

Information pack

Board member recruitment

Spring/Summer 2020



Spring/Summer 2020

Dear candidate

### Second Step – Board member recruitment

Thank you for your interest in this rewarding opportunity to join Second Step. I enclose the information that you will find helpful in completing your application. To apply please can you:

* provide an up-to-date CV which includes your contact details, education and vocational qualifications, any memberships of professional bodies, relevant career history including any non-executive experience, past and/or current;
* write a brief supporting statement setting out why you are applying, what experience you bring that equips you for the role and why think you might be the best candidate for Second Step. The information in your statement, and the way in which it is presented will form a key part of the shortlisting process;
* provide the names of two referees (we will only contact them if you are successful)
* complete the equal opportunities monitoring form (available as a separate document to download complete and return with your application).
* let us know if you cannot make the published interview date.

Once complete, please send your application (preferably in MS Word format) by email to Sue Manning: talent@foresthr.co.uk by noon on Friday 05 June 2020.

It is your responsibility to ensure that we receive your application. We acknowledge all applications. If you do not receive confirmation of receipt of your application from us within two days of sending, please call Heather on 07779 629 455 to ensure that it has arrived safely. You should also use a secure email address from which to send your application, as our system may filter out emails if it believes them to have been sent from unsecured sites. In order to avoid last-minute IT issues, we also suggest that you allow yourself ample time to submit your application in advance of the deadline.

Please contact me direct if you wish to have an informal discussion about the role or if you have any questions on 07939 269612, I will be delighted to speak to you.

We look forward to hearing from you and hope that you decide to apply.

Kind regards,



### Sue Manning

### Director, Forest HR Ltd



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# Welcome letter from the Chair

Spring/Summer 2020

Dear applicant

**Board member opportunities with Second Step**

Thank you for taking the time to find out more about our Board member vacancies.

Second Step promotes mental health and wellbeing by supporting people and communities to build brighter futures. Everyone at Second Step works with a shared vision and determination to achieve our aims and objectives. Importantly, we share the same values in everything we do. We are passionate, supportive, people-focused, respectful and inclusive and always act with the utmost integrity and professionalism. Hope is central to our work. We want to deliver services which build on people’s strengths, courage, resilience and dreams. Through this, we encourage empowerment, independence and responsibility.

Our roots are in Bristol, where we have worked for 30+ years, now our reach is across the West of England and Somerset, with ambitions further afield. We support more than 1,000 people at any one time. We form strong, collaborative relationships with the people who use our services, supporting them through difficult times and helping them discover new ways to become more independent and resilient.

The Board post is an exciting and influential role within Second Step, being a Board member of an organisation like ours can be demanding at times, but one thing is for sure it is always incredibly rewarding. Our Board is important in determining strategic direction.

The voluntary Board member vacancies provide opportunities for people that are keen to offer their skills and experience to a vibrant and growing not for profit organisation providing high quality and much needed services across the region. We are looking for additional board members to strengthen our Board. People with skills and experience in mental health, housing and homelessness will be particularly welcomed. We would also be particularly keen to recruit someone who has a good understanding of the Somerset social care/mental health landscape.

Whatever your skills, you will certainly be able to demonstrate that you will share in our vision, aims and values and be able to make a real contribution to the Board and leadership of Second Step.

I hope that the information in this pack, and on our website, will give you a feel for our amazing organisation and a sense of the great time this is to be joining us.

So, if you want to play a leading part in shaping the future of a fantastic organisation then we’d be delighted to hear from you and hope that you will choose to apply.

Yours faithfully,

Graham Russell, Chair

# Second Step - About us



Second Step is a leading mental health charity in the South West providing support, housing and hope to thousands of people with mental health problems. Based in Bristol, we also work in North Somerset, South Gloucestershire and in Bath and North East Somerset. In 2019 we started to deliver services in Somerset.

In 2017 we celebrated 30 years of putting mental health first for individuals and communities and are looking forward to building on this good work for the next 30 years.

We offer practical help and emotional support along with counselling and cutting-edge therapies tailored to each individual. We are delivering a wider range of services than ever before.

