



# **Candidate Brief**

## **Trustee (Clinical Governance)**

**Closing Date:** 17<sup>th</sup> May 2024

**Contact:** Laura White, Executive Assistant to the Chief Executive and the Board of Trustees

**Email:** [Laura.White@phoenixfutures.org.uk](mailto:Laura.White@phoenixfutures.org.uk)

## **Welcome from Richard Hill, Chair of Board of Trustees**



Dear Candidate

I am delighted that you have expressed an interest in applying to be a trustee of Phoenix Futures.

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 a new trustee to our committed and engaged Board with clinical expertise who can support the work of our Clinical Governance Subcommittee.

Ideally our new trustee will come with an understanding and acceptance of the legal duties, responsibilities, and liabilities of trusteeship, along with specific professional knowledge, experience, and skills in clinical governance.

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.

If you would like to discuss the role with either the Chief Executive Karen Biggs or the Chair of the Clinical Governance Committee Francis Keaney, please contact Laura White and she can make the arrangements for you.

Yours sincerely

Richard Hill, Chair of Phoenix Futures

## About Phoenix Futures

### Our Origins

Phoenix Futures is founded on a passion for showing that recovery from drugs and alcohol is possible.

Phoenix Futures grew from a disillusion with the medically oriented way people were treated for drug use in the late 1960's. Two men, Professor Griffith Edwards and Dr Ian Christie, decided it was time to make a change. Inspired by the practice of Phoenix House in New York, they set up Phoenix House in the UK in 1969. Phoenix House (today Phoenix Futures) grew from modest yet ambitious beginnings. Professor Edwards and Dr. Christie wanted to provide a service that took a more personal and therapeutic approach to helping people with drug problems.

### Our Guiding Principles

Our purpose together with our values and beliefs are the guiding principles of our organisation. They guide us in our day-to-day work, and they signal to the world who and what we are.

### Our Purpose

We use our expertise to support people in their personal recovery and to improve their lives.

We are dedicated to advocating for people who are often overlooked and stigmatised, to ensure they have a fair chance to lead healthy and fulfilling lives.

Our aim is for everyone to be able to achieve their potential for themselves, their families, and communities.

### Our Values and Beliefs

**We believe in being the best** That is why 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.

**We are passionate about recovery** Our relentless optimism and energy for overcoming dependency motivate 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.

## Our Strategic Priorities

We create a new strategy every three years. Our current strategy agreed by the Board in March 2023 is: “Making Hope a Reality”.

It is informed by our recent, successful work and reflects our strengths, but it also shows where we know we need to and want to do more.

Everyone should have the opportunity to achieve their dreams and ambitions. Hopes can be ‘in reach’ but also can be ‘out of sight’. At Phoenix we walk alongside people, use our experiences and our learning to nurture relationships and serve people as best we can.

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 people’s needs.

Making Hope A Reality has 3 areas of focus:

1. **Support our workforce** to be sector leading by providing excellent training and career development opportunities as well as support and recognition.
2. **Develop new approaches** to meet people’s needs because we don’t believe anyone should be denied access to effective treatment.
3. **Use our expertise** to create equity of access to treatment because we know it saves lives.

More detail on our strategy can be found on our website [here](#).

Within our strategic priorities for the life of this plan we have some areas of policy focus that will be of interest to members of the clinical governance committee

### 1. Equity of access

**For too long women have had to fit into a treatment system that doesn’t work for them, we believe effective treatment must meet the specific gendered needs of women.**

Equity of access to treatment for minoritized and disadvantaged groups is a key objective of our new corporate strategy, and an area of focus for the ED&I group. Campaigning for equity of access to treatment for women and families will support our work at Ophelia House and family services.

### 2. Stigma

**We must put an end to the discrimination experienced by people affected by substance use, for too long they have been excluded from society and denied their full potential. Acting on stigma will save lives.**

We are already known across the sector for our pioneering anti-stigma work. Including establishing the Anti Stigma Network. [The Anti-Stigma Network | End Stigma Attached to Drug and Alcohol Use \(antistigmanetwork.org.uk\)](https://antistigmanetwork.org.uk)

Stigma is a barrier to the execution of 'Making Hope a Reality' therefore doing the work to address stigma will enable us to better fulfil our corporate strategy. Stigma work is vital for ensuring equity of access to treatment.

### **3. Drug Related Deaths**

**We need to use every method we have got, with everyone working together to act on drug related deaths, if we don't who else will. Drug related deaths are avoidable, everyone has a right to life.**

Communicating our learnt expertise and best practise of how to better keep the people that we support alive should be a key organisational priority. We have an ethical duty to advocate for the communities that we work in to influence policy and funding decisions and share and champion best practise that will ultimately save lives. Our Drug Related Deaths strategy can be found here [Reports and Resources | Phoenix Futures \(phoenix-futures.org.uk\)](https://phoenix-futures.org.uk/reports-and-resources)

### **4. Residential Treatment**

**Residential treatment is an effective evidence-based treatment option that thousands of people are being excluded from every year. We must ensure appropriate pathways to recovery are available and equitable for all.**

Highlighting and promoting the evidence base and experienced benefits of residential treatment to continue to build trust and credibility, ensuring that commissioning, funding, and policy decisions support equity of access to residential services. As a leading provider of residential treatment, we should be at the forefront of the conversation.

### **5. Multiple disadvantage**

**For too long the needs of people experiencing multiple disadvantages have been seen as too difficult or complex to support. People with multiple support needs have a right to effective, accessible, and joined up care.**

Phoenix has diversified the work that we do over the last few years to support people with increasing complexity of need in all settings. Our specialist community projects and services allow staff greater flexibility and time to provide excellent care for people who find it hard to get support through standard services. People with an intersectionality of support needs that extend beyond substance use are a demographic that would benefit from residential treatment but are finding it increasingly hard to access the specialist support then need. Without specialist care thousands of people every year are excluded from community and residential treatment. We must use our influence to advocate for equity of access to better support for people experiencing multiple disadvantages.

