

# PHOENIX FUTURES

## Three Trustees (Two Finance and one HR) Candidate Brief

AA0601

September 2023

Managing Director  
Sarah Thewlis

[sat@thewlisgraham.com](mailto:sat@thewlisgraham.com)

# Contents

- 1. Welcome letter from Richard Hill – Chair of Board of Trustees**
- 2. About Phoenix Futures**
- 3. Role Description for Board Members and Expenses**
- 4. Audit and Control Committee Terms of Reference**
- 5. People and Remuneration Committee Terms of Reference**
- 6. Timeline, Application Process and How to Apply**
- 8. Diversity and Inclusion Monitoring**
- 9. How to Contact Us**

# 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 are able to support thousands of people every year to rebuild their lives.

We are looking to appoint three new trustees to our committed and engaged Board. Two finance trustees to be part of the audit and control committee and the investment committee, and one HR trustee to be part the People and Remuneration Committee.

Ideally these trustees would come with an understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship, along with specific professional knowledge, experience and skills in senior finance and HR roles.

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.

For a confidential conversation with Thewlis Graham Associates who are managing the process, please contact Sarah Thewlis, Managing Director on 0207 850 4781 or email: [applications@thewlisgraham.com](mailto:applications@thewlisgraham.com). Sarah will be happy to discuss this opportunity with you and answer any questions you may have.

Yours sincerely,

Richard Hill  
Chair of Phoenix Futures



# About Phoenix Futures

Phoenix Futures is a 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. 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.



## **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 UK 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.

As part of our 2023 to 2026 strategy **'Making Hope a Reality'** we aim to ensure our range of services are as inclusive possible. Therefore, we will be opening a new women-only service in autumn 2023. This new trauma-responsive service will help address the lack of specialist women's treatment services in the UK. The service is based in a property owned by our new subsidiary the Ley Community who joined the Phoenix Group in 2022.

We will be expanding our provision in Scotland through a new mixed-gender residential service in North East Scotland. This will mean that we expand our provision to seven residential services by the end of 2023/24.



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.

We have raised many of those issues with government and officials directly and fed into the UK drug strategy 'From Harm to Hope' and the Dame Carol Black review.

### **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 DEI 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 EDI Action plan and will be overseen by the Board of Trustees.



# 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
7. to protect and manage the property of the charity and to ensure the proper investment of the organisations funds
8. to appoint and support the Chief Executive of Phoenix Futures and monitor his/her performance
9. in addition, 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.
10. 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.





# About the role – condensed

## 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 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

PERSONAL QUALITIES	Essential	Desirable
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	✓	
APTITUDE AND SKILLS	Essential	Desirable
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	✓	
KNOWLEDGE AND EXPERIENCE	Essential	Desirable
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		✓
OTHER REQUIREMENTS	Essential	Desirable
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	✓	

# Audit and Control Committee

## Terms of Reference

### **Purpose of the Committee:**

The Audit & Control Committee takes delegated responsibility on behalf of the Board for ensuring there is a framework for accountability, for examining and reviewing all systems and methods of control both financial and otherwise including risk analysis and risk management.

The Committee is also responsible for ensuring that Phoenix Futures and its subsidiaries prepare their accounts in accordance with legislative and accounting requirements. The Committee has no generally delegated powers for decision-making. The Board of Phoenix Futures or any of its subsidiaries, by specific and individual decision, may delegate such power in single and discrete cases.

### **Specific terms of reference:**

1. The committee consists of such members of the Board of Phoenix Futures as may be nominated from time by time by the Board, one of whom will be nominated by the Board to be Chair. The Chair of the Board of Directors will not be a member of the Audit Committee although s/he may attend meetings.
2. The Committee will have no fewer than three members.
3. A quorum will be two members (who are also Board members).
4. The Board of Directors may co-opt members to the Committee who are not members of the Board.
5. The Director of Finance and Chief Executive will attend the meeting as a matter of course. Other staff may be required to attend from time to time.
6. The Committee will meet for a minimum of three times per year.
7. The Committee will report to the Board at the next Board meeting after a Committee meeting. The report will consist of a verbal report by the Chair of the Committee or another Committee member nominated by the Chair. A copy of the draft minutes of the Committee's meeting will be submitted to the Board at its next meeting following the meeting at which a verbal report was made.
8. The Committee will report 6-monthly to the Board on the effectiveness of internal controls (see below).
9. The Committee will monitor and oversee the following:
  - Matters relating to the external financial audit and statutory accounts of the organisation
  - The setting of an internal audit programme (which covers issues relating to compliance with procedure and statute as well as financial matters) for Phoenix Futures



