



Candidate
Information Pack
For the role of Trustee





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A Welcome from
John Walsh,
Chair

I AM DELIGHTED THAT YOU WOULD LIKE TO EXPLORE THE POSSIBILITY OF JOINING CARE ASHORE'S BOARD AS ONE OF OUR TRUSTEES.

Having recently taken on the role of Chair, I am very much looking forward to working with a refreshed Board and an invigorated staff team to build on the significant progress that has been made in recent months so that, in due course, the Maritime Charity sector comes to regard Care Ashore as a flagship of what can be achieved.

It will be good to hear your ideas and aspirations for Care Ashore, and to explore whether you might join us to help develop the massive latent potential within the charity, to help us realise our ambitions.

I hope that this pack will give you much of the information you need, to help you decide whether to take your application further. The contact details for Care Ashore, and for Action Planning (who are helping us with this process) are below. Do please let us know if there is anything else that you'd like to know.

With my best wishes,

John Walsh
Chair, Care Ashore



BACKGROUND TO CARE ASHORE



The Merchant Seamen's War Memorial Society is a registered charity based in Surrey, operating under the trading name of Care Ashore and providing services to seafarers and fishermen in need. Care Ashore works to enhance the wellbeing and quality of life of those from the seafaring community who require support.

Care Ashore provides sheltered housing with support and holiday accommodation on its extensive rural estate. Funding for these services comes from various stakeholders, including residents' rents, Waverley Borough Council (WBC), commercial activities on site, and grants and gifts.

LOCATION

Care Ashore is based on the Springbok Estate which is on the Surrey/West Sussex Border, approximately 40 miles south of London and 30 miles north of the South Coast. It is conveniently placed close to local towns and has good access to the M23, M25 and Gatwick Airport. This and the fact that the charity provides a safe and secure environment make it an attractive location for both residents and those taking a holiday. The estate comprises some 269 acres of beautiful countryside.

FACILITIES

Care Ashore has at its disposal a range of types of accommodation, facilities and services that it can offer seafarers.

The charity currently has 39 accommodation units comprising its sheltered housing scheme; these are made up of 8 one bedroom bungalows, which are under the Almshouse Association, 11 one bedroom flats for independent living and another 20 flats where residents receive an enhanced service that includes the provision of meals. The main building houses single and guest accommodation, administrative and communal areas. There is a well stocked library, launderette, licensed

members' club, TV lounges and a variety of communal areas. A passenger lift is provided for residents located in the main house annex, whilst a stair lift serves the guest rooms.

The charity offers its services to all seafarers, fishermen, and their dependents in need. Currently there are 45 long term beneficiaries of the organisation, 39 from the Merchant Navy with the balance from the Royal Navy and Fishing Fleets. The quality of the service we provide is a major factor in enabling the Society to maintain levels of occupancy. The current resident group spans the age range 50+ to 90+, providing a diversity that cultivates and sustains an understanding, respect and community spirit within the group.

Each beneficiary has the option of benefiting from the support services offered, to ensure they are able to live as independently as possible.

In addition to the supported housing the charity operates a holiday scheme for seafarers and their dependents. There are eight en-suite guest rooms, comprising two family rooms, two doubles and four twins. Three of these rooms are equipped to aid those with disabilities and include easy access showers, hearing loop, and enhanced fire alarm systems. All the rooms can be accessed by a stair lift and walking aids can be provided.

To enhance the life of the beneficiary an advocacy service is provided, with the support of the Seafarers Advice Information Line (SAIL), and the charity is able to make small grant payments to residents at time of real need.

Transport is provided to take residents to doctor, hospital and dental appointments and also for shopping and social trips. The grounds and estate comprise beautiful gardens and woodlands that residents and guests may explore. They are likely to see a wide range of wildlife that can include deer, badgers, foxes, owls, woodpeckers and many other species.



THE NATIONAL PROVISION OF SEAFARERS WELFARE

Within the UK there are a number of maritime organisations that provide sheltered housing for seafarers, and many of these work together to meet the needs of seafarers. However, it is acknowledged that as the number of seafarers decline there will be a need to review the services that these organisations provide and consider the longer term rationalisation of the range of welfare services, leading to a possible reduction in the number of sites offering accommodation. It is understood that some of the current providers do not exercise the high degree of flexibility that Care Ashore does in offering its services to the wider seafaring community.

CARE ASHORE'S COMMERCIAL ACTIVITIES

In support of its charitable objectives the organisation manages a number of commercial activities that generate income to subsidise the cost of services offered to seafarers, and to support capital and renovation projects.