Our experience of working with Bristol’s significant population of rough sleepers means we are well placed to offer skilled support to people with multiple and complex needs including homelessness, drug or alcohol addiction.

We also offer support services for those whose mental health problems have left them isolated and alone in their own communities.

We believe that with the right support, everyone can take control and make their future their own.

We are the lead organisation for an innovative Bristol programme called Golden Key. Now in the sixth year of eight years, we are working with a wide range of partners to make real system change for the most vulnerable people, who to date are the furthest away from services. Not only are we enabling change for the person, we are tackling systemic issues.



# Briefing for potential applicants



**Briefing for potential applicants**

 **Board member opportunities**

**Introduction**

Established in 1987 Second Step is rooted in Bristol working across the South West of England. Second Step provides community mental health and wellbeing support across the region.

Our services are recovery and strength based and psychologically and trauma informed, which complement other agencies. We support people with common mental health issues and people with more severe needs, specialising in those with complex needs.

We work holistically with people, signposting and navigating into other services and providing practical support such as housing in some services. Our aim is that every contact matters, providing support today and developing skills for tomorrow to enable and empower people. We aim to build resilience, self-agency, empowering people through developing self-management skills, peer support and community connectedness.

Our continued focus is on outcomes: the sustainable long-term positive changes a person can achieve.

We work actively within the mental health, homelessness and complex needs sectors, locally and nationally. As the lead agency for Bristol’s Golden Key Programme, we are working with partners to transform services for people with complex needs. Taking a system wide perspective, understanding blocks and barriers and listening to service user experience enables Second Step to understand and address system issues. Second Step is informing and enabling system change to achieve better outcomes for vulnerable people.

**What we do**

Second Step’s current business comes from a range of sources, most significantly

via the Local Authorities and the NHS. We also receive funding through the Bristol, North Somerset and South Gloucestershire Clinical Commissioning Group (CCG). We are also commissioned by the CCG to deliver a Bristol Community Rehabilitation Service. Avon and Wiltshire Partnership Board (AWP) is the lead agency for Community Mental Health Services. Second Step is the lead agency for Community Rehabilitation, which we deliver in partnership with AWP and Missing Link. The partnership arrangements require us to build and maintain good relationships externally and also provide further growth opportunities.

We have recently been awarded a joint contract with Avon and Wiltshire Partnership Board (AWP) to deliver Specialist Community Forensic Services in Bristol, forming part of the MDT to support people to maintain independence once back in the community

Most recently, we have expanded our geographical presence and now deliver ‘Step Together’; a complex needs service for people across Somerset. We are also now a part of the Somerset Alliance, a partnership of multiple organisations recently successful in securing funding from the NHS Community Mental Health Transformation Fund.

We are also implementing the ‘Safe Haven’ Centre in Weston Super Mare with a launch date of May 2020. The service will provide a safe and welcoming space for people aged 16+ years experiencing acute emotional distress. We are working closely with our CCG commissioners and our partners to deliver an effective centre that meets the needs of people in North Somerset.

There are challenges for the sector with Local Authority and NHS budget pressures and the continued need to deliver more cost efficient and cost effective services. Our business model continues to be developed with the potential for more collaboration with partners across the South West.

**National Lottery Community Fund – Golden Key Programme**

Second Step is the lead agency for an eight year Strategic Programme funded by the National Lottery Community Fund. In Bristol this is called the Golden Key Programme and it involves improving services for people with multiple and complex needs (homelessness, mental health, drug and alcohol *and* offending). The aim of the Programme is to identify and remove blocks and barriers; and to deliver substantial system and cultural change for Bristol to ensure this client group receives better coordinated services, tailored to their needs. It is overseen by a Partnership Board of other service providers, commissioners and people with lived experience.