# Audit and Control Committee

## Terms of Reference

- The process for identifying, evaluating, and managing significant risks faced by the organisation – the risk map
- The strategy and policy on fraud covering prevention, detection and reporting of fraud and the recovery of assets
- The identification of internal controls
- That internal controls are in place in relation to the following areas, and to determine that they are sufficient to safeguard the organisation from internal and external threat as well as ensuring compliance with statute: –
  - Staffing and delegation
  - Budgets and budgetary control
  - Financial controls
  - Financial viability
  - Safeguarding of assets
  - Housing management: compliance with statute and Homes England
  - Legal and regulatory compliance
  - Project risk appraisal
  - Information technology and information security
  - The hearing and resolution of any complaint made against the Board that does not specifically implicate the Audit & Control Committee or more than one of its members
  - Pensions
  - Approval of write offs of Housing debt
  - Investment of assets/cash
  - Capital expenditure not anticipated in the budget
  - Acquisition and disposal of property
  - IT strategy
  - Business Continuity and succession planning
  - Skills and competency for all Committee and Board members
  - Assets, Leases, Clawbacks and Liabilities register
  - Insurance renewal
  - Terms of reference
  - Governance
  - Delegated authorities
  - Adherence
  - Any other specific issues as may be delegated by the Board from time to time

The Committee will carry out a review of the budget and review of quarterly management accounts before submission to the Board.

# People and Remuneration Committee

## Terms of Reference

1. **People and Remuneration Committee** The committee consists of a Chair and such numbers of Board members as may be approved by the Board from time to time.
2. It has a quorum of two Board members.
3. The committee will meet at least three times a year.
4. The Chief Executive and The Director of People and Culture t will attend meetings as required.
5. The committee will report to the Board.
6. The committee's terms of reference fall under three broad headings:

### Workforce

- a) To ensure that the Organisation complies with current employment law in all aspects of employment.
- b) To review and monitor the People Strategy in support of the Corporate Strategy.
- c) To ensure that People and Culture policy and procedures follow good practice and support the achievement of business objectives.
- d) To monitor organisational People and Culture performance.

### Executive Team

- a) To determine the salary and other benefits of the Chief Executive and other Executives.
- b) In doing so to consult whatever sources of information are necessary to determine the current, relevant market rates for equivalent posts;
- c) To consider any terms and conditions of employment for the Chief Executive and other Executives that should be distinct from those of other employees;
- d) To report conclusions and recommendations to the Board for approval and implementation;

### Non-Executive Directors (Trustees)

- a) To determine action to be taken on a planned annual basis to recruit non-executive directors;
- b) To take advice as to the best methods for recruitment where necessary;
- c) To ensure that the skills register is up to date and revised in line with requirements;
- d) To take part in the actual recruitment of new non-executive directors;
- e) To recommend nominations to the Board for approval

# Timeline, Application process and How to apply

## Timeline

**28 September 4pm** – Applications close

**w/c 2 October** – Thewlis Graham consultant interviewing of interested candidates

**w/c 23 October** – Site visit (Oxford facilities) and meeting with key senior management

**Monday 6 November** – Trustee interviews

## Application Process

Thewlis Graham Associates will acknowledge all applications. These will be assessed against the criteria in the **Role Description and Terms of References sections** and the people who best meet these will be invited for interview with Thewlis Graham online.

Those candidates not invited to interview will be advised by email by end October. Longlisted candidates will be advised by email. After a consultation between Phoenix Futures and Thewlis Graham Associates a Shortlist will be drawn up and Shortlisted candidates invited for interview with the client. There will be a site visit plus the interviews at Canopi Borough, London.

## How to Apply

To apply for this position, please complete the three steps below, emailing your documentation to [applications@thewlisgraham.com](mailto:applications@thewlisgraham.com) quoting reference AAO601.

1. Email your CV in Word format.
2. Email your covering letter in Word format, to cover the following points:
  - A personal statement which fully addresses the criteria listed in the role description and terms of references sections, and why you are interested in joining Phoenix Futures.
  - The name, job title, organisation, email address and mobile number of two professional referees. (Please note referees will not be approached without your prior permission).
  - Confirmation that you are not disqualified under the Charities Act.
3. Complete the Diversity Monitoring form, see the next page.

Please ensure that you include your mobile phone number and email address in your application. Do not hesitate to contact Claire Drummond on 020 7850 4781 if you have any queries.

**If you would prefer to receive this candidate brief in a more accessible format, please contact us.**



# Diversity and Inclusion Monitoring

Diversity and inclusion monitoring is independent of the recruitment process but please do send a completed form with your application. Thewlis Graham Associates is committed to monitoring and analysing diversity information so that we can ensure that our processes are fair, transparent, promote equality of opportunity for all, and do not have an adverse impact on any particular group.

The link to this form is here: [click here](#). If you have any problems with this, please contact Tracey on: [tct@thewlisgraham.com](mailto:tct@thewlisgraham.com).

Any information provided on this form will be treated as strictly confidential and will be used for statistical purposes only. It will not be seen by anybody directly involved in the selection process. No information will be published or used in any way which allows any individual to be identified.

Thank you.

# Contact Us

**Thewlis Graham Associates**

**T. +44 (0)20 7850 4781**

**E. [enquiries@thewlisgraham.com](mailto:enquiries@thewlisgraham.com)**

**W: <https://www.thewlisgraham.com/>**

**60 Cannon St  
London  
EC4N 6NP**