



Trustee Recruitment Candidate Pack



Avenues is a Company Limited by Guarantee
Charity Number: 1130473
www.avenuesgroup.org.uk
020 3535 0500

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Introduction from our Chief Executive

Thank you for your interest in the role of trustee at Avenues. This is a great time to join us.

Avenues has a new strategic plan which ensures that we concentrate on complexity – supporting people with the greatest needs, including those with learning disability and/or autism whose behaviour challenges and those with an acquired brain injury.

We have 25 years experience in delivering high quality services, increasingly supported by academic research as we continue to search for ways we can improve. We also understand that supporting someone successfully is about more than processes and theory; it's about really understanding the person. The work is lively, challenging, constantly changing and on occasions funny. Being able to share laughter with someone is a great indicator of engagement and connection.

Good support is dependent on well-motivated employees. We have a comprehensive learning and development programme for all staff (and trustees), that in addition to teaching the required skills, emphasises the importance of good management and leadership.

So we are good at what we do, but always expect to be better – it's never good enough. If you are interested in helping lead our exciting and committed organisation we would love to hear from you.

Best wishes

Yours sincerely

A handwritten signature in blue ink, appearing to read 'S. James', is centered on a light-colored background.

Steve James
Group Chief Executive

About Avenues

Thank you for your interest in becoming a trustee at Avenues. Avenues is a group of charities that supports people who are living with disabilities, illness or injury to live the best life possible.

We support people who have learning disabilities, autism, mental health issues, acquired brain injury and dementia in supported living schemes, residential care homes and through outreach or by supporting people in their own homes.

Vision, mission and values

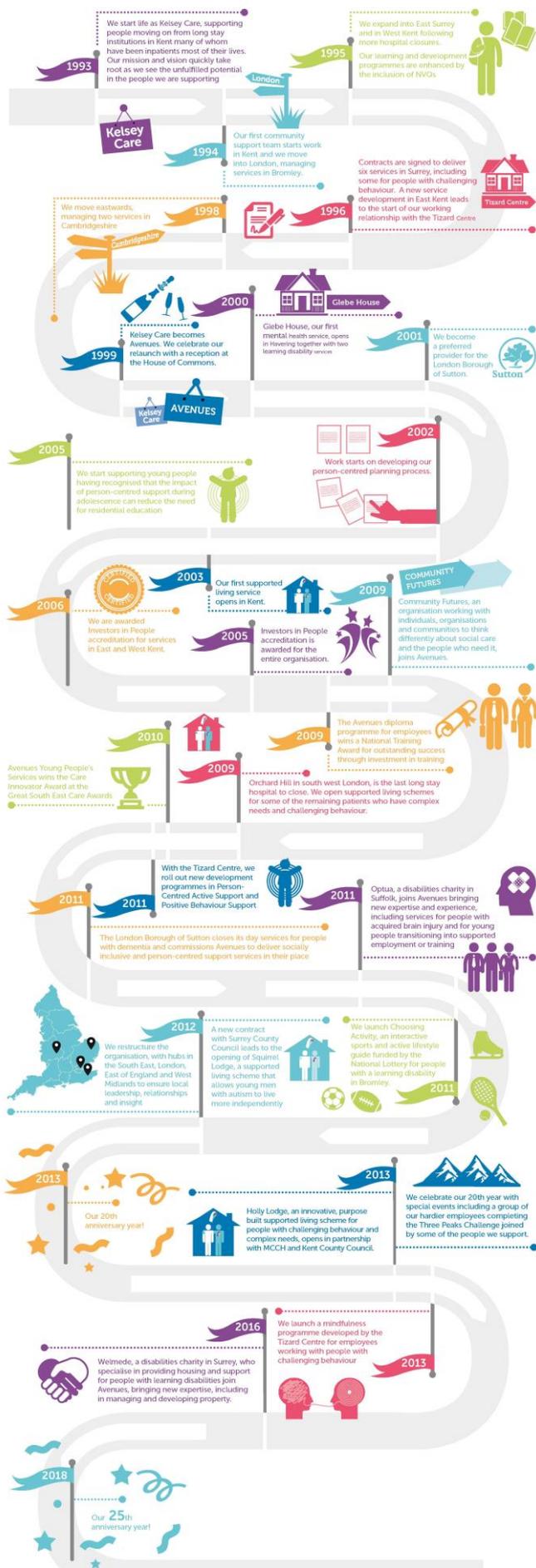
Everything we do is inspired by our vision, mission and values. They guide the way we work as individuals and as an organisation.



