

withyou



Appointment of Chair of Trustees

May 2024 Reference: VBOLA

Saxton Bampfylde

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WithYou is a drug, alcohol and mental health support charity. With over 80 services across England and Scotland, we provide free and confidential support and advice to more than 100,000 people a year.

Letter from our Vice-Chair

Dear candidate,

I am delighted that you are interested in joining us as our new Chair of Trustees at a pivotal point in our growth and development. We are one of the UK's leading charities providing free, confidential support for people experiencing issues with drugs, alcohol or mental health.

For over 55 years we have been supporting people in over 80 services across England and Scotland. As we are starting to work on the charity's new strategy, we are mindful of the constant rise of drug addiction and mental health issues affecting the communities we serve, and the emerging challenges posed by the ever changing health and care policy landscape.

Anne Chapman has been an outstanding Chair of WithYou, providing the Board with clear leadership and vision through what has been a challenging period for the organisation and more widely for the health and social care sector. Having reached the end of her third term of office, she is stepping down to enable our new Chair to set the charity's next strategy and lead us onto even greater heights.

We are looking for an exceptional and experienced Chair to join us, who can lead our deeply committed Board and support our Executive team.

You will be an experienced leader looking for a new role where your influence and impact can truly change lives. You will bring effective governance experience, strategic thinking, an appreciation of the political context, and be an exceptional communicator, who will embrace the role with energy.

You will enjoy building relationships both internally and externally, and your ambassadorial skills will be an asset. Above all else, you will share our values and our commitment to ensuring that everyone who needs help and support for issues with drugs, alcohol and their mental health, is able to access it.

We are actively committed to diversity and inclusion for the charity and its Board, and welcome applications from all sectors and backgrounds.

If you believe you have the skills and qualities we are looking for, we very much look forward to hearing from you.


Neera Dholakia
Vice-Chair



Who we are

Purpose


The reason we exist: the contribution we make to the lives of others and the impact of our work.



To enable people to overcome drug, alcohol and mental health challenges and reclaim wellbeing.

Mission

What we do, the business we are in, who we serve, the services we provide.




To be there for adults and young people experiencing challenges with drugs, alcohol and their mental health by providing free, timely and confidential support.

To work with people on their unique recovery path, whether it's staying safe and healthy, making small changes or stopping a harmful habit altogether.

To end the stigma associated with poor mental health and drug and alcohol use so that everyone feels able to reach out for help.

Vision

The difference we'll create in the world when we ultimately realise our purpose.



A future free from harm, suffering or deaths caused by poor mental health, drug and alcohol use, where anyone seeking help feels welcomed, not judged.

Our vision, mission and values

Why we exist

- There are almost 100 drug-related deaths every week in the UK – that's over 13 deaths per day.
- Scotland currently has the highest drug-related death rate in Europe.
- 82% of dependent drinkers in England are not in treatment.
- Each week 700 people are hospitalised and 24 die in Scotland as a result of alcohol use.
- Throughout their lifetime, 1 in 15 people attempt suicide.
- In Scotland, the proportion of adults reporting attempted suicide has nearly doubled from 4% in 2008/9 to 7% in 2018/19 and 2021/22.

We exist to change this.

We want to see a world where anyone seeking help feels welcome, not judged, and can get support, when and where they need it.

Our name reflects who we are – it's a statement of intent, of support, and of our commitment to work side by side with our clients as equals, to help them believe that the change they want to make is possible.

Our mission has always been to help one another. From the beginning, we've provided vital services for those experiencing challenges with alcohol or drugs. But we understand that these struggles often intersect with mental health challenges. Just as substance use can impact mental health, so too can mental health challenges influence drug and alcohol use. That's why, alongside our core drug and alcohol services for adults and young people, we also offer a range of mental health and wellbeing support.