Please see the [Golden Key Impact report 2018/2019](http://www.goldenkeybristol.org.uk/sites/default/files/downloads/GK_impact_2019_v6FINAL-sm.pdf) for more information

**Second Step information**

Please see our [Impact Report 2018/2019 ‘Changing Up’](https://www.second-step.co.uk/wp-content/uploads/2019/10/ImpactReport201819FINAL.pdf) and our [Strategic Plan 2019 – 2022 ‘Raising Ambitions’](https://www.second-step.co.uk/raising-ambitions-second-steps-strategic-plan-2019-22/) to give a flavor of our journey so far and plans in the coming few years.

Board membership currently comprises a paid Chair, ten Voluntary Members, plus two Executive

Members and two places for Second Step Clients/Carers.

**The future**

This is an exciting time to be part of Second Step as we move more into the health

sector and consolidate our current services, including those services working with homelessness and complex needs. The Board need to ensure that our Governance arrangements and ways of managing Second Step are tailored to meet current and future demands, whilst retaining the values, mission and vision of the organisation.



# Role profile – Board member

**Responsible to:** The Chair of the Board and Second Step Board members.

**Overall responsibilities:** To work with other Board members to determine the strategic direction of Second Step, to direct the affairs of the organisation and to share responsibility for Board decisions. To act in the best interests of Second Step and its clients to ensure that it is a sustainable organisation that delivers high quality services.

**Key accountabilities for the Board:**

1. Ensure that appropriate business and financial plans and budgets are in place, in line with Financial and Statutory Regulations, and enable Second Step to achieve its vision, aims and objectives.
2. Ensure that appropriate policies, procedures and governance arrangements are in place, discussed, agreed, updated and complied with, as required to enable Second Step to meet its obligations as an employer and service provider.
3. Ensure that effective financial control and risk management takes place across the business including appropriate awareness, reporting, monitoring and action.
4. Ensure that Board business is conducted efficiently and effectively through appropriate systems of delegation and a sound framework of control to enable business to be carried out between Board meetings, and to ensure that the Board monitors the use of delegated powers.
5. Ensure that the Board receives professional advice as and when required, and that the organisation’s affairs are conducted lawfully and in accordance with generally accepted standards of performance and propriety.
6. Ensure that Second Step is well governed and participate in decisions delegated to the Board with the advice of the Chair, Chief executive and colleague Board members.
7. Act in partnership and effectively with senior managers and key partners.
8. To receive appropriate reports and information from the Chief Executive and Senior Managers to enable the Board to monitor performance against objectives, plans, budgets, controls and decisions.
9. Represent Second Step as an ambassador.
10. Contribute effectively to the self-appraisal process for the Board.

|  |  |
| --- | --- |
| **Competence required:** | **Criteria** |
| **Experience** | * Success in contributing to decision making at a strategic level
* Motivating people to deliver a vision, aims and objectives
* Senior professional and/or management experience, including business planning and budgeting.
 |
| **Knowledge,****Skills, and****Ability** | Members may not have all of the knowledge, skills and abilities listed below but will ideally offer several of the qualities to be able to add value and breadth to the Board.* Understanding of governance arrangements in the not for profit, charitable, NHS, statutory or social enterprise sectors
* Able to analyse business information, guide rational decision making and able to develop and work towards medium and long term plans
* Creates and maintains strong partnerships and working relationships
* Creates and maintains strong partnerships and working re Board of trustees, Chief Executive and senior management
* Enabling and supporting style with the ability to challenge when appropriate
* Works effectively with a wide range of stakeholders at all levels, including working with diverse customers and local communities
* Relevant professional experience, (for example finance, mental health and business) and networks that will add value to the organisation
* Good business planning and organisational skills
* Business and commercial acumen relevant to being part of an organisation navigating a period of growth and new business challenges
* Demonstrable commitment to mental health and equalities agenda.
 |
| **Personal style****and behaviour** | * Shares the values and ethos of Second Step
* Has personal and professional credibility
* Possesses the ability to assess and interpret a wide range of stakeholder interests and requirements, and balance them effectively
* Can act as an ambassador in an open, engaging and positive manner
* Has the time and commitment to effectively discharge the responsibilities of the post.
 |