Our aim is to ensure that the people we support enjoy their lives and we take a positive approach, making sure they are safe whilst encouraging them to fulfil their potential as independently as possible. We often start supporting people when their life is changing and their circumstances may be difficult, for example moving on from hospital.

We have expertise in reducing behaviour that challenges so that people are able to live in the least restrictive way possible. We work with the Tizard Centre, one of the leading UK academic groups working in learning disability and community care, to design and develop training programmes for our support teams based on best practice.

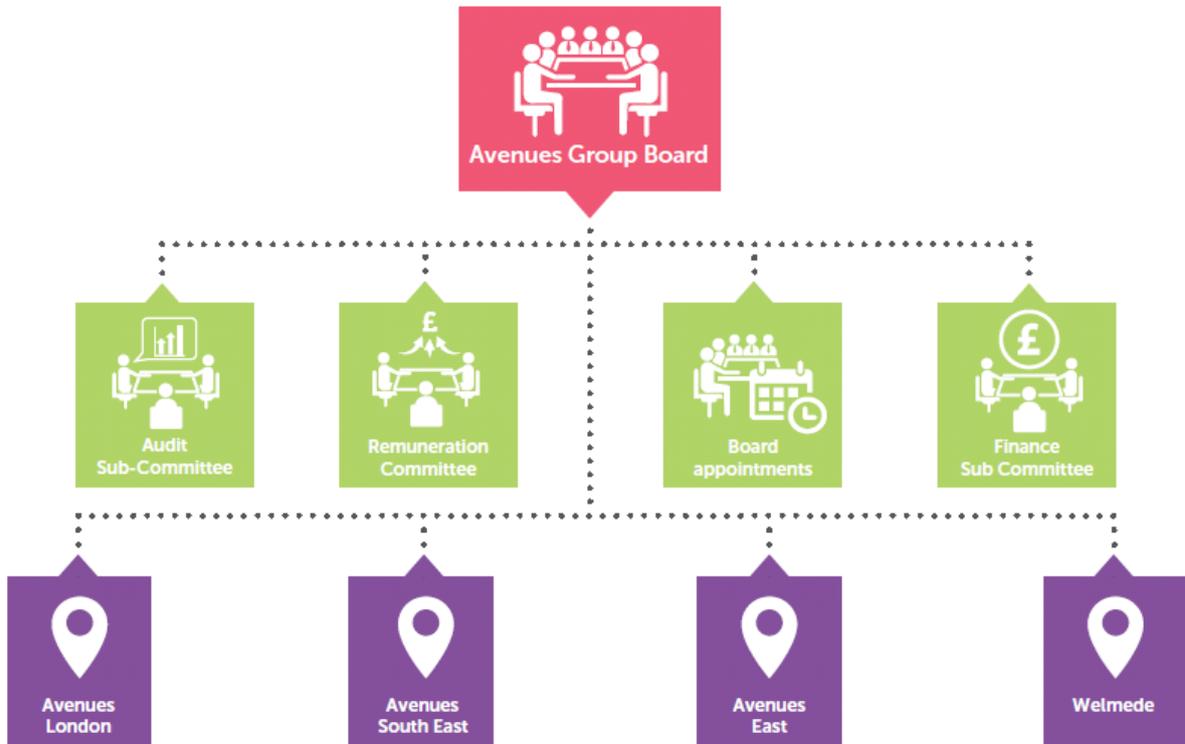
Quality is of paramount importance to us. Our services are regulated by the Care Quality Commission and we carry out regular monitoring to promote continuous improvement. In 2015 an Avenues supported living service was the first of its kind to be rated outstanding in all five areas inspected by the Care Quality Commission. Avenues was the first adult social care provider in the South East to achieve this distinction. In 2017 we were re-inspected and retained our outstanding rating.



Our Governance structure

The Group is made up of a Parent company and four subsidiaries, most of which are registered charities and companies limited by guarantee except for Welmede which is a Co-operative and Community Benefit Society. Each charity has its own Board.

