

NON EXECUTIVE DIRECTOR & TRUSTEE RECRUITMENT PACK



TSH

EMERGING
FUTURES

WELCOME

Thank you for your interest in becoming a trustee/non-executive director at the Emerging Futures CIC and Thrive Social Housing group. It's great that you're considering applying.

Emerging Futures CIC was founded in 2014 by Ray Jenkins. Ray used his extensive experience in the substance misuse field and passionate belief that people can change to build an organisation that supports and nurtures people striving to overcome addiction.

We know the individual and personal cost of addiction is too high. Where we fail to support people with addiction the price of failure is not only a personal cost, but also a societal one. From a financial perspective, the recent [Dame Carol Black review](#) estimated that cost at £20 billion a year in England alone.

If we can help more people change their lives for the better, we not only make life better for each individual we help, but also produce a positive change for society as a whole.

As a highly effective and well-respected player in our sector, this is an exciting time for Emerging Futures. We have a well-established approach, strong partnerships, and a track record of helping people change their lives for the better. In 2020 we incorporated a charity, Thrive Social Housing,

which enables us to purchase property to use as supported housing. Our staff team has now reached over 250, and our turnover will grow to £14m this year.

This year, after ten years leading the organisation, Ray Jenkin's stepped down as CEO. His successor, Claire Bloor, joined Emerging Futures in April 2024. Over the coming year we will be developing our new strategic vision to allow us to change even more lives for the better over the next decade.

The government's ten-year drugs strategy, [From Harm to Hope](#), has unlocked new funding to strengthen drug treatment and recovery services, and set new commissioning standards in the health and social care sector. This new investment, and the rising expectations it will bring, are a great opportunity. To meet this challenge, at Emerging Futures we are blending safe and secure housing, mental health support for addiction, and employment pathways to build recovery communities. Our [Impact Matters reviews](#) show the progress we have made so far, and our plans for the future.

Tom Ebbutt
Chair



ABOUT US

THE EMERGING FUTURES CIC AND THRIVE SOCIAL HOUSING GROUP

Emerging Futures is a CIC and a subsidiary of the charity Thrive Social Housing (TSH).

The Emerging Futures CIC and Thrive Social Housing group inspire and empower people affected by addiction to make positive changes to their lives. We believe in equality, social justice, and strive to overcome the stigma associated with substance misuse so that everyone feels valued and respected.

Thrive Social Housing (TSH) was established as a registered charity in 2021, and we are using social investment funding to grow and diversify our property portfolio to provide stable, high-quality homes for more people.

In 2022, a 10-year social finance loan from Social and Sustainable Capital (SASC) enabled TSH to purchase 10 properties as social housing stock. These properties are now being used in the group by Emerging Futures CIC to deliver much-needed recovery and housing services in Lancashire, Hertfordshire and Cheshire East.

Being the owner of property in our portfolio means that we can control the quality, health and safety of housing for our residents, together with ensuring its longevity.

OUR VISION

Change is not easy, but we believe most people can and will succeed in achieving their goals if they have three key assets:

Someone or something to love

Something positive to do

Somewhere safe to live

OUR VALUES

Respect: listening to people and treating them with dignity.

Integrity: being honest and open with others, and providing a voice for those who are experts by experience.

Accountability: taking purpose-driven action, owning our decisions and remaining flexible as we grow.



OUR SCOPE



HOUSING

We currently manage 72 houses with 405 bedspaces.

In 2021/22:

We supported over

1,000

people in our houses.

727

residents moved on from our supported accommodation with

428

people moving in a planned way.

BEHAVIOUR CHANGE

In 2021/22:

4,608

people attended

12,475

of our behaviour change sessions.

Our staff also delivered

3,750

additional recovery and support sessions to individuals.

COACHING

To date 805 people have achieved nationally recognised coaching qualifications through training we have provided.

In 2021/22:

Coaching training produced a return on investment of circa

£189k

or £1,719 for each individual accredited coach.

Every £1 that we invest in coaching provides a return of

£9.03

in direct savings in public expenditure.

A WORKFORCE OF LIVED EXPERIENCE

Emerging Futures has always recognised the value that people with lived experience bring to the health and social care workforce. The coaching training we offer produces a steady stream of committed workers who combine their personal knowledge with professional skills to inspire others starting out on their recovery journey.

