



# Sussex Emmaus

# TRUSTEE RECRUITMENT PACK

# 2024

Sussex Emmaus, Drove Road, Portslade, BN41 2PA

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## Welcome from the Chair

Emmaus Sussex is a thriving community of companion residents who have been homeless, paid staff, volunteers and trustees as well as a network of local people and organisations who support our work.

There are always challenges to be overcome to deliver the range and quality of accommodation and support that we want to, part funded by our retail social enterprises. Our trustees contribute significant time and effort to the running of the charity. We value the diversity of ideas and skills that trustees can bring and have a range of committees and areas of focused responsibility. We need people who support our values, can challenge constructively, who can work collaboratively, and who want to drive our vision and mission forward.

Thank you for your interest in our Board of Trustees.

Whether you decide to apply or not, I hope you will be an ally to our charity and the important work we do.

Your sincerely,

*Rosemary Friggens*

Chair of Sussex Emmaus

## About us

We are based on a large site in Portslade and provide accommodation and meaningful work opportunities for up to 58 people with lived experience of homelessness and social isolation. We are different from other homelessness organisations, in that we provide a home for as long as someone needs it, along with meaningful full-time work in our Community businesses mostly on-site.

Our social enterprises not only provide a variety of sales channels for our donated goods and different reasons to visit our site as customers, they also create a multitude of roles and teams within which Companions can learn different skills – from catering to retailing, transport to maintenance, pricing to customer service.

This stable environment is often just the support Companions need to rebuild their lives. Through structure and learning new skills to help regain confidence, and by addressing any issues that may have led to them becoming homeless, they can find a long-term way to overcome homelessness. For many, the opportunity of a home and meaningful work are life savers, a warm and dry place where they can feel safe and secure and will no longer have to worry about where they are going to sleep each night. Living within a community of peers provides friendship and support, helping to reduce loneliness and social isolation.

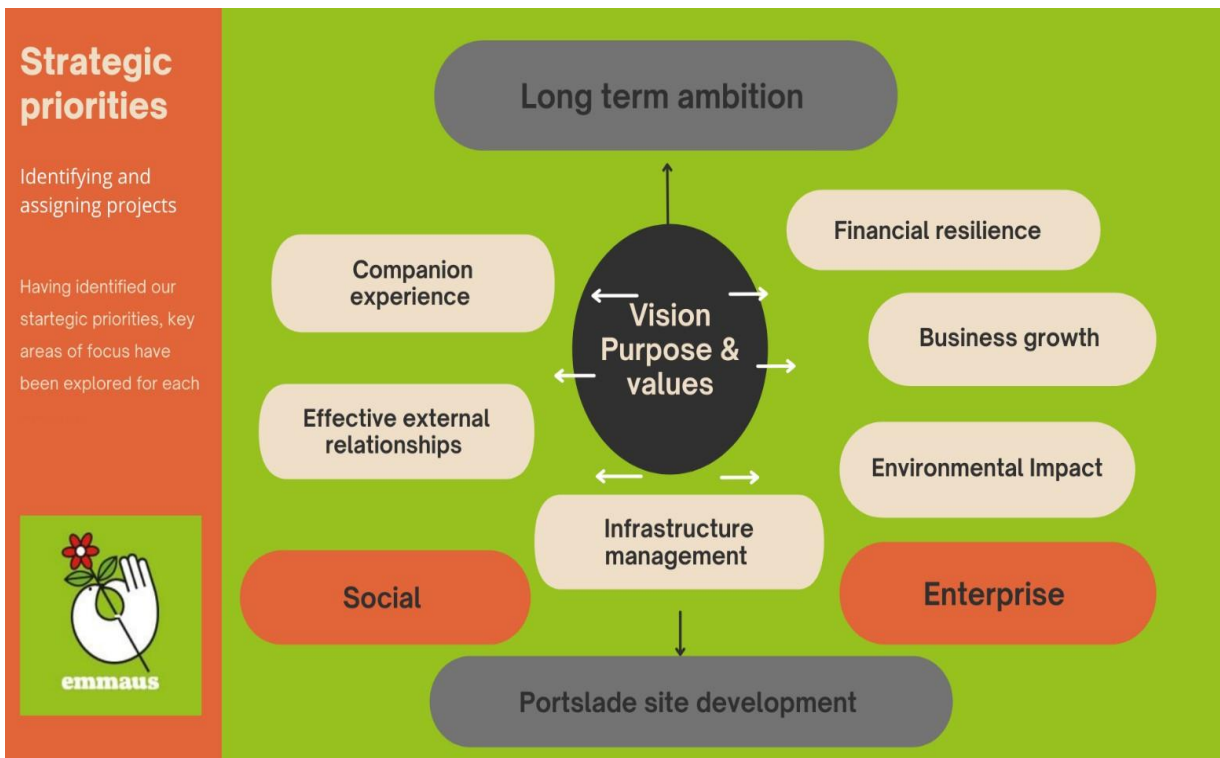
Our Community businesses, commercial rental income and donations generate well over half of annual operating income. The rest comes from Housing Benefit contributions and fundraising. These combined revenue streams help us to provide Companions with the basics of what they need whilst they are with us. We will never have enough resources to do all the things we want to do. Raising the funding we rely on is increasingly competitive in today’s world (both charity and retail). The scale of our business and Community logistics and the reality of meeting Companion needs creates an unpredictable and often urgent environment.