We are structured as a geographically based group of organisations and also have Audit, Finance, Board Appointments and Remuneration Sub-Committees within the governance structure.



The Group board is a unitary board comprised of Non-Executive Directors along with the Group Chief Executive, Deputy Group Chief Executive, Group Chief Operating Officer and the Group Finance Director. Each Subsidiary Chair is also a member of the Group Board.

Our subsidiary Boards are also unitary with the Group Chief Executive and one other Executive Director on the Board.



About the Trustee Role

Candidates should be able to commit themselves to around 15 hours per month of Avenues business, which could include telephone conversations, reading board papers in advance of meetings and physical presence at around one meeting per month. All board meetings are held at our head office in Sidcup, Kent with the exception of Avenues East who hold their meetings in Ipswich, Suffolk and Avenues London meetings which are held in central London.

All trustees, including the chair, are appointed for a term of four years with an option for re-election for a further term of three years.

For more information about Avenues please visit our website www.avenuesgroup.org.uk.

Time commitment

Typical Annual Calendar for the whole Group

Jan	Group Board Business Meeting / Subsidiary Board Meetings
Feb	Sub Committee Meetings
Mar	Group Board Business Meeting / Subsidiary Board Meetings
May	Group Board Strategic Away Day / Sub Committee Meetings
Jun	Group Board Business Meeting / Subsidiary Board Meetings
Sept	Sub Committee Meetings
Oct	Group Board Business Meeting / Subsidiary Board Meetings
Nov	Sub Committee Meetings
Dec	Group Board Strategic Away Day

(Please note that attendance is dependent on what board you are recruited too and you will not be required to attend all meetings)

Group Board meetings are held every other month at the Avenues head office in Sidcup and are held in the evenings. There are also two strategic away days included within the annual schedule of meetings. The Sub-Committees meet quarterly either via teleconference, in Sidcup or at various venues in and around central London; they are generally held in the evening. Subsidiary boards are held four times a year.

There is a structured induction process that each new trustee undertakes which is aimed at giving new trustees the chance to familiarise themselves with the organisation and key issues. It is also an opportunity to start to introduce their thinking and ideas.

Trustee Job Description and Person Specification

The specific duties of a trustee at Avenues are:

- To ensure that the organisation complies with its governing document, organisation law, and any other relevant legislation of regulations.
- To ensure that the organisation pursues its objectives as defined in its governing document, through the business plan and by having the relevant strategies and policies in place.
- To ensure the organisation applies its resources exclusively in pursuance of its objectives.
- To actively contribute to the board of trustees' role in giving firm strategic direction to the organisation, setting overall policies, defining goals, setting targets and evaluating performance against agreed targets.
- To collectively act in the best interests of the group, exercising an appropriate duty of care, and ensuring that the implementation of the strategy is carried out effectively by the Group Chief Executive.
- To safeguard the good name and values of the organisation.
- To represent the company at functions and meetings as appropriate.
- To declare any conflict of interest while carrying out the duties of a trustee.
- To be collectively responsible for the actions of the organisation and other trustees.
- To ensure the effective and efficient administration of the organisation.
- To abide by the equal opportunities policy.
- To abide by the Health and Safety policy.
- To ensure the financial stability of the organisation.
- To protect and manage the property of the organisation and to ensure the proper investment of the organisations funds.
- To make sure the organisation is properly insured against all reasonable liabilities.
- To appoint and support the CEO and ensure their performance is monitored.
- To participate in other tasks that may arise from time to time, such as attending events and visiting services.

In addition to all of the above statutory duties of all trustees, each trustee should use any specific knowledge or experience they have to help the board of trustees reach sound decisions. This will involve scrutinising board papers, leading discussions, focusing on key issues and providing advice and guidance requested by the board on new initiatives or other issues relevant to the area of the organisation's work in which the trustee has special expertise.

Responsibilities relating to Board meetings are:

- To attend meetings regularly and to read papers in advance of the meetings.
- To seek out additional information where required.
- To attend sub-committee meetings as appropriate.
- To positively support the processes, systems and structure of governance within the Group.
- To keep informed about the activities of the organisation and wider issues which affect its work.