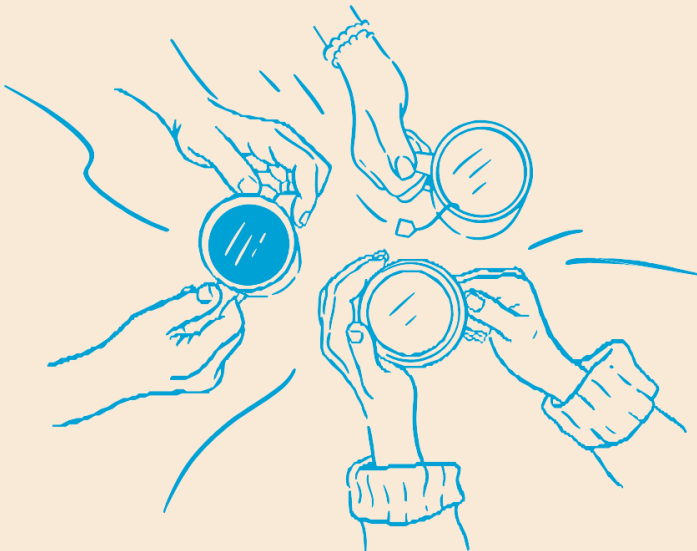




What we do

We provide a free and confidential service without judgement to more than 100,000 people a year. We use our expertise to improve the help available and raise awareness around drugs, alcohol and mental health so that more people can get support.

We provide services across England and Scotland with a focus on the following areas:



Adult drug and alcohol services

We are commissioned to run drug and alcohol services across England and Scotland. This includes many different services from engagement and advice, to harm reduction, treatment (including clinical, nursing, psychological therapy and trauma approaches), recovery/community support, to supporting the Armed Forces communities. As our core work, this is the largest proportion of our work and the majority of our staff are employed in drug and alcohol services.

Mental health support

We run NHS Talking Therapies in Surrey and Kent for adult anxiety disorders and depression. We also integrate a trauma-informed mental health approach to all of our services.

Young people's services

We run stand alone young people's services and a number of others that are integrated within the adults' services, across the country. Services are developed locally around the needs of the young people and provide a holistic and CBT based approach to support, focusing on reducing risk-taking behaviour, building resilience, self-esteem and well being in order to make positive change.

Digital services

We provide confidential online support via a Webchat service for anyone in the UK, alongside creating connections and referrals for clients who need support. Our website also includes digital interventions and information about drugs, alcohol and mental health.

Our finances and EDI priorities

Our finances

In addition to commissioned income, we also rely on donations from individuals, trusts and foundations and companies to allow our organisation to comprehensively address and innovate drug and alcohol-related challenges and direct funds to where they are most needed.

2022/23 has seen the organisation finally move away from the lingering impact of the pandemic. We've been able to expand our reach with a number of new contract gains, strong performance with contract retentions and significant additional government investment through a number of Supplementary Substance Misuse Treatment (SSMTR) grants. All of which have been hugely beneficial to our service development and ultimately, to our clients.

Our income for the 2022/23 was £71.5m and our expenditure was £68m. We have been able to continue the work on our core offering, expanding our service provision with the additional funding and building on our financial stability throughout the year. This ensures we invest effectively in our development projects whilst still maintaining our reserves and cash positions above our minimum requirements

You can read more in our 2022–23 report [here](#).

EDI initiatives

During 2023/24, alongside developing our long-term EDI priorities and action plan, we will be focussing on building a strong foundation, with an emphasis on four key areas of EDI: increasing the collection and scrutiny of people-related EDI data, enhancing our inclusive recruitment practices, updating our equality impact assessment processes and expanding the range of EDI learning resources available.



“We want to see a world where anyone experiencing challenges with drugs, alcohol or mental health gets support, when and where they need it.”

Our strategy

Significant progress made

WithYou launched its last strategy (2019 – 2023) to deliver transformational change to enable better outcomes for our clients. Much of this has been achieved, with a 28% increase in income enabling enhanced investment and support in our services across Scotland and England.

As the UK and Scottish government continue to embed a renewed focus on drug, alcohol and mental health support, WithYou will be at the centre of the shift the sector needs to support many more people.

How we're governed and led

Leadership is a joint effort between the Board of Trustees and the Executive team. The Chair of Trustees leads the Board in setting strategy and objectives, collaborating closely with the Chief Executive, who leads our Executive team.