These activities include commercial and residential property rental, farm rental, camping and caravanning, fishing lake, clay pigeon shooting, and guest rooms. These commercial activities continue to be an essential part of the organisation's daily operations to raise income to support and enhance its charitable activities. The financial advantages are easily measurable, but the social benefit gained from some of the activities such as the camping, fishing, and clay pigeon shooting are as important. Many of those who use these services forge friendships with our residents that enhance their social wellbeing. Furthermore, not only do our commercial activities secure direct income, but also generate additional secondary income through donations from some, and volunteers coming forward to assist us with meeting our charitable aims and keeping costs down.





CURRENT CONTEXT



It is only fair to acknowledge that the charity has faced multiple challenges in recent years, and whilst most of these have been or are being addressed, there are considerable demands on our Board as we work to build on recent advances, and lead the charity to achieve our ambitions.

The most critical issue facing the charity right now is cash flow. Care Ashore is in that classic bind of being asset-rich and cash poor. The Board and Acting Chief Executive are totally focused on reversing the negative cash flow, through a combination of stringent cost control and enhanced income generation, although it is recognised that it will take a while for these measures to fully bear fruit. For the longer term, the charity has a strong possibility of realising a significant capital sum as a result of a potential property transaction. However, we are taking care not to rely on this in our planning and budgeting, just in case it does not materialise for some time – or perhaps ever.

The charity is also undertaking a complete ‘refresh’ of its Board. Several very long-standing trustees stood down recently, and alongside the process of recruiting our new Chief Executive, Action Planning is helping us recruit a number of new trustees to the Board through an open and transparent process, and with a clear focus on building up the skills available to us in a number of key areas.



BUSINESS PLAN



Care Ashore's Board has recently begun a Business Planning process, although we will await the arrival of new Trustees and our new Chief Executive before completing it, so that we can work on this together. For now, we have agreed the following Vision, Mission, and Strategic Objectives:

VISION

These points are not intended for external audiences, but as a reminder to ourselves of where we are trying to get to. Key elements include:

- Unity of purpose, underpinned by an open and transparent environment with clear, consistent and measured communication, in the context of a proper communication strategy. This needs to encompass residents, staff and trustees.
- Financially viable without the need for 'windfalls'
- Premises brought up to good standard, and maintained
- Staff and trustees with right skills mix
- Become really good at what we do now, before exploring significant expansion of service

MISSION STATEMENT

Care Ashore provides a safe, supportive, accessible, homely and stimulating community for seafarers and their dependants—for holidays, for respite, or as their short, medium or long-term home.

STRATEGIC OBJECTIVES

- To provide a safe, secure and supportive community for all service users.
- To maintain a good quality, comfortable and homely living environment.
- To encourage and support a spirit of community.

- To encourage service users to engage with the local community where appropriate.
- To support individuals to enhance their quality of life, and encourage independence.
- To assist service users to move on to more independent living where appropriate.
- To provide further social activities to help alleviate boredom and social exclusion.
- To work with other relevant organisations and agencies to ensure that a high level of service is provided to meet the needs of residents
- To implement an impact assessment programme, to measure the effectiveness of our services.
- To apply strong and effective governance and financial management, so that we live within our means whilst maximising the assets of the charity.
- To establish a trading subsidiary (to include services we might provide to serving seafarers on a more commercial basis)
- To market our services effectively to maximise uptake and minimise voids.
- To raise funds through charitable and commercial activities to support our aims.
- To continue to attract trustees with maritime experience and suitable professional skills to join the board
- To provide training for trustees, staff and volunteers that will help with their development and strengthen the organisation
- To ensure the proper safety, welfare and wellbeing of staff and volunteers as they carry out their duties.





TRUSTEE ROLE DESCRIPTION



Our Trustee Role Description is based on The Essential Trustee, published by the Charity Commission

RESPONSIBILITIES

Trustees have and must accept ultimate responsibility for directing the affairs of the charity, 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.

COMPLIANCE

Trustees must ensure that the charity complies with charity law, and with the requirements of the Charity Commission as regulator; in particular they must ensure that the charity prepares reports on what it has achieved, and Annual Returns and accounts as required by law.

Trustees must ensure that they do not breach any of the requirements or rules set out in the charity's governing document, and that it remains true to its charitable purpose and objects.

Trustees must comply with the requirements of other legislation and other regulators which govern the activities of the charity.

Trustees must act with integrity, and avoid any personal conflicts of interest or misuse of charity funds or assets.

DUTY OF PRUDENCE

Trustees must ensure that the charity is and will remain solvent.

Trustees must use charitable funds and assets reasonably, and only in furtherance of the objects.

Trustees must avoid undertaking activities that might place the charity's endowment, funds, assets or reputation at undue risk.

