

The Objects of the Anchor Society and its Vision.

The Objects of the Society are the relief of persons over the age of 55 in need of Financial Provision and Other Provision within the postcode areas of BS BA and GL in such ways as the Society shall from time to time determine.

In furtherance of those Objects the Society's Vision is to improve the financial and social well being of older people in need

The Anchor Strategy 2015.

1. Financial support.

- The Society will continue to assess those in need through third party referrers and make individual discretionary grants both one off and recurring. It will no longer provide new annuities but will continue to support those already in receipt of annuity payments.
- The Society will seek to increase the level of grant aid it provides in line with its financial objectives.
- The Society will seek to provide a soft loan facility and will consider how this service can be delivered either through its own resources or together with others.

2. Outreach

- The Society will seek to integrate and expand its existing visiting/befriending services with those offered or facilitated by Linkage.
- The Society within its available resources intends to provide long term financial support for Linkage to ensure its long term stability and the continuance of similar relationships with others along with the growth of outreach services available to those in need.
- The Society intends to prepare a detailed financial forecast in anticipation of the receipt of funds from the disposal of assets received by way of a legacy from the estate of Joyce Needham Cooper. The forecast will assess the degree of additional funding which may be available to support the growth of outreach services in furtherance of the Society's Objects and Vision.

3. Finances

- The Society will ensure that it has secure income streams to fund its revenue commitments that is:

1. Small grants either on a single or regular payment basis
 2. To Linkage
 3. Any other projects or activities consistent with its Strategy.
- The Society will ensure that it always has sufficient liquid assets to meet its commitments at least 12 months ahead to meet any reasonable unplanned contingencies.
 - The Society will continue to pursue opportunities to recycle its charitable investments in financing longer term projects.
 - The Society will continue to undertake sheltered housing property development through a separate charitable company limited by guarantee in order to shelter the Society from operational risk and to maximise VAT planning. The Society will be the sole member of such a company.
 - The Society will deploy all its financial resources directly or indirectly in pursuit of its charitable objects while retaining adequate reserves.
 - The Society through its appointed investment advisers will determine an investment strategy and invest surplus funds accordingly.
 - The Society will reappraise its financial investment strategy on a regular basis (at least every 3 years) and request presentations from its incumbent and two other investment advisers at this review stage.
 - The Society will maintain appropriate accounting policies and procedures and establish and maintain authorities and mandates to protect against error and fraud.
 - The Society will consider and implement fund raising strategies in addition to the President's collection

4. Housing

- The Society believes that the provision of good quality housing is fundamental to its Objects and Vision and it will seek to continue to pursue the development of small scale sheltered housing schemes that are achievable with the current financial constraints of the Society.
- The Society will seek to partner in such schemes with local government and /or other social or charitable care or housing providers to deliver an appropriate package that meets its Objects and Vision.
- The Society will seek to recycle its investment in sheltered housing through outright sale or shared equity or rental.

5. Membership

- The Society will review the Membership Criteria and benefits with a view to engaging more involvement from members in the work of the Society and to increase its numbers.
- Membership and donor development should be more closely targeted at younger men and women under the age of 55.
- A Communication Strategy will be developed to target major donors with a view to asking them to become members and to become involved with the Society and or to

support the Society in other ways that is by way of legacies corporate and community fund raising.

- The Society may consider an additional annual event aimed at communicating the work of the Society to a larger audience with the aim and objective of engaging new members and donors.

This Strategy was approved by the Executive Committee of the Society at a special meeting held on the 11th August 2015 and it supersedes the Strategy agreed by the Executive Committee on the 8th March 2012.