

WELCOME FROM DAVID MACKIE, CHAIR OF THE SCOTLAND BOARD

Dear Candidate

I am delighted that you have expressed an interest in applying to be a Trustee of Phoenix Futures Scotland. We hope that you find the information in this candidate brief and on our website useful: <https://www.phoenix-futures.org.uk/>



Phoenix Futures is founded on a passion for showing that recovery from drugs and alcohol is possible. We support people by providing residential, community, prison and specialist services across the UK, offering psychosocial support to aid people on their journey of recovery. We are experts in people, understanding the influence of psychological factors and the surrounding social environment on their physical and mental health and wellbeing. It is through the expertise and commitment of our team that we can support thousands of people every year to rebuild their lives.

We are looking to appoint new trustees to our committed and engaged Board. Ideally these trustees would come with an understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship.

If this is an opportunity that appeals to you, and you have the skills set out in the role description and terms of references sections in this candidate brief, we would very much like to hear from you.

David Mackie

Chair of Phoenix Futures Scotland Board

ABOUT PHOENIX FUTURES

Phoenix Futures is UK wide leading provider of services for people with drug and alcohol problems and offers services within community, prison and residential setting.

The work we do at Phoenix leads to change

Our services span a wide spectrum and meet the unique individual needs of people whatever their hopes and ambitions for themselves or their family's future. As we have developed our expertise, we have shared our approaches to creating best practice and influencing policy. And we have spoken out, giving voice to the people we support. Our expertise is psychosocial treatment and support which is the common thread through everything we do.

In 2022 we directly supported 17,000 people across the UK. We deliver our purpose through a number of different activities:

- We are a specialist treatment provider of psychosocial services to people with drug and alcohol problems.
- We deliver specialist treatment to people with co-existing mental health and drug and alcohol treatment needs.
- We deliver services in prison and the community to individuals experiencing problematic drug and alcohol use.
- We are the largest state-funded provider of residential rehabilitation services for people with substance use issues.
- We are the only specialist substance use registered housing provider.
- We deliver a number of initiatives across the country that address stigma and demonstrate the impact of treatment and the potential of people in recovery.
- We deliver a range of environmental sustainability initiatives across the UK that help protect the environment and increase the health and wellbeing of our staff, the people who use our services and the wider community.



PHOENIX SCOTLAND

Phoenix Futures Scotland Board was formed in 2012 – formally a sub-committee of the UK Board. The Chair of the Scotland Board and one other trustee are also members of the Phoenix Futures UK Board, and the remaining Scotland Board members are co-opted committee members.

The Board is a fully engaged and vital element of our operations in Scotland. Board members have a visibility with the staff and services users and join in celebrations of recovery and wider organisational events throughout the year. They provide a key strategic and performance monitoring role within the Scottish national context.

Phoenix operates a range of services in Scotland. We provide residential, community and supported housing services in Glasgow, Fife, North Ayrshire and Lanarkshire, offering group work, one-to-one sessions, and peer support to aid people on their journey of recovery. We deliver our innovative Recovery Through Nature programme supported by a range of national and local partners and every year plant trees in our Phoenix Forest in Glenlude supported by our long term partner the John Muir Trust.

We have recently been funded by the Scottish Government to deliver a unique and innovative Family Service in North Ayrshire and we are currently developing further residential community and housing services in Aberdeen and Aberdeenshire also funded by the Scottish Government's National Mission.

The focus for our future operations in Scotland is to ensure that we deliver high quality viable services that meet the needs of people who seek our help and support the recovery aims of the Scottish Government. We aren't naïve to the challenges inherent in our purpose but our committed to doing our very best to support whoever needs our help. The trustees of our Scotland Board are a vital role to ensuring our success.



PURPOSE, VALUES AND BELIEFS

Our guiding principles are contained within our Purpose, Values and Beliefs. We developed these principles following an extensive period of reflection with our service users, staff and stakeholders. We use them to help us make decisions and ensure that the way we behave as individuals and collectively meets our expectations and the expectations of those we seek to support.

OUR PURPOSE

Phoenix Futures is dedicated to helping individuals, families and communities recover from drug and alcohol problems.