# Person specification – Board member



*(For information purposes only)*

# Key terms and conditions (For information purposes only)

# cid:21FF9C3F-8526-4CB0-9BDB-839557A9277F@Hitronhub.home

|  |  |
| --- | --- |
| **The Second****Step Board** | Second Step has provision for a Board membership of up to 15 members.Currently the Board operates with 12 members, led by the Chair, comprising:* One paid Chair and seven Board members offering a range of relevant skills and experience
* Three service user places (all currently vacant)
* Two Senior Team Members: Chief Executive & Director of Finance & IT

The sub-Committees of the Board are:* Business Development, Audit & Finance Committee which is Chaired by a nominated member of the Board
* Service Quality Committee which is currently Chaired by the Vice Chair of the Board.
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| **Frequency and****time of****meetings** | The Board meets quarterly and holds at least two Board development away days. Every Board member is also a member of one sub-committee, which meet quarterly.There are also various other meetings, events and training and the time commitment, including reading and preparation time for meetings, is estimated to be an average of one day per month. |
| **Remuneration** | The Board member role is a voluntary, unpaid post. |
| **Expenses** | Second Step reimburses all members for reasonable expenses incurred in the course of fulfilling their Board member duties.  |
| **Who can apply** | Applications are welcome from anyone able to demonstrate the appropriate skills, experience and qualities for the posts. We are particularly seeking applicants with a knowledge of mental health, housing/homelessness, knowledge of Somerset health and social care landscape.We cannot consider applications from people who are Second Step employees or who are previous members who have left the Board within the last year.  |
| **Period of office** | People are able to serve up to two terms of three years in office which is a maximum of six years.  |



# Key dates for the recruitment process

|  |  |
| --- | --- |
| **How to apply:** | Apply by providing a CV, brief supporting statement and completing the equal opportunity monitoring form.Send to talent@foresthr.co.uk |
| **Closing date:**  | Noon, Friday, 05 June 2020  |
| **Interviews:**  | w/c Monday 15 JuneThe interviews are likely to be held by video conferencing and support will be provided in advance to ensure all goes smoothly. |

**Equal Opportunities Monitoring Form**

Second Step is committed to pursuing a non-discriminatory recruitment policy. In order to ensure that we are treating everyone fairly and equally we need to collect and monitor certain information about all applicants. We would be grateful if you could help us with this by completing the following questions.

**Any information you give to Second Step on this page will be treated in the strictest confidence.**

**A Ethnic Origin:** Do you consider yourself to be:

**White** British  Irish  Gypsy Traveler  Other White 

 If ticked **Other White** would you consider yourself to be: **Eastern European** 

**Mixed** Caribbean Mixed Black African (Not Somali)  Mixed Asian  Mixed Other 

**Asian** Indian  Pakistani  Bangladeshi  Chinese  Other Asian Background 

**Black British** African (Not Somali)  Caribbean  Any Other Black Background 

 If ticked **Any Other Black Background** would you consider yourself to be **Somali** 

**Other Ethnic Group** Arab Other Ethnic Group

 If you ticked **Other Ethnic Group** would you consider yourself to be:

 Iranian  Iraqi  Kurdish  Turkish 

**Refused** 

**B Gender:** Do you consider yourself to be:

Male  Female 

**C Transgender:** Do you consider yourself to be transgender:

Yes  No  Prefer not to say

**D Sexuality:** Do you consider yourself to be:

 Gay/Lesbian  Heterosexual  Bisexual  Do not wish to state 

**E Disability:** Do you consider yourself to be:

**Impaired:** Physically  Visually  Audibly 

**Other:** Deaf BSL User  Learning Difficulties  Specific LD e.g. Dyslexia 

 Mental Health  Health Condition e.g. HIV MS, Cancer 

 **Not Disabled**  **Don’t Know**  **Prefer not to say** 

**F Faith:** Do you consider yourself to be:

Buddhist  Christian  Sikh  Hindu 

Jewish  Muslim  None  Other  Prefer not to state 

**If you have chosen not to complete this page, your application will not be affected in anyway.**

**Thank you.**