Trustees must take special care when investing the funds of the charity, or borrowing funds for the charity to use.

DUTY OF CARE

Trustees must use reasonable care and skill in their work as trustees, using their personal skill and experience as needed to ensure that the charity is well-run and efficient.

Trustees must consider getting external professional advice on all matters where there may be material risk to the charity, or where the trustees may be in breach of their duties.

In addition to the statutory requirements set out by the Charity Commission (above), Trustees of Care Ashore are expected:

- to work together to provide clear strategic direction to the charity, setting overall strategy and policy, agreeing goals and targets with the Chief Executive, and evaluating performance against agreed targets
- to be collectively responsible for the actions of the charity
- to represent the charity at functions and meetings as appropriate
- to declare any conflict of interest while carrying out the duties of a trustee
- to attend meetings, and to read and be familiar with papers in advance of meetings
- to serve on sub-committee meetings as appropriate
- to keep up to date about the activities of the charity and wider issues which affect its work.



TRUSTEE PERSON SPECIFICATION



All trustees of Care Ashore must have:

- integrity
- a commitment to the organisation and its objectives
- an understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- a willingness to devote the necessary time and effort to their duties as a trustee
- strategic vision
- good, independent judgment
- an ability to think creatively
- willingness to speak their mind
- an ability to work effectively as a member of a team

Beyond these personal attributes we try to maintain a Board membership that has wide ranging expertise, so that the Board as a whole has the necessary skills and experience to draw upon in its governance and decision making. Current priorities are people with good, current experience of charity governance and/or management (i.e. reporting at Board level), PLUS one or more of the following:

1. Strong financial skills (preferably a qualified accountant, ideally specifically with experience of charity accounts)
2. Experience of running residential facilities, especially for older people
3. Human Resources expertise
4. Fundraising and/or marketing skills
5. Property

Given its strong links with the maritime sector, Care Ashore is particularly keen to welcome onto its Board people with the above skills, who have also served at sea – for example in the Merchant Navy, Royal Navy, Royal Fleet Auxiliary, Fishing Fleet etc. However, we also warmly welcome interest from people with other backgrounds and experience.

CODE CONDUCT

Care Ashore has adopted the Code of Conduct drafted by

NCVO (National Council for Voluntary Organisations).

All Trustees are required to sign up to this on joining the Board. The full document can be made available on request, but the principal sections include:

- Our Values
- Law, mission, and policies
- Conflicts of interest
- Interpersonal behaviour
- Protecting the organisation's reputation
- Personal gain
- In the Boardroom
- Enhancing governance
- Leaving the Board

LEVEL OF COMMITMENT

BOARD MEETINGS: (2 -3 HOURS)

It is intended that the Board of Trustees, in the normal course of business, will hold a board meeting on a monthly basis on site. Exceptionally, those who are unable to attend physically will join the meeting via a Zoom call. There will be a standing agenda for each meeting. There may, of course be extraordinary board meetings called, should a specific need arise.

SUB-COMMITTEES

The number of Sub Committees may grow but currently there is a Finance Sub-committee, a Property Sub-Committee, and a Fundraising Sub-committee. Each trustee will be asked to serve on at least one sub-committee, which usually meet monthly.

The time commitment from Care Ashore Trustees will be in the region of 8-10 hours per month – a little more for office bearers and those leading sub-committees. In addition, some trustees volunteer to help the charity in other ways—for example arranging activities for beneficiaries, or working on the estate; but this is not core to the trustee's role, and is not a requirement.





TERMS AND CONDITIONS

The appointment will be subject to a satisfactory DBS (Disclosure and Barring Service) check at enhanced level.

Trustees are eligible to claim reasonable expenses for attending to the charity's business, including travel expenses for attending meetings.

HOW TO APPLY

The closing date for applications is 9.00am on Tuesday 1st September 2020

We are casting our net wide, both through our own networks and through a specialist agency—Action Planning.

Shortlisting will be carried out immediately after the closing date, and an opportunity will then be made for shortlisted candidates to meet with the existing Board members (probably via Zoom).

Our expectation is that new Trustees will join our Board from the October meeting.

Interested candidates are invited to submit an application by email to Hayley.mcdonald@actionplanning.co.uk comprising:

- Covering letter setting out their interest in serving as a Trustee of Care Ashore
- Their CV
- A completed Skills Matrix, which helps us ensure the optimum mix of skills on our Board
- A completed Personal Details Form—available on the Action Planning website at www.actionplanning.co.uk/jobs-board

All applications will be treated as confidential.

If you have any questions about this post, please address them in the first instance to david.saint@actionplanning.co.uk



CARE ASHORE

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www.careashore.org
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RECRUITMENT CONSULTANT

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