieve for and contribute to Revitalise
- Commitment to Revitalise's values underpins all actions and decisions
- Inspires trust and confidence in the way Revitalise is governed
- Actively promotes effective two-way communications between the Board, the Executive Team and the rest of Revitalise
- Proactively seeks opportunities to effectively promote and market Revitalise
- Proactively identifies and pursues relationships that may lead to mutually beneficial partnerships.
- Identifies and assesses external opportunities for Revitalise and follows up links and leads.
- Uses contacts as sources of information, support and problem-solving.
- Makes an excellent impression on internal and external contacts

### Strategic Understanding & Business Acumen

- Sees and focuses on the wider picture
- Understands and contributes to the development of strategic aims for Revitalise, anticipating future demands, opportunities, and constraints
- Maintains a keen awareness of the key variables associated with the continued viability, growth and cost effectiveness of Revitalise's services.
- Proactively identifies potential markets and assists Revitalise to respond effectively to them.
- Demonstrates an entrepreneurial approach
- Contributes to change and innovation
- Takes a measured approach to decisions, balancing the risks, costs and contribution to Revitalise
- Identifies critical success factors and key performance indicators to evaluate the effectiveness of strategy

### Analytical and Creative Thinking

- Accurately analyses and interprets complex written and numerical information
- Identifies the key factors or issues in a complex problem
- Thinks creatively when setting future strategy and goals
- Challenges assumptions and demonstrates a capacity to think laterally
- Effective in decision-making and problem solving

### Communication, Influencing and Building Relationships

- Speaks and writes in a clear and logical fashion
- Is sensitive to the needs of the particular audience
- Listens, and encourages responses from others
- Uses a range of appropriate approaches and techniques for influencing others
- Establishes effective relationships with others, including teamwork
- Contributes regularly and effectively at meetings, remaining focused on the pertinent issues
- Takes positive action to promote a constructive and inclusive working environment
- Brings disagreement into the open for discussion when appropriate

## Terms of Appointment

### Time commitment

This role requires the equivalent of up to **1.5 days** per month, to include preparation for and attendance at meetings. Membership of the Board is undertaken on a voluntary basis and the limits this imposes on the time that members can contribute to Revitalise is acknowledged.

Trustees are appointed for a 3 year term which can be renewed up to a maximum of 3 terms.

Board meetings take place at our office in London, our centres, or remotely, four times a year. We also ask our Trustees to serve on at least one subcommittee, which meet 4 times a year.

### Remuneration

This is a 'pro bono' position and no salary is payable, but travel and other expenses are paid in line with our policy.

## How to Apply

We hope you will consider expressing an interest in these roles. If you have questions about the appointment process and would find it helpful to have an informal conversation, please contact Sarah Clark, Interim Head of Corporate Governance: [sclark@revitalise.org.uk](mailto:sclark@revitalise.org.uk)

To make an application, please send the following to [sclark@revitalise.org.uk](mailto:sclark@revitalise.org.uk)

- Your cv or equivalent information
- A covering letter which sets out your motivation for applying, and why you think your skills and experience make you suitable.

**Closing date:** 26<sup>th</sup> August 2022

**Interviews:** 9<sup>th</sup> September 2022

## Useful Information

- **The Essential Trustee: What you need to know, what you need to do**  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/866947/CC3\\_feb20.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/866947/CC3_feb20.pdf)

## Appendix



## Background to Revitalise

Revitalise began life as the Winged Fellowship Trust and was founded in London in 1963 by Joan Brander MBE. Whilst helping to supply services for disabled and elderly people in the 12 inner London Boroughs, Joan was incensed by her experience of seeing a family torn apart because of the pressures of caring.

Determined to ensure this never happened again, Joan founded the charity known today as Revitalise, to help disabled people and their carers enjoy a proper holiday.

Revitalise is dedicated to creating revitalising, relaxing and enjoyable breaks for disabled people and carers. Our charity runs three CQC registered holiday centres, in Chigwell, Southampton and Southport and has grown into the largest provider of respite holidays for disabled adults and carers in the UK, catering for over 150 disabilities. Every year, we support 2,600 people to have a break at one of our centres. We run the largest residential volunteering programme in the UK, have fourteen charity shops across the South West, and we campaign for disabled people and carers to have equal opportunity to take breaks and holidays.

Via our centres, Revitalise is completely unique in providing a refreshing alternative to traditional residential respite care. Without us, many of our guests would simply have no opportunity to have a holiday. Each of our centres offers short breaks in a relaxed, holiday-style environment, with a variety of trips and activities. Guests on our breaks enjoy 24-hour care support from trained nurses and healthcare workers, as well as volunteers who provide companionship and assistance. Today, we are the only provider of our kind in the UK.

## Our centres



**Jubilee Lodge,  
Chigwell, Essex**



**Netley Waterside House,  
Southampton**



**Sandpipers,  
Southport**



## We support the carer as well as the disabled person

At Revitalise, carers can join the person they care for or take their own break – a break from the daily routine of giving care, from the label of 'carer', from the feelings of guilt at handing over the care of their loved one to others. In doing so, carers are better able to cope.

Via our dedicated and specialist teams and our army of volunteers, we support our guests to achieve a greater sense of wellbeing. Our guests tell us that our breaks make them feel less alone and isolated, more included and understood, less stigmatised, more positive and relaxed and less stressed.

