



## Trustee Recruitment Information Pack



94%

of our staff say "In my service we deliver good service and best value"

97%

of our staff say "Work gives me a sense of achievement"

100%

of our staff say "My team cooperates to get things done"

Our vision is a world in which every person has a voice.

# Welcome

Dear candidate

As the recently elected Chair of The Advocacy Project, I am delighted that you're interested in becoming our next treasurer and helping us take this incredible organisation on to its next stage of development.

Others in the sector say that we're "one to watch". We are known for our relentless focus on quality and also for the robustness, diversity and inclusivity of our governance. I've always held voice, rights and choice close to me throughout my career at the South London & Maudsley and Department of Health, and it's wonderful to be leading an organisation that does this as a matter of course - day in and day out.

I look forward to meeting you.

I hope you enjoy reading this pack of information. Phillippa Fabry, from our advisors Peridot, would be delighted to arrange conversations with you if that would be helpful and we are looking to arrange an open house as part of the recruitment process so that you can meet beneficiaries, staff and trustees.

## **Dr Dele Olajide**

PhD, FRCPsych. FRSA

Chair of the Board of Trustees





# Contents

The Advocacy Project	4
Who we are	4
What we care about	5
Our vision for the future	5
Our user council	5
Our board of trustees	5
Who's who at The Advocacy Project	6
Senior Leadership Team	6
Our board members	6
Serving as a trustee of The Advocacy Project	7
Our approach	7
Staff survey	7
Confidential care service	8
Board and trustee personal development	8
TAP Lectures	8
Trustees and staff stories	9



# The Advocacy Project

## Who we are

Together with the most vulnerable and excluded, The Advocacy Project amplifies people's voices and secures their rights.

A strong voice, being heard and understanding rights means that people can make informed choices and active decisions about how they live their lives. Inequality, stigma and isolation are some of the most prevalent issues that people with learning disabilities, mental health problems, eating disorders and dementia face in their daily lives.

We place a relentless focus on enabling people to have a voice and be heard, realise their rights, and make informed choices.

We are delighted that our quality and innovative approaches have been recognised by organisations such as London Borough of Hackney where we are delivering statutory and non-statutory across all care groups, in addition to building the capacity of local people and local organisations to advocate for themselves and others. We have just been awarded the prestigious contract for delivering independent mental health advocacy in Broadmoor Hospital.

With a long tradition of working with adults and older people, we are now doing some extremely valuable work with children and young people. We are currently delivering advocacy services at Great Ormond Street Hospital, Collingham Children & Family Centre, and at Lavender Walk.

As a diverse and inclusive organisation we are proud that 40% of our staff have learning disabilities or lived experience of mental health issues, and we value the insights this brings.

Under the Articles of Association, the Board has established a User Council which comprises of current and former service users.

We are a disability confident committed, mindful employer, our staff are passionate about making a difference to some of the most vulnerable individuals in society and we value all our talented, skilled and committed staff.

## Our Vision

A world in which every person has a voice

## Our Mission

To enable every person to have their voice heard, uphold their rights and make choices

"The Advocacy Project provides an exceptionally high standard of advocacy. I would thoroughly recommend them."

*Dawn Harwood, Service Director, Women's & Adolescent Services, West London NHS Trust*

"I am very impressed with The Advocacy Project's efficiency, willingness to always help and quick response to queries and referrals."

*Social worker*

## What we care about

We want everyone to be able to make informed choices and active decisions about how they live their lives. By working with people who are vulnerable or excluded, we address the challenges people face in having their voices heard. We're committed to being a strong, well-managed and dynamic organisation so we're best placed to make this happen.

## Our vision for the future

Drawing on our strengths and expertise, we are developing new specialist areas to address unmet needs so we benefit more people more powerfully. 'This includes things like digital innovation, community evaluators, mental health advocacy for young people (including those with eating disorders) and helping people with learning disabilities remove the block and barriers to paid employment.'

## Our user council

Our User Council is made up of representatives across all our services and we value their unique contribution. We use innovation and creativity to engage people, ensuring user voices influence organisation strategy and practice in all areas.