Dame Carol Black recently highlighted the potential role of people with lived experience as a solution to current skills shortages and low morale in the drug treatment and recovery workforce (see Independent Review of Drugs 2021). Our work in this area is sector leading, through both our well-established coaching training programme and our clear routes into volunteering, further training and paid employment for former service users.



“Ever since I started as a coach, I haven’t looked back. Giving something back helped cement my own recovery – it reminded me there are people out there who need what I’ve got to give.”

Emerging Futures recovery coach

ORGANISATIONAL STRUCTURE

OUR BOARD

Emerging Futures and Thrive Social Housing have separate boards. Our chair, Tom Ebbutt, provides continuity by sitting on both boards.

OUR EXECUTIVE TEAM

The Emerging Futures executive team is led by chief executive officer Claire Bloor and includes our operations director, Hayden Duncan and finance director, Rachel Notley.

As CEO, Claire Bloor also takes lead executive responsibility for the work of Thrive Social Housing.

Profiles of our current board members and management team are posted on our website [here](#).



“The list is endless. I have not drunk alcohol for 94 days and have no desire to which is the longest I have abstained in eight years. I have lost three stone, I look and feel great, I have interests, hobbies and aspirations – the list goes on. I have also dramatically decreased my long-term antidepressants.”

Emerging Futures service user



ROLE DESCRIPTION

The objectives of the Thrive Social Housing and Emerging Futures CIC group are:

- ▶ To prevent and relieve hardship and distress amongst people who need help in acquiring a settled way of life. This might be due to homelessness, addiction, mental ill-health or by being a discharged offender from the criminal justice system. Help in achieving independence may include residential accommodation, move-on accommodation, care, treatment or other assistance.
- ▶ To advance education amongst the public by any appropriate means into the causes of such hardship and distress.

Our trustees and non-executive directors play a vital role in making sure that the group achieves its core purpose. They oversee the overall management and administration of the charity. They also ensure that there is a clear strategy and that our work and goals are in line with our vision.

Just as importantly, they support and challenge the CEO and executive team in the exercise of their delegated authority and affairs, to enable Thrive Social Housing and Emerging Futures CIC to grow and thrive, and through this, achieve our mission.

The Board operates under the leadership and guidance of the chair and works in partnership with the chief executive officer and the executive team.

Board members are expected to always act in the best interests of the organisation and its stakeholders, and to use their background knowledge and skills to work with the chair and other board members to ensure that the Board, supported by its committees, carries out its responsibilities effectively and lead from the top in demonstrating our culture, values and behaviours.

Board members have a collective responsibility. This means that trustees always act as a group and not as individuals.



PRINCIPLE DUTIES & RESPONSIBILITIES

STRATEGIC LEADERSHIP

- ▶ Setting the overall strategic direction of the group, ensuring that it aligns with its mission, values, and objectives. Establish a framework for approving the future strategic direction of the organisation through agreeing the strategic plan.
- ▶ Support and uphold the values, aims and objectives of the organisation whilst also ensuring that the work of the Board, executive team and senior management team is aligned to these to ensure the long-term success of the organisation.
- ▶ Think strategically about the performance and direction of the group as a whole, and monitor the organisations performance in relation to strategies, plans, budgets, controls and decisions and the performance of comparable organisations.
- ▶ Appoint the CEO.
- ▶ Ensure adequate succession planning for the Board and senior management appointments.
- ▶ Contribute to regular reviews of Thrive Social Housing and/or Emerging Future CIC's own governance.

FINANCIAL OVERSIGHT

- ▶ Ensure the group financial stability, reviewing and approving budgets, monitoring financial performance, and ensuring compliance with relevant laws and regulations.
- ▶ Satisfy itself as to the integrity of financial information and approve each year's statutory accounts prior to publication and approve each year's budget and financial plan.
- ▶ Establish and oversee a framework of effective delegation and systems of internal control, which are reviewed annually.
- ▶ Agree or ratify decisions on all matters that might create significant financial or other risk to Thrive Social Housing and/or Emerging Futures CIC, or that raise material issues of principle.

RISK MANAGEMENT

- ▶ Trustees and non-executive directors are responsible for identifying and managing potential risks to the charity, including legal, financial, and reputational risks.