For those who come together, we Revitalise relationships. Our guests say that they are no longer cared for and carer, but wife and husband, mother and daughter, brother and sister.

This promotes better mental health and ultimately, helps disabled people and carers to avoid reaching breaking point.

At Revitalise, we simply believe that everyone deserves a break.

## Vision, Purpose & Values

### Our vision

A society in which every disabled person and every carer is able to take the break or holiday they want.

### Our purpose

To enable disabled people and their families to access and enjoy amazing holidays, breaks and experiences tailored to them, to escape, relax and have fun.

### Our values

**We are inclusive.** We welcome everyone.

**We are change-makers.** We make things happen for our guests and for disabled people.

**We are caring.** We care about our guests and about each other. We are guest obsessed.

**We are joyful.** Warmth, laughter and fun are at the heart of everything we do.

**We are hardworking.** We strive for excellence and we do not give up.

## Our Strategic Priorities

Four focus areas over the next 3 years



### Long term financial sustainability

- Growing our fundraising and retail income
- Launching a major capital fundraising campaign to fund works to our centres
- Increasing our capacity to provide more breaks each year
- Developing and launching a new families offering
- Running the charity at maximum efficiency.
- Innovating our systems

### Quality

- Refurbishing our environments to deliver an outstanding respite holiday experience
- Embedded a new quality & practice framework
- Launching and embedding our new operating model

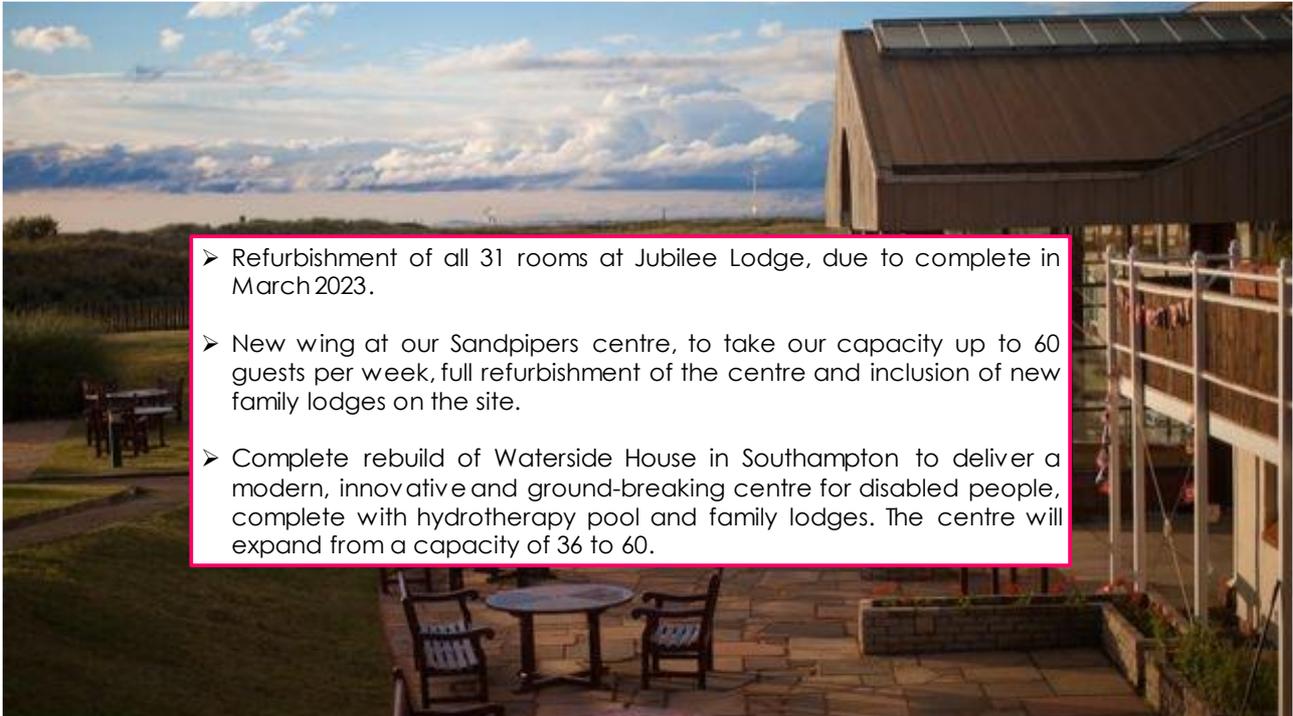
### Awareness

- Step changing our brand awareness
- Continuing to learn about our guest audience and how we can help and support them.
- Raising awareness of the statutory funding entitlement and means to access it

### People

- Improving staff turnover, sickness and absence
- Embedding one organisational culture
- Achieving high performing teams

## Our Transformation Project



### **It's not just a holiday. It's a lifeline.**

the Give Me a Break Appeal will play a critical role in Revitalise's strategy and long-term sustainability plan. It will also help raise the profile of Revitalise's work and the importance of Respite holidays.

The appeal will begin in early 22/23 with informal conversations with individual donors and high-profile supporters. The initial focus of the appeal will be the essential refurbishments required at Jubilee Lodge, before the appeal subsequently focuses more explicitly and potentially, more publicly, on the proposed Sandpipers expansion and the rebuilding of Waterside House.