Our user council is involved in:

- shaping and improving services;
- influencing change;
- quality checking our services; and
- recruitment of staff.

Our passion is for people to be actively involved in the services they use – and this applies to our organisation as much as any other. We have a council made up of representatives from across all our services. They share feedback and ideas from people who use our services, and let us know if we're fulfilling the high standard we aspire to.

## Our board of trustees

We believe good governance is about genuinely holding ourselves to account for making a positive difference to the people we work with. We recognise the link between good governance and impact changing people's lives for the better.

We are proud of the diversity of our board as it reflects the communities in which we work. One third of the board are service users and 50% have lived experience of the issues on which we work. Board members draw upon the challenges they face in their daily lives to influence decision making and ensure those living with learning disabilities, dementia and mental health issues have a voice at the board table.

The expertise provided by our diverse board of trustees through lived and professional experiences ensures that we are properly informed to make the right decisions about the services we deliver.

"It's not simply that we listen to the voices of people who use our services – those voices are at employee and board level. This rare commitment to diversity is a real strength."

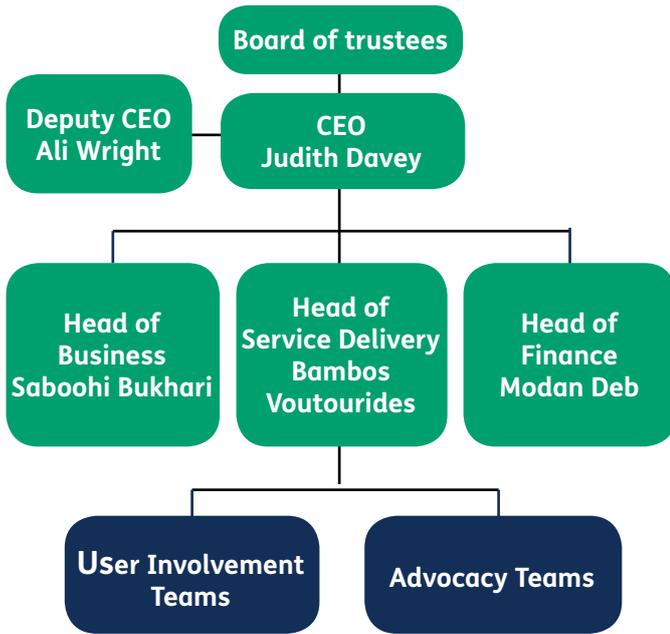
*Jacqui - Trustee*

"There's a stigma around mental health; the doors are closed for people with disabilities. But we are opening these doors by giving people a voice and showing them that there is support out there." *Adam - Trustee*

The chair of The Advocacy Project Board is the former Medical Director of the South London & Maudsley Foundation Trust.

**The role of a trustee is an important one.** But research shows that trustees often share similar ages, backgrounds and opinions. To avoid a narrow agenda and decisions going unchallenged, greater diversity is vital. In an effort to increase the diversity – and effectiveness – of trusts, the NCVO invited us to work with them to make their trustee guide more accessible. More info on this here <http://www.advocacyproject.org.uk/news/makes-good-trustee/>

# Who's who at the Advocacy Project



## Senior Leadership Team



**Ali Wright**  
Deputy CEO  
ali@advocacyproject.org.uk



**Bambos Voutourides**  
Head of Service Delivery  
bambos@advocacyproject.org.uk



**Saboohi Bukhari**  
Head of Business Development  
saboohi@advocacyproject.org.uk



**Modan Deb**  
Head of Finance  
Modan.deb@advocacyproject.org.uk



**Judith Davey**  
CEO  
Judith.davey@advocacyproject.org.uk

## Our board members



**Dr Dele Olajide**  
Chair of the board  
Former Associate  
Medical Director of  
SLaM



**Claire Starza-Allen**  
Head of Legal and  
Commercial at the  
Children's Society



**Sue Page**  
Experience of  
commissioning and  
transformation within  
health and social care



**Jacqui McKinley**  
CEO of the Centre for  
Public Scrutiny



**Kate Ferguson**  
Treasurer and is a  
Chief Finance Officer



**Adam Antonio**  
Service user Trustee



**Michael Hagan**  
Service users trustee



**Judith Davey**  
CEO of The Advocacy  
Project

# Serving as a trustee of The Advocacy Project

## Our approach

With a reputation for quality and innovation, we hold the Advocacy Quality Performance Mark.