Simon Phillips joined WithYou in January 2024 as our new CEO, and he will work closely with the new Chair to define our onward strategy beyond the one-year bridging strategy implemented in 2023 to enable a smooth transition.

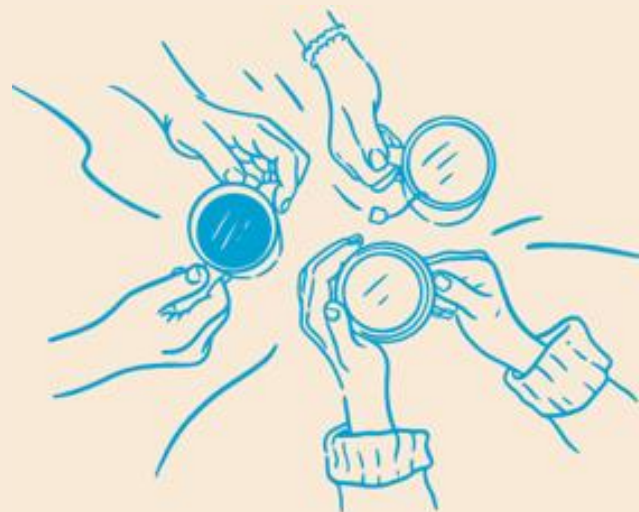
One-year strategy

Our one-year strategy is the next step in achieving our vision to a future free from harm caused by alcohol, drug and mental health issues. While delivering this strategy we will talk further with our clients, colleagues and commissioners to understand what is needed and drive positive, lasting change.

Our current strategy is all about making support better for everyone.

Through three core goals, we aim to transform client support, improve outcomes and fight stigma.

- 1) **Radically improve (more) people's chances of getting better**
- 2) **Reduce inequalities in treatment and recovery for marginalised people**
- 3) **Grow an agile, sustainable organisation that invests in its people and services**



WithYou strategy 2023/24

WithYou launched its last strategy (2019 – 2023) to deliver transformational change to enable better outcomes for our clients. Much of this has been achieved, with a 28% increase in income enabling enhanced investment and support in our services across Scotland and England.

This one-year strategy has been shaped to continue this work. It also sets us up to develop and deliver a longer term strategy from 2024. By applying what is happening in the world and the opportunities brought by new drug, alcohol and mental health strategies, we will deliver services that revolutionise client support and improve outcomes. We will fight stigma and deliver services to be proud of. We will work as a collaborative partner who is committed to making a difference locally, while working to make an impact nationally.



The current landscape

- COVID and the cost of living crisis have exacerbated drug, alcohol and mental health issues across England and Scotland. In England there was a **20% increase in alcohol related deaths** in 2021 and Scotland has recorded its highest ever drug-related deaths.
- Over ten years of austerity in the sector have led to funding reductions of circa **25% from £1bn to £750m** per year. Funding is starting to increase following the Dame Carol Black independent review of drugs, but has not yet been confirmed beyond 2023/24.
- There have been significant increases in people needing to access mental health support services. The Government has announced **£2.3billion of additional mental health funding by March 2023** to expand and transform mental health NHS services.
- A recommendation from the drug strategy is to **focus more on trauma-informed service delivery and stronger partnership** working with the NHS, Police, Housing Services and specialist organisations to share the specialist skills of our staff. **WithYou are experts on drug, alcohol and mental health treatment, support and trauma-informed-care.**
- Stigma about drug and alcohol issues alongside poor mental health continues to be significant. Communities of people who need support, including women and LGBTQ+ people aren't accessing support at the level they should or could be – **we would like to change this.**

One year goals and deliverables

Grow an agile, sustainable organisation that invests in its people and services

- Develop a framework to deliver consistently better client outcomes through services, working flexibly to meet local needs
- Build our financial strength and stability
- Invest in colleagues learning and development to directly and indirectly improve client outcomes
- Develop and sustain processes that allow the organisation to continually innovate and improve its outcomes
- Value and develop expert leadership at all levels of the organisation
- Be an excellent place to work and an attractive organisation to join, that provides a positive employee experience and culture