Our service users –referred to as Companions - living at the Sussex Emmaus Community are directly involved and play a vital role in the day to day running of the charity.

## Who We Are

- 57 resident companions
- 16 paid staff
- 50+ volunteers
- 10 Trustees

## Our Strategic Priorities





## Becoming a Trustee

We are currently looking for a new trustees to add to the strength of our board, who are dedicated to helping the charity make a positive impact on the lives of our service users.

**Skills required:** We are seeking someone with experience in charity governance, the general skills and aptitude needed in order to carry out the role of a trustee (see Role Description below).

In addition or combined with this role, we are also looking for someone with the competencies to provide leadership to the Board on EDI.

All new trustees will receive an induction and support from existing trustees and the senior management team.

**Time commitment:** The contribution from

Trustees varies depending on their availability and the need for their specialist input but it is expected that on average of 12 days per year will be needed for trustees to carry out their role. This includes preparing for and attending board and committee meetings, participating in key community events and strategy discussions, and being a visible face for the charity to both service users and donors. We will aim to hold meetings at times that best suit trustees and use different technologies to ensure that attending meetings does not become a barrier to involvement.

**Expenses** Whilst the role is unpaid, we do not want this to be a barrier to anyone applying and we will pay reasonable expenses if needed on receipt of appropriate receipts e.g. train travel.

## Trustee overall responsibilities

- Ensure Sussex Emmaus complies with its governing document, charity law, company law and any other relevant legislation or regulations..



- Ensure Sussex Emmaus pursues its objects as defined in its governing document. Maintain proper financial control and ensure that it applies its resources exclusively in pursuing its objects.
- To work with the CEO to develop strategy, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets.
- Please read Appendix 1 Charity Commission Guidance on 'The Essential Trustee: what you need to know, and what you need to do'

## Trustee specific responsibilities

- **Governance:**
  - To attend board meetings and participate in decision making of the Board.
  - To be a member of committees of the Board as agreed.
  - To regularly evaluate the appropriateness and effectiveness of the Board.
  - To ensure that the organisation's policies are in line with current legislation and good practice.
- **Financial:**
  - To approve and regularly review the organisation's budget.
  - To ensure that the organisation is financially structured for optimum strength.
  - To ensure that all published reports adequately reflect the nature of the organisation and its financial health.
  - To comply with the organisation's conflict of interest policy.
  - To appoint independent auditors and approve audited accounts.
- **Leadership:**
  - To develop and approve the organisation's vision and values.
  - To promote the reputation of the organisation.
  - To provide the strategic leadership necessary for all staff to deliver high quality services at all times.
  - To represent the organisation at public events.

- **Strategy**
  - To regularly assess the environment and develop the organisation's corporate objectives.
  - To agree the annual business plan implementing the corporate objectives.
  - To review and agree any major changes to the organisation e.g. sale of assets or development of new enterprises.
  