We focus on wellness and wellbeing in the boardroom and in the workplace. We're a Mindful Employer, and a Disability Confident Committed Employer. 'Making The Advocacy Project an even better place to work' is an explicit objective in our annual plan and we all strive to create an environment where trustees and staff feel supported, know that their contribution is acknowledged, and are enabled them to do their best work. We are known in the sector for the strength of our learning and development programme.

We have monthly staff briefings where we share news and updates, and one of the teams talks about their work. Staff can attend in person or join by Skype. Once a year all staff join the meeting in person as this helps build links between team to enable sharing of best practice. Trustees may choose to participate in these sessions should they so wish.

"When people who use services are involved in this way, services improve and the people involved gain confidence and skills." *Staff survey*

"The independent, flexible and adaptive way you work, ensures that many and different service users get involved with many and diverse voices represented." *Kiran McRobert, Lead Occupational Therapist, Gordon Hospital, 2017.*

## Staff survey

94%

of our staff say

"My line manager recognises and acknowledges when I have done a job well"

97%

of our staff say

"Work gives me a sense of achievement"

91%

of our staff say

"Line manager genuinely cares for my wellbeing"

94%

of our staff say

"In my service we deliver good service and best value"

100%

of our staff say

"My team cooperates to get things done"

64%

Increase of people who think Senior managers communicate clearly about what the Advocacy Project is trying to achieve

55%

more people feel sufficiently informed about what is going on in The Advocacy Project

49%

increase in people who are satisfied with the opportunities to develop within The Advocacy Project

48%

Increase in people who have confidence in the leadership provided by senior managers

## Confidential care service

All trustees and staff have access to our free confidential care service. Completely confidential, you can contact the service about anything that's bothering you – whether work related or something in your personal life. You can arrange counselling through this service.

## Board and Trustee Personal development

'Ten out of ten for The Advocacy Project. Their staff development programme is exceptionally strong'.

*Kate Mercer of Kate Mercer Training*

Trustees and staff have access to personal development opportunities.

We provide continuous professional development for board members, including Rosie Chapman, author of the new governance code and advisor on charities to the House of Lords, talking about how to implement the code in practice. We are planning a session with the National Council of Voluntary Organisations talking about the new code of ethics.

## TAP Lectures

We arrange regular lectures from external organisations and individuals to provide learning and development opportunities for our staff and other interested parties. We list our lectures on the Eventbrite site, at <https://bit.ly/2E8a5Iy> where you can book a place. Please do pass on this link to anyone else you think would like to join.

We have enjoyed listening to many interesting speakers including;

- Hannah Lewis, a body image campaigner and researcher, spoke about Body Dysmorphic Disorder: sociocultural influences and scope for prevention.
- Dr Dele Olajide former Medical Director of the South London and Maudsley gave a talk to staff and service users on co-production of patient notes and advocacy
- Polly Mackenzie Director of Money and Mental Health Policy Institute, gave an open lecture highlighting the link between mental health and debt and the challenges and possible solutions to this situation.
- Megan Karnes, director of Hoarding UK, talked to us about "Hoarding Behaviours, the Care Act and Advocacy".
- Professor Luke Clements spoke on parent with learning disabilities and child protection.

## Planned lectures

### Jacqui McKinlay

12 Feb 2019 10:00-11:00

#### **Advocacy, local democracy and scrutiny**

Saint Joseph Hospice, Mare St, London E8 4SA

### Tim Farmer

11 March 2019 11.30 – 13.30

#### **Grandpa on a Skateboard; the practicalities of assessing mental capacity and unwise decisions**

Saint Joseph Hospice, Mare St, London E8 4SA

### Booking your place

Please book your place though the Eventbrite web page <https://bit.ly/2E8a5Iy> you will see a list of our planned lectures.