Radically improve (more) people's chances of getting better

- Develop a clear recovery pathway for all clients
- Grow the number of services we deliver in line with our business development strategy
- Improve outcomes by understanding impact through data measurement and systems
- Growing awareness of and engagement with our services by potential clients and referral partners
- Improve our performance through learning and understanding – through formal feedback approaches and service-auditing processes
- Listen and learn from our clients to build a better understanding of what works for them
- Work to resolve the competing issues of quality, quantity and cost when delivering excellent services for clients
- Look after our staff to enable them to improve our client recovery journey

Reduce inequalities in treatment and recovery for marginalised people

- Improve access to treatment by reducing stigma and normalising drug, alcohol and mental health support in society
- Listen to and learn from our clients
- Understand the barriers to treatment for underrepresented groups
- Develop targeted support for underrepresented groups
- Be the organisation others want to work with – through partnerships, recruitment and collaboration



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Impact in numbers



We tested

6,662

people for hepatitis C in our mission to micro-eliminate the virus in our services

We supported

6,216

young people aged 11-24 with drug, alcohol and mental health issues

154

volunteers gave more than

13,640

hours to support our work and role model recovery

20,643

people chatted with a trained advisor on our webchat service

11,042

people began treatment with us in our mental health programme

We worked with

73,620

adults in England and Scotland to overcome issues with drugs and alcohol

We received

1,665,675

visits to our website

We received

£2.5m

in grants and donations from supporters, donors and trusts and foundations





I attended all the support groups, and for the first time, I felt really engaged.

Tracy



I can't change anything that happened, but it's not what defines me. Today is what defines me.

Kelly



The WithYou team has helped me break the cycle. Life is so much better now.

Dylan

The Chair role

The Chair provides leadership to the Board with prime responsibility for ensuring it has agreed priorities, appropriate structures, processes and a productive culture and has Trustees and senior staff who are able to govern well and add value to the charity.

Leadership: The Chair provides leadership to the Board, ensuring that it operates effectively and efficiently. This involves setting the tone for Board discussions, setting Board agendas, facilitating productive meetings, and ensuring both collaboration and accountability.

Governance: The Chair ensures that the Board fulfils its governance duties effectively. This includes overseeing the development and implementation of corporate governance policies, ensuring compliance with regulatory requirements, and upholding ethical standards throughout the charity.

Strategy: The Chair plays a key role in the strategic direction of the charity by working closely with the CEO and other Board members to develop and review the charity's long-term objectives, business plans, and major

decisions. The Chair helps to ensure that the Board's decisions align with the charity's purpose, financial policies, strategy and values.

Relationship with the Executive team: The Chair works to ensure that the Executive team is delivering the strategy of the Board, reports accurately on progress to the Board and seeks Board input and approvals as necessary in a timely manner.

Representation: The Chair, when required, represents the charity to external stakeholders, including commissioners and regulators. The Chair ensures that Board members have a good understanding of stakeholders' views from Board and Committee meetings.

Board dynamics: The Chair is responsible for fostering constructive relationships among Board members, encouraging open communication, and resolving conflicts or disagreements that may arise during Board discussions. The Chair manages the Board evaluation process, supported by the Nomination Committee.



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“We're working towards a future free from harm caused by alcohol, drug and mental health challenges, where anyone seeking help feels welcomed, not judged.”

Main activities and responsibilities

Strategy

- Instigating and facilitating discussions on the strategic development of the charity, ensuring the Board has agreed strategic priorities and is clear in its ability to fulfil its charitable objectives.

Relationship with the Executive team

- Providing support and leadership to the Chief Executive, and holding them to account for the effective management and delivery of the charity's strategic aims and objectives, and appraising their performance where appropriate.

Representation

- Building and maintaining close relations between the charity's various areas of commercial operation and stakeholder groups to promote effectively the charity's activities.
- Representing the charity at functions, meetings and in the wider media, in line with the charity's agreed media strategy.
- Upholding the values of the charity by example, and ensuring that the charity promotes equality, equity, diversity and inclusion in all its internal and external activities.