OUR VALUES AND BELIEFS

We are passionate about recovery

Our relentless optimism and energy for overcoming dependency motivates those we help to realise their own recovery. Families, friends and carers need hope, care and guidance just as much as their loved ones.

We value our history and use it to inform our future

We believe you can only really know who you are if you understand and respect where you have come from. We have learned much as an organisation over the last 50 years and use that wealth of knowledge to create a bright and brilliant new future for those in need of hope today.

We believe in being the best

We constantly strive to learn and innovate, to challenge ourselves, to adapt and to work together with others who can bring valuable expertise. Striving to be the best doesn't mean wanting to be the biggest, it means giving the very best of ourselves to achieve our purpose.

'MAKING HOPE A REALITY' – OUR ASPIRATIONS AND AMBITIONS 2023 TO 2026

'Making Hope a Reality' is the title of our 2023 to 2026 strategy. The strategy builds on our 2020 to 2023 strategy Sustainable Recovery to give people the confidence that they can achieve their dreams and ambitions.

At Phoenix we know from our own experience that with the right support, care and guidance people can find hope and in time can make their hopes and dreams a reality. Throughout our history we have walked alongside people until hope is in sight. That hasn't always been an easy thing to do. It has meant we have spoken out for the rights of people to get access to the support they need, or developed new forms of treatment to support people where they are. It has meant forging relationships with other organisations to develop services or give voice to peoples' needs.

More people than ever before are dying of drug and alcohol related conditions. This is due to:

- Increased levels of poverty and mental health conditions.
- Pressure on health and social care services meaning people don't get help they need early enough.
- Lack of good quality services to support people in addiction.

The Scottish Government has recognised the need for greater focus and increased funding to support services to deliver more help to people in addiction.

'**Making Hope a Reality**' sets out how we will use that opportunity to ensure that good quality responsive and innovative psychosocial services are available to everyone, particularly those people who find it hardest to get help. At Phoenix we know from our own experience that with the right support, care and guidance, people can find hope, and in time can make their hopes and dreams a reality.

'**Making Hope a Reality**' is made up of three strategic objectives that will form the focus of our activities over the next three years:

1. Support our workforce to be sector leading by providing excellent training and career development opportunities as well as support and recognition.

2. Use our expertise to create equity of access to treatment because we know it saves lives.
3. Develop new approaches to meet people's needs because we don't believe anyone should be denied access to effective treatment.

Our new strategy will direct us to create different approaches in different parts of the UK to meet local needs. This may mean reinventing existing approaches, but we also aim to get to grips with persistent issues such as blended mental health and addiction support and saving lives through our defined Drug Related Deaths prevention strategy for example.

In 2024 we will be expanding our provision in Scotland through a new mixed-gender residential service in Northeast Scotland. This will be our third residential treatment service in Scotland. We will also be developing a day service to support people into residential treatment and a housing service to support people in their own accommodation.

We have been advocates of addressing a number of issues in the drug treatment sector; the postcode lottery for access to some services; the availability of high-quality psychosocial treatment, and the capacity of the drug sector to manage a higher complexity of needs.

DIVERSITY, EQUITY, AND INCLUSION (DEI)

We know that some of our services aren't as accessible as we wish – pathways into and out of our services have racial and gender bias which we are committed to addressing. We also seek to better support our trans and non-binary communities to work for us and to access our services.

To do this we will increase training opportunities at all levels of the organisation across a broader range of inclusive practice and developing a mechanism to localise our ED&I agenda through support training and monitoring.

We root our approach to equity in human rights – we call it 'equity of access' but it's also about care that works when accessed – this builds on the origins of the charity as a radical alternative to mainstream healthcare that create new approaches for marginalised people.

Our strategic approach builds on the work of the previous ED&I Action plan and will be overseen by the Board of Trustees.

PHOENIX FUTURES SCOTLAND BOARD – TERMS OF REFERENCE

Objective

The Scotland Board is responsible for devising, reviewing and revising the strategy for Phoenix in Scotland taking account of the UK strategy for Phoenix and the specific policy and market circumstances in Scotland. It will regularly review progress against the strategy and monitor the policy and commissioning environment in Scotland and consider changes to the Scotland strategy should any be required. The Scotland Board is responsible for reporting progress and risk to the UK Board and relevant sub committees.