- **Performance management**
  - To monitor and assess the organisation's results in relation to the agreed corporate objectives, budget and business plan
  
- **Risk management**
  - To maintain a robust overview of the principal risks facing the charity.
  - To exercise scrutiny over the charity's risk management systems. Executive performance monitoring and remuneration
  - To recruit and support the Chief Executive.
  - To monitor performance of the Chief Executive and maintain an overview of Senior Leadership Team performance.
  - To establish remuneration policy for the Chief Executive and Senior Leadership Team.
  
- **Other duties**
  - Use any specific skills, knowledge or experience they have to help the Board reach sound decisions.
  - Act reasonably and prudently in all matters relating to the charity and always bear the interests of Sussex Emmaus in mind.
  - As a member of the Board, be responsible and liable for the governance and functioning of the charity.
  - To ensure that intangible assets such as organisational knowledge and expertise, intellectual property, the charity's good name and reputation, etc, are properly valued, utilised and safeguarded

## Recruitment Process



## Application process

Candidates need to complete a CV and an application letter, setting out details about themselves and their suitability for trusteeship. It helps us contact applicants promptly if a number of contact details can be included within the letter (e.g. home and mobile telephone numbers, email address, and postal address). **Please send these to Julika Huether, contact@emmausbrighton.co.uk**

NB Applicants will need to confirm that they are Fit and Proper Persons to be Trustees and are not excluded for any of the reasons listed in Appendix 2.

## Shortlisting

Applications will be reviewed by the Chair in the first instance. Candidates who, on the basis of their application meet the criteria, will be invited to attend an informal and then formal interview.

## Interview process

Interviews will take place with current trustees and sometimes companions (service users). Within a day or so of the interviews being held, candidates will be contacted to let them know if they have been successful.

NB - At this stage candidates will be asked for details of two contacts who we can approach for references for suitability to be an Emmaus trustee.

Successful applicants will also be required to undertake a DBS (criminal record) check to establish credentials.

## Appointment process

New appointments will be formally announced at our Annual General Meeting (AGM) in the Autumn. Within three working days following the AGM all candidates will be formally informed of the outcome. Successful candidates will be invited to join the board and appropriate induction arrangements made.

If recruitment is mid-year, new members will be co-opted to work with the board pending formal appointment at the next AGM.

## Induction



New trustees will be expected to engage with a series of induction meetings and reading materials and will be offered the informal support of another trustee acting as a buddy for the first 6 months.

## The Emmaus Board

Our current trustees are:

Rosemary Friggens (Chair)

Aidan Berry

Bill Bucher

Emily Cronin

James Cunningham

Jacque Findlay

Fran Harrison

Pam Mitchell

Kit Wheeler

Giles Witcomb

Trustees can serve up to three terms of office (of three years each). The board has a Chair and two Vice Chairs and is supported in its work by several committees: Strategy, General Purposes, Health and Safety, HR, Business and Income Generation, and Companion Strategy with other task and finish groups as required. These sub groups provide an opportunity to engage in more detailed scrutiny and discussion of the charity's work than would otherwise be possible in an ordinary board meeting. The committee and groups are chaired by a trustee and comprise a small number of trustees with staff and, in some cases, service users attending.

While it is important that trustees understand and meet their fiduciary duty, we also want trustees to enjoy their experience, to feel they are making a positive difference to the charity's key service users and staff, and by the end of their period as a trustee feel that the whole experience has been worth it.

## Appendix 1 – Charity Commission Trustee Role Description

- 1. With other trustees to hold the charity 'in trust' for current and future beneficiaries by:**



