



INFORMATION PACK

Chair of Trustees

July 2018

INTRODUCTION from the Adfam Board of Trustees

Help us to Ensure Families Affected by Drugs and Alcohol have a Voice

Thank you for your interest in the position of Chair of the Adfam Board of Trustees.

Adfam was founded in 1984 by the parent of a heroin user who could not find the support they needed. Many community support groups have been founded on this pattern.

Over the past 34 years, Adfam has evolved from a small support group into the national infrastructure body working to improve life for children, families and friends affected by drug and alcohol misuse. As the national charity focused on family, drugs and alcohol we have a voice in the ongoing debate on this crucial issue touching tens of thousands of people in the UK, as well as in enabling essential day-to-day. The scale of the problem is matched by our ambition in meeting it. We do whatever it takes to improve life for families – whether it's direct community projects, bringing together practitioners or influencing decision-makers.

We hold all our Board meetings in London and we have a small staff team based near Kings Cross who lead on delivering the strategy and policies determined by the Board.

Our Theory of Change and our strategic plan set out our vision, mission and values. These are in 3 areas:

- **empowering family members and carers**
- **supporting frontline workers and**
- **influencing decision-makers**

One of our key principles is to listen to families and frontline workers, in order to inform our approach and our organisational priorities. We are looking to build on our foundations, extending our offer to families affected by problem gambling. We are committed to keeping abreast of our shifting environment, as drug and alcohol use changes at an increasing pace and provision of support and care may extend beyond the immediate family.

We are seeking to recruit a new Chair for Adfam, as our current Chair is standing down in November 2018 after eight years.

In this pack you will find our current Strategic Plan; please visit www.adfam.org.uk to download examples of our information for families, our policy and research briefings, and our toolkits for practitioners.

We look forward to hearing from you

Katie Aston OBE

Chair of the Board of Trustees

About us: our vision, mission and values

Adfam is the national charity working to improve life for children and families affected by drugs or alcohol.

Our vision

We want anyone affected by someone else's drug or alcohol use to have the chance to benefit from healthy relationships, be part of a loving and supportive family and enjoy mental and physical wellbeing.

Our mission

Drugs and alcohol use can threaten and ultimately destroy family relationships and wellbeing. We **empower** family members and carers, **support** frontline workers and **influence** decision-makers to stop this happening.

What we value

We listen to families and frontline workers

We know that people who face challenges often also have answers. So what we do is informed by our supporters: using compassion and evidence we inform, support and empower both people affected by a loved one's substance misuse and the workers who support them. We build skills, resources, confidence and pathways so both groups can help themselves, their peers, clients and communities.

We're driven by what works

The impact of substance use on family relationships and wellbeing is both profound and varied. We approach our work with care and close attention to what works in the real world. To do this we embrace evidence in all its diversity, never underestimating the value of real-life experience as well as formal research evidence. Our work is driven by our friends, supporters and colleagues and what they tell us works.

We're serious about our mission

We are serious about our work, and our partnerships, and committed to delivering them to the highest quality. We know that prejudice and stigma are barriers to recovery and cause harm, and we promise to treat individuals and families affected by drugs and alcohol with respect and dignity. We want to see a society free from stigma towards drug and alcohol users and their families, and will fight until it exists.

Who we work with

Families, including children, friends and carers

We inform and empower those affected by another's substance use and amplify their voices to ensure they have a stake in the issues that affect them.

Frontline workers

We build the confidence, capacity and capability of practitioners to ensure the support they deliver is effective and appropriate.

Decision-makers

We engage and influence key national and local decision-makers to shape policy and ensure they understand the issues the families we work with face every day.

About the role of the Chair

Terms of Office and Time Commitment

Board members are appointed for an initial three year term with the opportunity to extend for a further two terms, thereby serving for a maximum of nine years, subject to consideration by the Board.

The Board meets four times a year in London. There is a Finance Sub Committee that is chaired by the Board Treasurer and which meets monthly with the Chief Executive, Finance Director and External accountant. Ad hoc groups and committees are set up from time to time to look at specific issues or opportunities, such as governance reviews, ethics policy etc. The time commitment for the Chair would be equivalent to up to one day per month, although on occasion more time may be required.

This role is unremunerated. Travel expenses as well as other out of pocket expenses directly incurred as part of official Trustee business will be reimbursed.

Board Dates 2018 and 2019

- November 2018 – usually also includes AGM
- March 2019 – usually also includes Board Strategy session
- June 2019
- September 2019
- November 2019 - usually also includes AGM

Chair: the role

The Chair will hold the Board and executive team to account for Adfam's mission and vision, providing inclusive leadership to the Board of Trustees, ensuring that each Trustee fulfils their duties and responsibilities for the effective governance of the charity. The Chair will also support, and, where appropriate, challenge the Chief Executive and ensure that the Board functions as a unit, and work closely with the entire senior management team to achieve agreed objectives. He or she will act as an ambassador in partnership with the Chief Executive, as appropriate.

Duties and Responsibilities

In addition to the duties and responsibilities of all trustees, the Chair will:

- play a leadership role in ensuring that the Board of Trustees comply with their duties and that Adfam is well governed.
- provide inspirational leadership to the Board of Trustees in their role of setting the strategy and policy of the organisation.
- take responsibility for planning the annual cycle of Board meetings and agendas.

- chair meetings of the Board of Trustees, ensuring they are properly run and recorded and that decisions taken are actioned (including those of the Board).
- ensure that all members of the Board are given the opportunity to express their view, that Board experience is unlocked and that appropriate standards of behaviour are maintained in accordance with the Code of Conduct approved by the Board.
- establish a constructive working relationship with, and provide support for, the Chief Executive and ensure that the Board acts collectively and in partnership with the Executive Team.
- act as a spokesperson for the charity and represent it at meetings, events and in the press and broadcast media as appropriate and required
- participate in recruitment and selection, and disciplinary and grievance panels as appropriate.
- take the lead on board performance, managing resignations and retirements as well as succession planning including replacing seniority on the Board with some senior Trustees who are soon to leave.

Person Specification

In addition to the qualities required of all Trustees, the Chair should be visionary, strategic and have excellent analytical and judgement skills, operating at all times with tact and diplomacy and leading the charity in a manner that is consistent with its vision and values.

You will also have:

- experience of governance including with a small or medium size charity.
- significant experience operating at Director or CEO level.
- experience of leading change.
- an inclusive leadership style that keeps to our core values of honesty and integrity.
- the ability to facilitate learning and high levels of performance from all Trustees.
- the gravitas and credibility necessary to act as an ambassador on behalf of the charity.
- experience of building strong and productive relationships with a wide range of stakeholders and be confident and comfortable working with and influencing senior opinion formers including individuals from government and business.
- be able to advocate for vulnerable groups.
- excellent communication skills.
- a wider involvement with the voluntary sector and other networks.

Finances

Adfam's financial position at the end of 2017/18 leaves us with 3 months' reserves.

There is a rolling programme of fundraising in place and an update is provided at each Board meeting.

Adfam is a registered charity number 1067428 and a member of the Small Charities Coalition.

How to Apply

Please send your CV together with a supporting statement which addresses the Person Specification, to Omar Amin on o.amin@adfam.org.uk

**The closing date for applications is 5pm on Monday August 27th
Interviews will be held on: Friday September 7th and/or Tuesday September 11th**

If you would like to have an informal discussion about the role, with the Chief Executive or with a Trustee, please contact Vivienne Evans, Adfam Chief Executive, on v.evans@adfam.org.uk to arrange this.