

Information pack

Board member opportunities

July 2018



July 2018

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.

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 2 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.

Applications must be received by noon, **Thursday 26th July 2018,** details of the key dates for the recruitment process can be found on page 11 of this information pack.

Please contact me direct if you wish to have an informal discussion about the role or if you have any questions on 07939 269 612 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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| A full copy of this job information pack and the equal opportunities monitoring form can be downloaded from both [www.second-step.co.uk/working-second-step/current-vacancies](http://www.second-step.co.uk/working-second-step/current-vacancies) <http://www.foresthr.co.uk/recruitment/> |



# Welcome letter from the Chair

July 2018

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 over 30 years, now our reach is across the West of England, 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 an opportunity for someone who is 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 finance, the leadership of service delivery, primary care, health and social care, equality or housing will be particularly welcomed.

You may, or may not have a background in the mental health sector, but 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 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 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. And we’re helping more people 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 fourth 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, July 2018**

**Introduction**

Second Step is the leading provider of good quality support services to people with mental health and other related support needs in Bristol, North Somerset, South Gloucestershire and Bath and North East Somerset.

Second Step was set up in 1987 as a provider of supported housing. Since then the organisation has grown and developed a wide range of community and volunteering services. Second Step now employs more than 240 staff and provides a range of services to over 1,000 people at any one time. Early in 2009 we expanded our services to include psychological therapies, which we have continued to develop; with some services being available to the general population through GPs, as well as specialising in working with people with complex needs. In 2011 Second Step extended services through our Community Supported Accommodation Service to now include people with learning difficulties. Since 2014, we have been delivering services within Bristol Mental Health Services contracted by the NHS.

**Current work**

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

from Supporting People funding via the Local Authorities and the NHS. We also receive funding through the Bristol, North Somerset and South Gloucestershire Clinical Commissioning Group (CCG) for delivering psychological therapies. We are also commissioned by the CCG to deliver a Bristol Community Rehabilitation Service and through AWP, Bristol Community Mental Health Services. 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 to do more collaboration with the NHS, spot purchase work, which provides opportunities but also requires good business management.

**BIG Lottery – Golden Key Programme**

Second Step is the lead agency for an eight year strategic programme funded by the Big Lottery. In Bristol this is called the Golden Key Programme, and it involves identifying blocks and barriers to service delivery 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 co-ordinated services, tailored to their needs. It is overseen by a Partnership Board of other service providers, commissioners and people with lived experience.

**Modernising Bristol mental health**

Second Step has been successful in securing new business in the re-commissioning of mental health services in Bristol: Community Mental Health Services and also to deliver the Community Rehabilitation Service. We work in partnership with the Mental Health Trust – Avon and Wiltshire Partnership (AWP) and other Voluntary Community Sector agencies.

AWP is the lead agency for Community Mental Health Services. Second Step is the lead agency for Community Rehabilitation, which we are delivering in partnership with AWP and Missing Link. The Modernising Mental Health agenda requires significant investment of time and

resources, together with robust governance, to ensure successful delivery.

The partnership arrangements will require us to ensure good relationships externally and will also provide further growth opportunities.

**Second Step information**

Please see our Impact Report for 2016/17 <https://www.second-step.co.uk/impact-report-201617>and our website <https://www.second-step.co.uk/impact-report-201617>

Our Putting Me First film can be found on our You Tube site at <https://www.youtube.com/watch?v=3w6OBCk5vXw> and our website <https://www.second-step.co.uk/our-stories/puttingmefirst-capturing-peoples-stories-hope-courage-and-change>

Board membership is currently a paid Chair, seven voluntary members, plus two executive

members and three places for Second Step service users. We currently have one service user on our board, with another person on one of our committee. Further recruitment will take place in September for the other service user vacancies.

**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 will 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 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 service users to ensure that it is a sustainable organisation that provides 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 the Board’s 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.

# Person specification – Board member

|  |  |
| --- | --- |
| **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.
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| **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.
 |



*(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 (two currently vacant)
* Two Senior Team Members: Chief Executive, and Director of Finance & IT

We are recruiting to the vacant service user vacancies in SeptemberVisit <http://www.second-step.co.uk/> find out about the Board and current Board members.There is Business Development, Audit & Finance Committee which is chaired by the Chair of the Board and a Service Quality Committee which is chaired by the Vice Chair of the Board. |
| **Frequency and****time of****meetings** | The Board meets six times per year and holds at least one annual strategic planning away day. Every Board member is also a member of one committee, which meets 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 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

|  |  |
| --- | --- |
| **Advertising date:** | Opportunities advertised with effect from Friday 8th June |
| **How to apply:** | Download information pack from: [www.second-step.co.uk/working-second-step/current-vacancies](http://www.second-step.co.uk/working-second-step/current-vacancies) or <http://www.foresthr.co.uk/recruitment/>Apply by providing a CV, brief supporting statement and completing the equal opportunity monitoring form.Send to talent@foresthr.co.uk |
| **Closing date:**  | Noon, Thursday 26th July 2018 |
| **Interviews:**  | Friday, 3rd August 2018 |

**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 Traveller  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.**