- Ensuring that the charity has a clear vision, mission and strategic direction and is focused on achieving these
  - Being responsible for the performance of the charity and for its culture
  - Ensuring that the charity complies with all legal and regulatory requirements
  - Acting as guardians of the charity's assets, both tangible and intangible, taking all due care over their security, deployment and proper application
  - Ensuring that the charity's governance is of the highest possible standard
  - Ensuring that the charity has a clear vision, mission and strategic direction and is focused on achieving these
- 2. To work in partnership with other trustees, the chief executive and other senior staff to ensure that:**
- The charity has a clear vision, mission and strategic plan that have been agreed by the board, and that there is a common understanding of these by trustees and staff
  - The business, operational and other plans support the vision, mission and strategic priorities
  - The Leadership Team reinforce the vision, mission and strategic priorities
  - The chief executive's annual and longer term objectives and targets support the achievement of the vision, mission and strategic priorities
  - Board policies support the vision, mission and strategic priorities
- 3. There are effective mechanisms:**
- To listen to the views of current and future beneficiaries
  - To review the external environment for changes that might affect the charity
  - To reassess the need for the charity and for the services it provides, or could provide
  - To review regularly its strategic plans and priorities
- 4. Duties and tasks to fulfil the five key responsibilities of trustees:**
- Being responsible, with the other trustees, for the performance of the charity and for its culture
  - To agree the method for measuring objectively the progress of the charity in relation to its vision, mission, strategic objectives/priorities, business plan and annual targets, and to receive regular reports on the performance of the charity

- To ensure that the fundamental values and guiding principles of the charity are articulated and reflected throughout the charity
- To ensure that views of beneficiaries on the performance of the charity are regularly gathered and considered by the board

**5. To manage the chief executive:**

- To set their terms and conditions and to ensure that the chief executive and the charity invest in the chief executive's ongoing professional development
- To receive regular reports from the chief executive on progress towards agreed strategic priorities
- To hold the chief executive to account for the management and administration of the charity
- To ensure that the chief executive receives regular, constructive feedback on his/her performance in managing the charity and in meeting his/her annual and longer-term targets and objectives
- To ensure that the chief executive develops a learning organisation and that all staff, both paid and unpaid, review their own performance and regularly receive feedback.

**6. To articulate the values of the charity:**

- To agree and review board policies
- To ensure that there are mechanisms for beneficiaries, employees, volunteers, other individuals, groups or organisations to bring to the attention of the trustees any activities that threaten the probity of the charity

**7. Ensuring that the charity complies with all legal and regulatory requirements:**

- To be aware of, and to ensure that the charity complies with, all legal, regulatory and statutory requirements
- To maintain familiarity with the rules and constitution that govern the charity, to ensure that the charity complies with its governing instructions and to review the governing instruments regularly If the charity has powers to delegate, to agree the levels of delegated authority, to ensure that these are recorded in writing by means of minutes, terms of reference for board committees and sub-committees, role descriptions for honorary officers, trustees and key staff, etc, and to ensure that there are clear reporting procedures which are also recorded in writing and complied with

- To ensure that the responsibilities delegated to the chief executive are clearly expressed and understood, and directions given to them come from the board as a whole

**8. Being guardians of all the charity's assets, both tangible and intangible, taking all due care over their security, deployment and proper application:**

- To ensure that the charity has satisfactory control systems and procedures for holding in trust for the beneficiaries all monies, properties and other assets and to ensure that monies are invested to the maximum benefit of the charity, within the constraints of the law and ethical and other policies laid down by the board
- To ensure that the major risks to which the charity is exposed are reviewed annually and that systems have been established to mitigate or minimise these risks
- To ensure that the income and property of the charity is applied for the purposes set out in the governing document and for no other purpose, and with complete fairness between persons who are properly qualified to benefit
- To act reasonably, prudently and collectively in all matters relating to the charity and always to act in the interests of the charity
- To be accountable for the solvency and continuing effectiveness of the charity and the preservation of its endowments
- To exercise effective overall control of the charity's financial affairs and to ensure that the way in which the charity is administered is not open to abuse by unscrupulous associates, employees or volunteers; and that the systems of control are rigorous and constantly maintained through regular evaluation and improvement in the light of experience
- To know on a continuing basis what condition the charity's property and land are in, if its boundaries are being encroached upon, what can be done with it and how it is or should be used, in particular, to ensure that any property which is a permanent endowment is preserved and invested in such a way as to produce a good income while at the same time safeguarding the real value of the capital
- To ensure that all income due to the charity is received and that all tax benefit are obtained and all rating relief due is claimed

**9. Ensuring that the charity's governance is of the highest possible standard:**

- To ensure that the charity has a governance structure that is appropriate to a charity of its size/complexity, stage of development, and its charitable objects, and that enables the trustees to fulfil their responsibilities
- To reflect annually on the board's performance and your own performance as a trustee