Governance and leadership

- Chairing and facilitating effective main Board meetings, liaising with the Company Secretary and Chief Executive, where appropriate, for the drafting of agendas and supporting papers and ensuring that the business is covered efficiently and effectively in those meetings.

- Creating a Board environment with strong working relationships and where challenge and scrutiny are welcomed and Trustees are encouraged to contribute their skills, experience and opinions.
- Attending and chairing Committees and other ad hoc meetings of the main Board, liaising with the Company Secretary on the planning, where appropriate.
- Ensuring, in liaison with the Company Secretary that appropriate procedures, processes and controls are in place and followed.
- Participating in any Board induction, training and evaluation identified as an individual Trustee and as part of the Board or Committee.
- Maintaining the Trustees' commitment to Board diversity, renewal and succession planning, in line with the charity's governing document and/or current good practice.
- Undergoing an individual and Board performance appraisal, and attending any additional training highlighted as a result of the evaluation process; undertaking evaluations of the performance of Trustees and directing the Company Secretary to facilitate remedial action where required.
- Acting between full meetings of the Board in authorising action to be taken *intra vires*; such as banking transactions and legal documents in accordance with relevant mandates.

Person specification

We are looking for an experienced Chair with strong governance experience, understanding of health and social care sectors and an affinity with the life-changing work we undertake to support us in influencing policy and having an even greater impact as a leading voice in our sector. We are looking for a strategic leader, who has commercial acumen and an ability to work in a large, complex charity that has multiple stakeholders and operates on a national, regional and local basis. Above all else, you will share our values and our commitment to ensuring that everyone who needs help and support for issues with drugs, alcohol and their mental health, is able to access it.

The following experience, skills and aptitudes (or commitment to gain them) would be advantageous to the role of Chair:

Experience and technical competencies

- Experience of chairing a Board or Committee with a strong understanding of, and commitment to, good governance and acceptance of the responsibilities, liabilities and legal duties of Trustees;
- Strong business and financial acumen and organisational skills, including people leadership;
- Proven executive-level, strategic leadership skills gained in a complex organisation of relevant scale;
- Ability to understand complex strategic issues, analyse and resolve difficult problems;
- Understanding of health and social care sectors.

Characteristics and aptitudes

- Ability to demonstrate a strong and visible passion for, and commitment to, the charity, its strategic objectives and mission;
- Commitment to the values and principles of the charity;
- Highly developed interpersonal and communication skills, with an ability to represent the charity internally and externally as an ambassador;
- Sound, independent judgement, common sense and diplomacy;
- High standards of personal integrity and probity;
- Politically astute, with the ability to grasp relevant issues and understand relationships between interested parties and manage stakeholders effectively;
- Resilience;
- Sufficient time and commitment to fulfil the role.



Terms of appointment

Time commitment

This role requires a time commitment of approximately 3–4 days per month.

Remuneration

This is an unremunerated role.

Term in office

Three-year term (renewable once for a maximum of six years in office).

Equality, Diversity & Inclusion

WithYou is fully committed to increasing the diversity of its Board. To this end, we welcome applications from candidates with different skills, life experiences and different backgrounds. We particularly welcome applications from candidates from minoritised groups and those with lived experience of addiction or mental ill health.

Board dates

Future Trustee Board meeting dates will be provided on request.

Process

Longlist meeting: 25th June

Longlisting interviews with Saxton Bampfylde: **w/c 1st and 8th July**

Shortlist meeting: 16th July

Interviews with WithYou will take place as follows:

W/c 22nd July (informal conversations / first round interviews)

W/c 12th August (formal panel interviews)

Due diligence

Due diligence will be carried out as part of the application process, which may include searches carried out via internet search engines and any public social media accounts.



withyou

**“withyou every
step of the way”**



How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to WithYou on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **VBOLA**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring* form.

The closing date for applications is **9am on Friday 21st June**.

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

UK privacy notice

In line with UK GDPR provisions, we will only process your special category data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your explicit consent. You will be asked to complete a consent form when you apply and please do not include any special category data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees or any other third parties without their prior agreement. We will only retain your personal data for as long as it is necessary to meet the purpose for which it is collected.



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Saxton Bampfylde