COMPLIANCE

- ▶ Trustees and non-executive directors must ensure that the group complies with all relevant laws, regulations, and best practices in the supported accommodation sector. This includes responsibility for approving key organisational policies e.g. safeguarding, H&S, HR.

ACCOUNTABILITY

- ▶ Trustees are accountable to stakeholders, including beneficiaries, donors, and regulatory bodies, and must act in the best interests of the group.

GENERIC DUTIES & RESPONSIBILITIES

CONDUCT

- ▶ Lead by example by demonstrating and following Thrive Social Housing and Emerging Futures CIC's values, behaviours and standards at all times.

ATTENDANCE

- ▶ Attend regular board meetings, be adequately prepared, and actively participate in discussions and decision-making processes, sharing responsibility for all decisions made.
- ▶ Attend induction, training and development, conference and briefing sessions, and other such events as reasonably required by the group.

CONFIDENTIALITY

- ▶ Maintain confidentiality regarding sensitive information related to the charity and its beneficiaries.

ACTING INDEPENDENTLY AND CONFLICT OF INTEREST

- ▶ Use independent judgment, acting legally and in good faith to promote and protect the groups interests, to the exclusion of their own personal and/or any third party interests. Trustees must declare any potential conflicts of interest and abstain from decisions where such conflicts may arise.

PROFESSIONAL DEVELOPMENT

- ▶ Keep abreast of changes in Thrive Social Housing and Emerging Futures CIC's operating environment and engage in ongoing professional development to enhance their skills and knowledge relevant to their role.

RELATIONSHIPS

- ▶ Establish a strong working relationship between the Board, the chief executive officer and other senior colleagues.
- ▶ Develop and maintain relationships with internal and external stakeholders under the guidance and direction of the chair and/or CEO.

AMBASSADORSHIP

- ▶ Trustees are expected to act as ambassadors for the charity, promoting its mission and values within their networks and communities.

DECISION MAKING

- ▶ Trustees commit to actively engaging with the charity's beneficiaries and stakeholders to gain insights and inform decision-making.



WHAT WE ARE LOOKING FOR

PERSONAL SKILLS AND QUALITIES

- ▶ Willingness and ability to understand and accept their responsibilities and liabilities as trustees and to act in the best interests of the group.
- ▶ Ability to think creatively and strategically, exercise good, independent judgement and work effectively as a board member.
- ▶ Effective communication skills and willingness to participate actively in discussion.
- ▶ A strong personal commitment to equity, diversity and inclusion.
- ▶ Enthusiasm for our vision and mission.
- ▶ Willingness to lead according to our Thrive Social Housing and Emerging Futures CIC's values.
- ▶ Commitment to Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

TERMS OF APPOINTMENT

Terms of office

Trustees and non-executive directors are appointed for a 3-year term of office, with a renewal for 1 further term to a maximum of 6 years.

This is a voluntary position, but reasonable expenses are reimbursed.



Time commitment:

- ▶ **Board meetings:** Attending a minimum of 4 board meetings annually. Currently, half our meetings are held remotely, and half are in person.
- ▶ **Committee membership:** Board members will be part of an ongoing committee (4 meetings p.a) or required to attend ad hoc and occasional working groups and/or support to the executive team.
- ▶ Attending annual strategy and training days.
- ▶ 1 x day per year site visit.
- ▶ There will be times when the trustees will need to be actively involved beyond board meetings. This may involve leading discussions, focusing on key issues, providing advice and guidance on new initiatives, presenting externally, or other issues in which the trustee has special expertise.

HOW TO APPLY

To apply, please send your CV and covering letter detailing your suitability for the role to recruitment@emergingfutures.org.uk.

If you would like to discuss the role in more detail or have any questions about your application, please email recruitment@emergingfutures.org.uk and a member of the executive team will be in touch.

KEY DATES AND DEADLINES

This is a two-stage process.

The initial stage will involve meeting CEO and executive team, with a final interview with board members to be confirmed with shortlisted candidates.

Sunday 4th August

Deadline for applications

Thursday 8th August

Longlisted candidate invitations to interview issued

Monday 12th August

Longlisted candidate interviews

Friday 16th August

Interview feedback, shortlisted candidates given date for final interview



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