- To ensure that the trustee board has the skills required to govern the charity well, and has access to relevant external professional advice and expertise
- To ensure that there is a systematic, open and fair procedure for the recruitment or co-option of trustees
- To ensure that there are succession plans for the chair and chief executive To participate in individual and collective development and training of trustees
- To abide by the code of conduct for trustees To ensure that major decisions and board policies are made by the trustees acting collectively

## **Appendix 2 – Regulated requirements/exclusions for Trustees**

### **A. Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.**

Although Sussex Emmaus is not Regulated by CQC, as an organisation offering support to vulnerable people we are committed to ensure that our trustees meet the criteria of ‘Fit and Proper Persons’ being of “good character, possess the right competencies and skills and be physically and mentally fit to do the job”.

### **B. Charity Commission Exclusions from holding a trustee position**

1. You have an unspent conviction for any of the following:

- a. an offence involving deception or dishonesty
- b. a terrorism offence: i. to which Part 4 of the Counter-Terrorism Act 2008 applies ii. under sections 13 or 19 of the Terrorism Act 2000
- c. a money laundering offence within the meaning of section 415 of the Proceeds of Crime Act 2002 d.
- a bribery offence under sections 1, 2, 6 or 7 of the Bribery Act 2010 e. an offence of contravening a Commission Order or Direction under section 77 of the Charities Act 2011
- f. an offence of misconduct in public office, perjury or perverting the course of justice
- g. In relation to the above offences, an offence of: attempt, conspiracy, or incitement to commit the offence; aiding, or abetting, counselling or procuring the commission of the offence; or, under Part 2 of the Serious Crime Act 2007 (encouraging or assisting) in relation to the offence.

2. You are on the sex offenders register (ie. subject to notification requirements of Part 2 of the Sexual Offences Act 2003).

3. You have an unspent sanction for contempt of court for making, or causing to be made, a false statement or for making, or causing to be made, a false statement in a document verified by a statement of truth.
4. You have been found guilty of disobedience to an order or direction of the Commission under section 336(1) of the Charities Act 2011.
5. You are a designated person for the purposes of Part 1 of the Terrorist Asset, Freezing etc. Act 2010, or the Al Qaida (Asset Freezing) Regulations 2011.
6. You have previously been removed as an officer, agent or employee of a charity by the Charity Commission, the Scottish charity regulator, or the High Court due to misconduct or mismanagement.
7. You have previously been removed as a trustee of a charity by the Charity Commission, the Scottish charity regulator, or the High Court due to misconduct or mismanagement.
8. You have been removed from management or control of anybody under section s34(5)(e) of the Charities and Trustee Investment (Scotland) Act 2005 (or earlier legislation).
9. You are disqualified from being a company director, or have given a disqualification undertaking, and leave has not been granted (as described in section 180 of the Charities Act) for you to act as director of the charity.
10. You are currently declared bankrupt (or subject to bankruptcy restrictions or an interim order).
11. You have an individual voluntary arrangement (IVA) to pay off debts with creditors.
12. You are subject to a moratorium period under a debt relief order, or a debt relief restrictions order, or an interim order.
13. You are subject to an order made under s.429(2) of the Insolvency Act 1986. (Failure to pay under a County Court Administration Order.) section's 178 and 180 of the Charities Act 2011 disqualifies anyone who: a. Has been convicted of an offence involving deception or dishonesty, unless the conviction is spent. b. Is an undischarged bankrupt. c. Has previously been removed from Trusteeship of a charity by the court or the Charity Commissioners. d. Is under a disqualification order under the Company Directors Disqualification Act 1986.
14. Anyone who has entered into a composition or arrangement with their creditors which includes an individual voluntary arrangement (IVA) and is currently on the Insolvency Service Register.
15. It is an offence to act as a charity Trustee while disqualified unless the Charity Commission has given a waiver under Section 181 of the Charities Act 2011 Exclusions from holding Trustee positions

**C. Criminal Record Check (Disclosure and Barring)**



## Trustee Recruitment pack

For trustees at Sussex Emmaus we require a standard check, which shows any spent and unspent convictions, cautions, reprimands and final warnings.

In some circumstances, a criminal record even if with spent convictions, may be a bar to a trustee position at SE under the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975.