#### **An external review concluded that:**

*"...advocates have excellent support and training to undertake their roles" and advocates find the "lectures, internal training, team meetings and Case Review meetings extremely helpful".*

*The review also stated "managers are always accessible and there was a great deal of knowledge and experience across the teams".*

# Trustees and staff stories

## Judith



**The Advocacy Project's CEO, Judith Davey, says she loves the fact you can see at first hand the positive impact that our work has on people's lives. As The Advocacy Project is a unitary board, Judith is also a trustee.**

### **What do you like about The Advocacy Project?**

"Hmm – so many things. I love the vibrant environment and the close connection we have with people who use our services. Every day volunteers, people who use our services, partners and commissioners come into the office to work with staff. That creates a buzzy, open and productive culture. I'm very proud of our staff. But most of all I love the fact you can see at first hand the positive impact our work has on people's lives. That's very special."

### **What are you passionate about?**

"I'm passionate about social justice and equality. Our mission about voice, rights and choice resonates deeply with me. It's the common theme connecting my professional work at The Advocacy Project and the volunteering I do in my spare time."

This is a selection of staff and trustees stories, you can **view more stories on our website** and **you can find out more about our trustees**

### **How does your work help people and contribute to a better world?**

"In my role as CEO, I need to provide the leadership and environment in which our amazing team can do their best work, helping people bring about positive change in their own lives."

Through my ambassadorial role for The Advocacy Project, I can also take the voices of vulnerable people – older people, those with dementia, learning disabilities and mental health issues – to a broader audience. This means we can raise awareness, increase understanding, and influence on both policy and practice."

## Sue Page



**Sue Page, a procurement and project management specialist in the health and social care field, joined the Board of Trustees as she felt her professional experience is a natural fit with the charity's mission and strategy.**

### What experience do you bring to The Advocacy Project?

"I worked in accountancy before becoming a commissioner of mental health services. I then started a new career in procurement and project management for health and social services, which included a large project developing housing for older people.

"Six years ago I took time out to regain my work-life balance and enjoyed volunteering. I'm now Bid and Implementation Manager for Greenbrook Healthcare, which provides NHS GP and nurse urgent care services.

"It was during my time as a commissioner of mental health services that I first heard about The Advocacy Project. I have a strong interest in mental health, as well as a lot of experience working across different service areas. I genuinely wanted to contribute and felt I could give a lot to the organisation. I bring my knowledge of how the system works: having been a commissioner, I know my way around local authorities and commissioning agencies which is very helpful.

### What do you like about being on the Board of Trustees?

"As trustees, our role is to develop the core strategy, provide oversight, ensure solvency and support and challenge the chief executive. The staff put all this into practice, operationally and tactically.

"It's really important we have good commercial acumen. We need to ask ourselves: are we doing what people who use our services want? How do we employ experts to deliver this work? And how do we make sure we are successful?

"Our aim as an organisation is to help put the voices of those who use our services at the heart of delivery and decision making. We put this into practice by having people on the board who have personal experience of our services. Quite often, having more diverse views can make it more challenging to come to an agreed position – but once we get there, we know our decisions are more informed.

### What do you do in your spare time?

"In my free time, I volunteer at the Barnes Wetland Centre, helping out building walls and enjoying watching the wildlife. I also enjoy football and support Ipswich Town, Queens Park Rangers and Brighton & Hove Albion Football Club."

# Michael Hagan



**Michael Hagan is a trustee who has personal experience of living with a learning disability.**

## What's important to you about The Advocacy Project?

"I've been using services at The Advocacy Project since 2012. I spend time raising awareness of the charity's advocacy work and recruiting members to join our user groups. It's really important to me that I support people with learning disabilities to have a say in their services.

I think it is vital that people who use our services learn from each other and share their experiences. I'm keen for us to run a project that brings together people from each of the three service areas – mental health, learning disabilities and dementia – to learn and raise awareness."

## What do you like about being on the Board of Trustees?

"The Advocacy Project supports me to prepare for each board meeting beforehand. This allows me to ask questions about the agenda and think through each of the key items. The board meetings are inclusive so everyone is able to share their views and thoughts.

One of my key strengths at the board table is communication. It can be a challenge to make sure people understand me, and I'm good at thinking outside the box to communicate in other ways. For example, I can paint a detailed picture by asking questions that prompt people to build up a story or concept."