## Role Description for Board Members

### A Board member has three main responsibilities:

1. to exercise his/her fiduciary and legal responsibilities
2. to provide encouragement and leadership
3. to determine the overall direction of the organisation

### A Board Member's duties are:

1. to ensure that Phoenix Futures complies with all relevant legislation and regulations.
2. to ensure that Phoenix Futures applies its resources exclusively in the furtherance of its objects.
3. to contribute actively to the business of Phoenix Futures Board, giving clear strategic direction to the organisation, setting overall policy, and defining goals
4. to safeguard the good name, purpose, and values of Phoenix Futures
5. to ensure the effective and efficient administration of Phoenix Futures
6. to ensure the financial stability of the charity to protect and manage the property of the charity and to ensure the proper investment of the organisation's funds.
7. to appoint and support the Chief Executive of Phoenix Futures and monitor his/her performance in addition.
8. to use any specific knowledge or experience a Board Member may have as detailed in the person specification to help the Board reach sound decisions. This will include scrutinising committee reports, leading discussion, focusing on key issues, and providing advice and guidance as requested on new initiatives or other issues relevant to the areas of Phoenix Futures work in which he/she has special expertise.
9. It is expected that Phoenix Futures Board members will familiarise themselves with the work of the organisation and will undertake a range of activities which will enable them to discharge their responsibilities for safeguarding the long-term future of the charity.

### Responsibilities

The Chair and Board members have overall responsibility for the direction, management, and control of Phoenix Futures through involvement with strategy formulation and monitoring, risk management and internal control.

### Expectations As a Board Member

Board members will familiarise themselves with the work of the organisation and will undertake a range of activities which will enable them to discharge their responsibilities for safeguarding the long-term future of the charity.

All Board members are expected to attend all Board meetings, and committee meetings where they are a member, as well as the annual Strategy Review away day.

Board meetings are usually held in London. It is an expectation that all Board members visit services throughout the year. There may be some overnight stays required to facilitate these visits.

**Expenses** Phoenix Futures does not remunerate Board members but out of pocket expenses are reimbursed.

## Person Description for Board Members

<b>PERSONAL QUALITIES</b>	<b>Essential</b>	<b>Desirable</b>
1. Commitment to the ethos and values of Phoenix Futures	✓	
2. Commitment to equal opportunities and the promotion of diversity	✓	
3. Independence of thought and judgement	✓	
4. Ability to work as part of a team	✓	
5. Willingness to devote time, enthusiasm and effort to the duties and responsibilities of a trustee	✓	
6. Sound communication and interpersonal skills	✓	
<b>APTITUDE AND SKILLS</b>	<b>Essential</b>	<b>Desirable</b>
1. An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship	✓	
2. Ability to evaluate and interpret information	✓	
3. An understanding of issues affecting the voluntary sector		✓
4. Ability to play a strategic role to successfully effect change and meet the objectives of Phoenix Futures	✓	
<b>KNOWLEDGE AND EXPERIENCE</b>	<b>Essential</b>	<b>Desirable</b>
1. Senior management experience in a medium/large public sector/voluntary sector organisation		✓
2. Specific professional knowledge, experience and skills in senior financial management	✓	
3. Knowledge of good governance in the voluntary and/or housing sector		✓
<b>OTHER REQUIREMENTS</b>	<b>Essential</b>	<b>Desirable</b>
1. Willingness to attend meetings of the Board and other meetings as required, mostly in London	✓	
2. Willingness to undertake visits and other trustee responsibilities as required	✓	
3. Willingness to undertake training and participate in any evaluation of the Board's work	✓	

## **Terms of Reference**

### **Clinical Governance Sub Committee**

#### **Objective**

This committee will oversee the Clinical Governance and the effective implementation of the Quality Strategy for the organisation and feedback to the UK Board progress in this area on a regular basis.

#### **Membership**

It was agreed by the UK Board that there be four representatives from the Board of Phoenix Futures. The subcommittee will be quorate if there are two Board members present.

#### **Role**

- To ensure the effective implementation and management of evidence based and safe clinical practice as enshrined in recognised governance policies & procedures across all our services.
- Items of confidentiality will be added to the agenda as and when required and the Service User Representatives in attendance may/will not be able to attend that part of the meeting.
- To oversee the effectiveness of outcomes as agreed in the organisation's relevant Quality Strategy both externally and internally.
- To receive reports on serious incidents including investigations and consider the lessons learnt from these. The Committee will oversee and review the evidence that learning has been disseminated across the organisation.
- To get feedback on any issues on Health and Safety Committee and where relevant feedback these to the Board.
- The committee will regularly review and assure the implementation of the framework for and monitoring of the Clinical Governance (Quality) Strategy including audits and quality improvement cycles,
- To closely review the outcome of regulatory inspections, ensure lessons are learnt where relevant and ensure compliance with any notices issued
- To encourage innovation and new practice
- To provide regular updates to the UK Board

#### **Frequency of meetings**

Three meetings per year.

#### **Other Information**

All papers will be circulated one week prior to the meetings and the group will be serviced by the Quality Department. Copies of minutes of all meetings will be presented to the UK Board three times a year.



## **Timeline, Application Process and 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 how you fit the role description and person specification to Richard Hill Chair of the Board of Trustees via Laura White – [laura.white@phoenixfutures.org.uk](mailto:laura.white@phoenixfutures.org.uk)

The closing date for applications is 17<sup>th</sup> May 2024

We anticipate the interviews will be held in June and will be in person in London.