

CANDIDATE BRIEF

Brief for the position of
Trustees, Rusthall Lodge Care Home
July 2020



RUSTHALL LODGE

CARE HOME

About Rusthall Lodge



Introduction

Rusthall Lodge is a well-established, 'not-for-profit' care home situated close to Tunbridge Wells. We are a successful stand-alone care home that has been in operation for over 50 years. The home enjoys an excellent reputation for providing quality care. Our aim is to always preserve the self-respect of those who depend upon the support of others in an atmosphere of dignity, respect and trust.

Founded in 1968, Rusthall Lodge Housing Association is a Tunbridge Wells based independent charity that places residents and families at the heart of everything that we do.

We operate a large 69 bed, purpose-built care home which has recently been rated by CQC as Good. The home cares and supports older adults with compassion and dignity providing a residential, nursing care packages some of whom are confronting ill health. We are proud of our team and our strong local reputation.

Rusthall Lodge began life as the former home of Miss Margaret Fremlin; a rather grand Victorian/Edwardian house that sat in beautiful grounds. In the mid-60s, the Council of Service Housing Society based in Monson Road in Tunbridge Wells had seen a need to "provide for local people of limited means and in need of care and attention".

As a result of Miss Fremlin's generosity and the dedication and hard work and kindness of a number of other local benefactors and supporters, Rusthall Lodge opened on 1st January 1968.

We are now seeking additional Trustees with the skills to ensure our charity governance is the best it can be.

Currently there are 8 members of the Board including Peter Stamps - Chairman, Tim Scott - Chairman of the Finance Committee and Pat Mayer - Deputy Chairman and Chairman of the Compliance Committee. There are about 80 employees.

Vision...

...is to provide excellent care and support, to continuously improve the quality of our services and to make people's lives better, every day.

Values..

...are integrity, trust, kindness, dignity, compassion and respect, hence;

- We put people and their individual needs first
- We listen to what people say, we respond, and we learn from our mistakes
- We support people to achieve and aspire through positive interactions
- We strive to be honest, transparent, fair and ethical in everything we do
- We preserve dignity, celebrate individuality and encourage freedom of choice
- We celebrate success and try to make life enjoyable for everyone
- We strive to be the benchmark for excellence.

Mission...

...is to develop our Home based on integrity, reliability and trust. Our focus will be on improving and developing;

- The quality of care and support we provide
- Our staff, through training, mentoring and self-development
- Meaningful partnerships with the people we support and in the wider community
- A reputation for excellence in everything we do.

Charitable Ethos...

..determines that the majority of surplus funds from the Lodge are re-invested for the benefit of our residents and staff; ensuring they have a safe and caring Home to live in and a well-equipped and safe setting to work in. As a Registered Society under the Co-operative and Community Benefit Societies Act 2014 - 17413R, this reinvestment of funds into the fabric and daily life at Rusthall Lodge helps us provide a unique Home in the care market; stand-alone, not-for-profit, with a heritage that's over fifty years old.

The Trustee Role

Skills and Experience

Rusthall Lodge are looking for professional people to join the board of Trustees, we are particularly interested in hearing from candidates with backgrounds in:

- Legal
- Fund Raising
- IT
- Marketing and Communications
- Property
- Healthcare

Time Commitment

- 6 Board meetings each year
- 6 Sub Committee meetings each year
- Approximately 2 additional half days/days each year for strategy work or events

Appointment Terms

The initial appointment will be for a 3-year term.

Board Duties

This document is intended to clarify the duties and responsibilities involved in being an Executive Committee Member for Rusthall Lodge. The role is, essentially, that of an Executive Committee Member on the Board of a charitable organisation.

Executive Committee Members have and must accept ultimate responsibility for directing the affairs of Rusthall Lodge, and ensuring that it is solvent, well-run, and delivering the charitable outcomes for the benefit of the public for which it has been set up.