## What else do you do?

"Away from The Advocacy Project, I run a video company producing films for different clients including charities. I work with three other members of staff, who each have a disability. Our aim is to get more disabled people in front of the camera and in working environments. In my role as a trustee, I'm going to produce a video for The Advocacy Project to promote its work.

In my spare time I volunteer as a youth worker in Sloane Square, and I volunteer for a charity in East London which runs music classes for those with disabilities.

My hobbies are listening to music, creative writing and watching films. I also love travelling and have spent time in Sweden, Spain, Greece, France, Switzerland, Germany and Ghana."

# Trustee Treasurer role description

## 1. Overview

The Advocacy Project is looking for a new trustee with considerable professional experience in finance to become Treasurer of the Board of Trustees. This role represents a fantastic opportunity for experienced professionals who want to be part of an organisation with a mission to support people with learning disabilities, people with mental health issues or older people to say what they want, secure their rights, represent their interests and obtain services they need.

As a member of our Board of Trustees, you will have enormous influence over the success of our charity. With your fellow trustees, you will shape our long-term strategy and be guardians of our vision, mission and values. You will ensure that we are led and managed effectively, take the well-being of our service-users, employees and volunteers seriously and are accountable to our stakeholders.

As well as embracing our aims and values, you must have a good understanding of charity governance issues and the ability to demonstrate understanding of the trustee role from a non-executive perspective. We will need in-depth knowledge of finance and audit, preferably from the perspective of charity regulation and management. On a personal level you will bring strategic leadership expertise, networking capabilities and relationship building skills.

The likely time commitment for the role will be 5 - 8 days per year which will include four Board meetings of about 3 hours each, one Board Away-Days plus relevant committee meetings. This role will take time and commitment, but you will be influencing the steps we take to help build a better world.

## 2. About Us

The Advocacy Project is a London-based charity specialising in Advocacy and User Involvement. We ensure that the most vulnerable people in London have meaningful choice and control over what happens in their lives - particularly older people and those with learning disabilities, dementia and mental health issues. With a long tradition of working with adults and older people, we have now extended our scope and are undertaking invaluable work with children and young people.

We exist to enable people:

- To have their voice heard and listened to so they can live the life they choose.
- To uphold their rights so they receive the care and treatment that meets their needs.
- To understand their options and make their own choices.

### 3. Our Governance

Trustees need to be wholeheartedly committed to The Advocacy Project's vision and work, and set a standard of conduct for the entire organisation by acting with the utmost integrity at all times. They are expected to be advocates of The Advocacy Project's work and to promote The Advocacy Project positively and with passion externally. Effective Trustees will challenge the Chief Executive and the organisation to ensure the aims are being met appropriately and effectively as is required of their governance role. They will also treat all stakeholders, including service-users and staff with respect.

To carry out their duties effectively Trustees are expected to commit time to studying papers, preparing for and attending meetings, following up on specific tasks with other Trustees, liaising with the Chief Executive or other staff and attending ad hoc events such as fundraising or advocacy events. In total this is likely to take 5 - 8 days per annum.

### 4. A typical year for a Trustee will involve:

- attendance at four Board meetings including reading papers in advance;
- attendance at one Board Away Days annually;
- attendance at committee meetings including preparation;
- participation in email discussions with Trustees and staff between meetings;
- giving written or emailed comments on draft strategy documents;
- one or two informal dinners;
- several meetings, phone calls and email exchanges with staff to offer specialist expertise;
- giving feedback to the Chair on the performance of the Chief Executive and other Trustees;
- engaging in a working group.

#### Vision

A world in which every person has a voice

#### Mission

To provide services which enable every person to have their voice heard, uphold their rights and make choices

#### Values

**Quality** - We are Professional. We are accountable. We are Skilled and experienced

**Partnership** - We listen to people. Their views shape our services.

**Accessible** - Our services are free and inclusive.

**Local** - We are part of the community, with a visible presence and local knowledge

**Independent** - We are independent and put people first

**Passionate** - We are passionate about making a difference.

## 5. Role of the Treasurer

- On behalf of the Board, to maintain an overview of the organisation's financial affairs, systems and strategies
- Presentation of financial reports to the Board in collaboration with the CEO
- Monitoring and advising on the financial viability of The Advocacy Project
- Implementing and monitoring specific financial controls in accordance with regulatory requirements.
- Advising on the financial implications of the charity's strategic plan.