Governance

In formal governance terms the Scotland Board is a sub-committee of the UK Board. It has delegated responsibility to perform for most purposes as a distinct Scottish governance entity. It represents itself as such to stakeholders, partners and commissioners in Scotland.

Membership

It was agreed by the UK Board that there be up to 10 members of the Scotland Board and that the Chair of the Scotland Board should be a member of the Phoenix UK Board. All appointments to the Scotland Board will be approved by the People and Remuneration Subcommittee of the UK Board.

The Scotland Board will be quorate if there are 2 Board members present.

In attendance as required or agreed: Chief Executive; Director of Operations, Head of Operations Scotland.

Role / Delegated Authority

- Agree strategic plans taking account of the overall UK corporate plan but responding to the specific context in which Phoenix Scotland operates.
- Monitor progress against the Scotland strategy identifying key risks to the UK Board.
- Revise the Scotland Strategy as necessary in response to developments in the Scottish operating context.
- Propose budgets for approval to the UK Board and ensure effective delivery of this
- Approve risk appraisals for tenders above £150k up to the delegated authority of the Chief Executive. Tenders that fall outside of that delegated authority will first be approved by the Scotland Board before being recommended to the UK Board for approval.
- Involvement in the selection process for the most senior manager in Scotland and Approve their appointment.
- Represent Phoenix Scotland and engage with key stakeholders in Scotland.

Frequency of meetings

The Board will meet five times a year with dates being set a year in advance.

All papers will be circulated via email at least 4 working days before the meeting. Copies of minutes of all meetings will be presented to the next UK Board meeting.

Standard items each meeting

- Finance Report - Review of latest management accounts and approval of annual budget
- Operations Report – day to day operational issues including Clinical Governance issues, Health and Safety matters, general performance, serious incidents, KPIs
- Development update – update on pipeline development activity
- Annual work plan update

PERSON SPECIFICATION FOR BOARD MEMBERS

PERSONAL QUALITIES	Essential	Desirable
1. Commitment to the ethos and values of Phoenix Futures	x	
2. Commitment to equal opportunities and the promotion of diversity	x	
3. Independence of thought and judgement	x	
4. Ability to work as part of a team	x	
5. Willingness to devote time, enthusiasm and effort to the duties and responsibilities of a trustee	x	
6. Sound communication and interpersonal skills	x	
APTITUDE AND SKILLS	Essential	Desirable
1. An understanding and acceptance of the legal duties, responsibilities, and liabilities of trusteeship	x	
2. Ability to evaluate and interpret information	x	
3. An understanding of issues affecting the voluntary sector		x
4. Ability to play a strategic role to successfully effect change and meet the objectives of Phoenix Futures	x	
KNOWLEDGE AND EXPERIENCE	Essential	Desirable
1. Senior management experience in a medium/large public sector/voluntary sector organisation		x

2. Specific professional knowledge, experience, and skills in a related field		x
3. Knowledge of good governance in the voluntary and/or housing sector		x
OTHER REQUIREMENTS	Essential	Desirable
1. Willingness to attend meetings of the Board	x	
2. Willingness to undertake visits and other trustee responsibilities as required	x	
3. Willingness to undertake training and participate in any evaluation of the Board's work	x	

HOW TO APPLY

If you would like to apply for this important position, please provide an up-to-date CV together with a supporting letter explaining why you are interested in this role and your suitability for it to Laura White at Laura.White@Phoenixfutures.org.uk by 30th January 2024.

If you would like to arrange a conversation with either the Chair of the Scotland Board David Mackie or the Chief Executive Karen Biggs, please contact Laura White.

Phoenix Futures is a registered charity in England and Wales (No 284880) and in Scotland (No SCO39008); Company Limited by Guarantee Number 1626869; Registered Tenant Services Authority Number H3795: National Housing Federation Member.

www.phoenix-futures.org.uk