The Executive Committee currently meets every two months at a late afternoon meeting. The AGM is held in February as the financial year is to the end of September. Executive Committee Members are expected to be involved in either the Compliance Sub-Committee or the Finance Sub-Committee, which both currently meet during the working day every two months. Compliance Sub-Committee Members take turns in carrying a schedule of monthly 'inspection visits' to Rusthall Lodge. Executive Committee Members may also be asked to participate in task-related working groups as the need arises.

Although Rusthall Lodge is not currently a registered charity the guidance produced by the Charity Commission is seen as most pertinent when considering the structure and responsibilities of the organisation, the following information has been extracted from Charity Commission guidance and should serve as a helpful tool.

The document is divided into three headings:

Duties of an Executive Committee Member
Good governance and the role of the Board
Managing risks

Duties of an Executive Committee Member:

- To ensure that the organisation pursues its objectives as defined in its governing document
- To ensure that the organisation complies with its governing document, organisation law and any other relevant legislation or regulation.
- To ensure that the organisation applies its resources exclusively in the pursuance of its objectives
- To contribute to the board of Executive Committee Members' role in giving firm strategic direction to the organisation, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets
- To safeguard the good name and values of the organisation
- To represent the company at functions and meetings as appropriate
- To declare any conflict of interest while carrying out the duties of an Executive Committee Member
- To ensure the effective and efficient administration of the organisation
- To abide by the equal opportunities policy
- To ensure the financial stability of the organisation
- To protect and manage the property of the organisation and to ensure the proper investment of the organisations funds
- To make sure the organisation is insured against all reasonable liabilities
- To appoint and support the employees and monitor their performance
- Executive Committee Members should use their knowledge or experience to help the board to reach sound decisions.

This will involve scrutinising board papers, leading discussions, focusing on key issues, and providing advice and guidance requested by the board on new initiatives or other issues relevant to the area of the organisation's work in which the Executive Committee Member has special expertise

- To attend meetings and to read papers in advance of meetings
- To attend subcommittee meetings as appropriate
- To participate in other tasks as arise from time to time such as interviewing new staff
- To keep informed about the organisation and wider issues which affect its work

Good Governance and role of the Board:

The critical element of an effective Board is to anticipate decisions. Boards that anticipate are in command of the organization's affairs. When a Board has a commanding view of what it is trying to do and how it is going about its task, the following require active anticipation:

- Significant changes in the funding environment
- Significant changes in the size and needs of the funding group
- The need to change the overall structure of the organisation or the senior management structure
- Succession of the chair
- Review of the Chief Executive Officer's contract and personal performance and, when necessary, replacement of an underperforming Chief Executive Officer.
- Establishing processes for determining the organisations strategy and monitoring its overall performance

In order to ensure good governance, the Executive Committee is expected

- To attend meetings and read papers in advance
- To contribute actively to the board of Executive Committee Members' role in giving firm strategic direction to the organisation, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets
- To protect and manage the property of the organisation and to ensure the proper investment of the organisation's funds.

Reducing risk:

Executive Committee Members should be particularly careful when entering into substantial contracts or borrowings to ensure that the charity has the means to meet its obligations. If Executive Committee Members are clear about all the potential risks and identifying the areas, if any, where their organisation might be exposed, Executive Committee Members can take preventative action to lessen the possibility of personal liability, best practice would involve ensuring that Executive Committee Members ensure they take the following action:

- familiarize themselves with the governing document.
- establish effective induction procedures for new Executive Committee Members.
- take professional advice when needed or required by statute.
- take advice from a professional expert when unsure about their duties.

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- clarify what powers they have to delegate authority either to an agent or employees.
 - implement effective internal management and financial controls.
 - find out what areas of law might affect the charity's activities, such as employment, health and safety, human rights and data protection; and
 - before entering into a contract, Executive Committee Members must satisfy themselves that the charity has the resources to meet its part of the contract and understand the consequences of breaching the contract.

For further information

Rusthall Lodge Care Home <https://www.rusthalllodgekent.co.uk/>

Or please contact:

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