### Person Specification for Trustees

The Advocacy Project particularly welcomes applications from a diverse range of backgrounds and experience.

#### Required Experience

- Qualified accountant with substantial current or recent professional experience of working within the field of finance and/or audit.

#### Desirable Experience

- Experience of financial standards and regulation within the UK charities sector, including SORP.
- Experience of working within the advocacy, user involvement, mental health, learning disability, older people and dementia sector
- Experience of NHS and local government commissioning

## 6. Personal Qualities

- A strong commitment to The Advocacy Project, its vision, mission, and values
- A track record of strategic leadership in the field of finance/audit
- Strong interpersonal and relationship-building skills
- Tact and diplomacy, with the ability to listen and engage effectively
- Excellent communicator, negotiator and influencer
- Cultural sensitivity, and practiced at putting a commitment to equality and diversity into action
- Good judgement

- Able to ask probing questions and hold management to account

Ability to commit time to perform the role well, including occasional travel in the UK and attending events out of office hours.

## 7. How to apply

To apply for this position, please send the following to Philippa Fabry at philippa@peridotpartners.co.uk:

- a comprehensive CV or extended biography;
- a supporting statement addressing the points in the person specification;
- a list of any other directorships or trusteeships that you currently hold (if not included in your CV); and
- details (including telephone number) of two referees. We will not contact referees without your express permission.

## Milestone dates

Closing date and search phase completed	Monday 1st April
Candidate applications and summary of recommendations ready for review	Wednesday 3rd April
Long-list meeting to agree candidates for interview	Thursday 4th April
Interviews for Treasurer	w/c 8th April

**Please send your application to: Philippa Fabry at Peridot**

philippa@peridotpartners.co.uk

Please ensure that your application fully addresses the criteria in the person specification.

We would also be grateful if you could let us know if you will require any special provision as a result of any disability should you be called for interview.

If you have any questions, please contact HR@advocacyproject.org.uk and we will arrange for the Chair or current treasurer to contact you

# Board of Trustees Meeting Dates 2019

## Sub Committee

### Main Board

Date	Meeting	Venue	Time
Tuesday 5 February	HR, Remuneration & Policy Committee	SCS Large Meeting Room	15.00 - 15:45
	Finance, Risk and Audit Committee	SCS Large Meeting Room	16.00 - 16.45
Tuesday 5 February	Board of Trustees	SCS Large Meeting Room	17:00 - 18.30
Monday 29 April	HR, Remuneration & Policy Committee	SCS Large Meeting Room	15.00 - 15:45
	Finance, Risk and Audit Committee	SCS Large Meeting Room	16.00 - 16.45
Monday 29 April	Board of Trustees	SCS Large Meeting Room	17:00 - 18.30
Wednesday 17 July	HR, Remuneration & Policy Committee	SCS Large Meeting Room	15.00 - 15:45
	Finance, Risk and Audit Committee	SCS Large Meeting Room	16.00 - 16.45
Wednesday 17 July	Board of Trustees	SCS Large Meeting Room	17:00 - 18.30
Monday 28 October	HR, Remuneration & Policy Committee	SCS Large Meeting Room	15.00 - 15:45
	Finance, Risk and Audit Committee	SCS Large Meeting Room	16.00 - 16.45
Monday 28 October	Board of Trustees	SCS Large Meeting Room	17:00 - 18.30
Wednesday 13 Nov	AGM	tbc	14.00 - 16.00
Wednesday June 5	Trustee Away Day	tbc	10.00 -16.00



**Voice:** we support people to speak up to improve their lives and those of the wider community.



**Rights:** we help people to understand their rights and make sure these are respected under legislation.



**Choice:** we give people a clear picture of their options so they can make informed decisions.

## Contact us.



The Advocacy Project, 73 St Charles Square, London W10 6EJ.



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