Person Specification

Each trustee must have:

- A commitment to the seven principles of public life, selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- A commitment to the organisation and its objectives.
- A commitment to the Charity Governance Code.
- An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship.
- A willingness to devote the necessary time and effort to their duties as a trustee.
- Strategic vision.
- Good, independent judgement.
- An ability to think creatively.
- A willingness to actively and positively contribute to the organisation's work.
- An ability to work effectively as a member of a team.

Well led

Following the failings at Winterbourne View Hospital and the Francis Inquiry report into Mid Staffordshire NHS Foundation Trust our regulators have introduced some new requirements which directly affect the board and which we are taking very seriously.

The aim of the regulation is to ensure that all trustees are responsible for the overall quality and safety of care and are responsible for making sure that care meets the existing regulations. In essence the regulation is about ensuring that those individuals are fit and proper to carry out this important role.

As a direct result Avenues has implemented new requirements for all of our trustees which include:

- Signing an annual declaration;
- Signing and committing to our board contract;
- Completing an Enhanced DBS Disclosure;
- Completing a bankruptcy check; and
- Being involved in annual performance reviews.

All of the above requirements ensure that our trustees are classed as 'fit' to lead our organisation.



Additional information

Avenues obtains trustee liability insurance to the value of £2,000,000. Although the role is voluntary all reasonable expenses are reimbursed.

Useful Documents

- [Annual Report and Accounts](#)
- [Schedule of Reserved Powers for the Group Board](#)
- [Subsidiary Board Terms of Reference](#)
- [Audit Sub Committee Terms of Reference](#)
- [Remuneration Committee Terms of Reference](#)
- [Finance Sub Committee Terms of Reference](#)
- [Board Appointments Terms of Reference](#)

Further information about Avenues can be found at our website – www.avenuesgroup.org.uk

Locations

Head Office

Avenues head office is based in Sidcup, with plenty of parking on-site. The Avenues London operational team is based at this office. Avenues Group, Avenues South East and some sub committee meetings are also held here.

Address: River House, 1 Maidstone Road, Sidcup, Kent DA14 5TA ([Map Link](#))

Nearest Stations: Sidcup, St Mary Cray, Swanley, Bexley

London meetings

Avenues London and some sub committee meetings are currently held in Central London.

Address: Capital Towers, 91 Waterloo Road, SE1 8UL ([Map Link](#))

Nearest Station: Waterloo / Waterloo East

East Regional Office

Avenues East regional office is based in Ipswich, with plenty of parking on-site. Avenues East Board meetings are held in different locations near to the office.

Address: Acorn Business Centre, Paper Mill Lane, Bramford, Ipswich IP8 4BZ
([Map Link](#))

Nearest Stations: Ipswich

South East Regional Office

Avenues South East regional office is based in East Malling with plenty of parking on-site.

Address: Suite A The Stable Block, Bradbourne House, New Road, East Malling, Kent, ME19 6DZ ([Map Link](#))

Nearest Station: Aylesford or East Malling

Welmede Regional Office

Welmede's regional office is based in Chertsey with plenty of parking on-site.

Address: Byfleet House, 2 Guildford Road, Chertsey, Surrey KT16 9BJ ([Map Link](#))

Nearest Station: Chertsey

How to Apply

To apply for a trustee position at Avenues, please provide the following:

- A Supporting statement, telling us what position you are applying for, explaining how you believe your experience matches the requirements of the role and your motivation for applying.
- A Comprehensive CV including details of your achievements in each role, and including details of two referees, one of whom should be your current or most recent employer.

Applications should be emailed to lauren.osman@avenuesgroup.org.uk.

For an informal and confidential discussion about any trustee roles, please contact:

Lauren Osman
Company Secretary
020 3535 0521
Lauren.osman@avenuesgroup.org.uk

Equal Opportunities

Avenues is committed to equal opportunities for all and shall adhere to this at all times to avoid unlawful or un-desirable discrimination. We will treat everyone equally irrespective of gender, sexual orientation, gender reassignment, marital or civil partnership status, age, disability, colour, race, nationality, ethnic or national origin, religion or belief, political beliefs or membership or non-membership of a trade union and we place an obligation upon all staff to respect and act in accordance with our commitment.

Avenues shall not discriminate unlawfully when deciding which candidates are considered and selected for vacancies or assignments, or in any terms of employment or terms of engagement for consultants or contractors. Assessment will be based on the candidate's merits, qualification and ability to perform the duties required.

