

**TURNING  
POINT**  
inspired by possibility



**HUNTER**  
Executive talent for the healthcare sector

**Candidate Briefing Pack**

**Non Executive Director**

October 2022

# Welcome

**I'm Julie, I've been part of Turning Point for over 10 years, taking up the role of Chief Executive in April 2020 having previously been Group Managing Director for two years prior to that.**

Turning Point is a remarkable organisation: we have the strength of a broad-based national provider but we are able to provide very local, customised services in environmentally conscious workplaces.

We come into contact with a lot of people, many of whom are seldom heard. At Turning Point we listen very hard to what these people have to say as this enables us to co-create services and approaches that are valuable and suitable for a diverse range of people within the communities we serve and across society.

Building networks and a psychologically safe environment is key to supporting great innovation and is aligned to our ambition to become a learning organisation, where skilled leaders and teams, working alongside internal experts and experienced voices will tailor make solutions and create consistent, high-quality services.

We are at the beginning of an exciting period of growth and transformation for Turning Point and our new Trustee will be central to us achieving the possibilities we see before us.

If you have a senior care sector background and share our values, our passion and our belief, we'd love for you to join our Trustee Board.

To learn more please contact our recruitment partner Rhiannon Smith on 07860 773860 or [rsmith@hunter-healthcare.com](mailto:rsmith@hunter-healthcare.com).



**Julie Bass**  
Chief Executive

A handwritten signature in black ink, appearing to read 'Julie Bass'.

# About us

## Who we are

**Turning Point is a leading social enterprise providing health and social care services across England supporting people to improve their health and wellbeing whether that is at home, within the workplace or through our specialist services.**

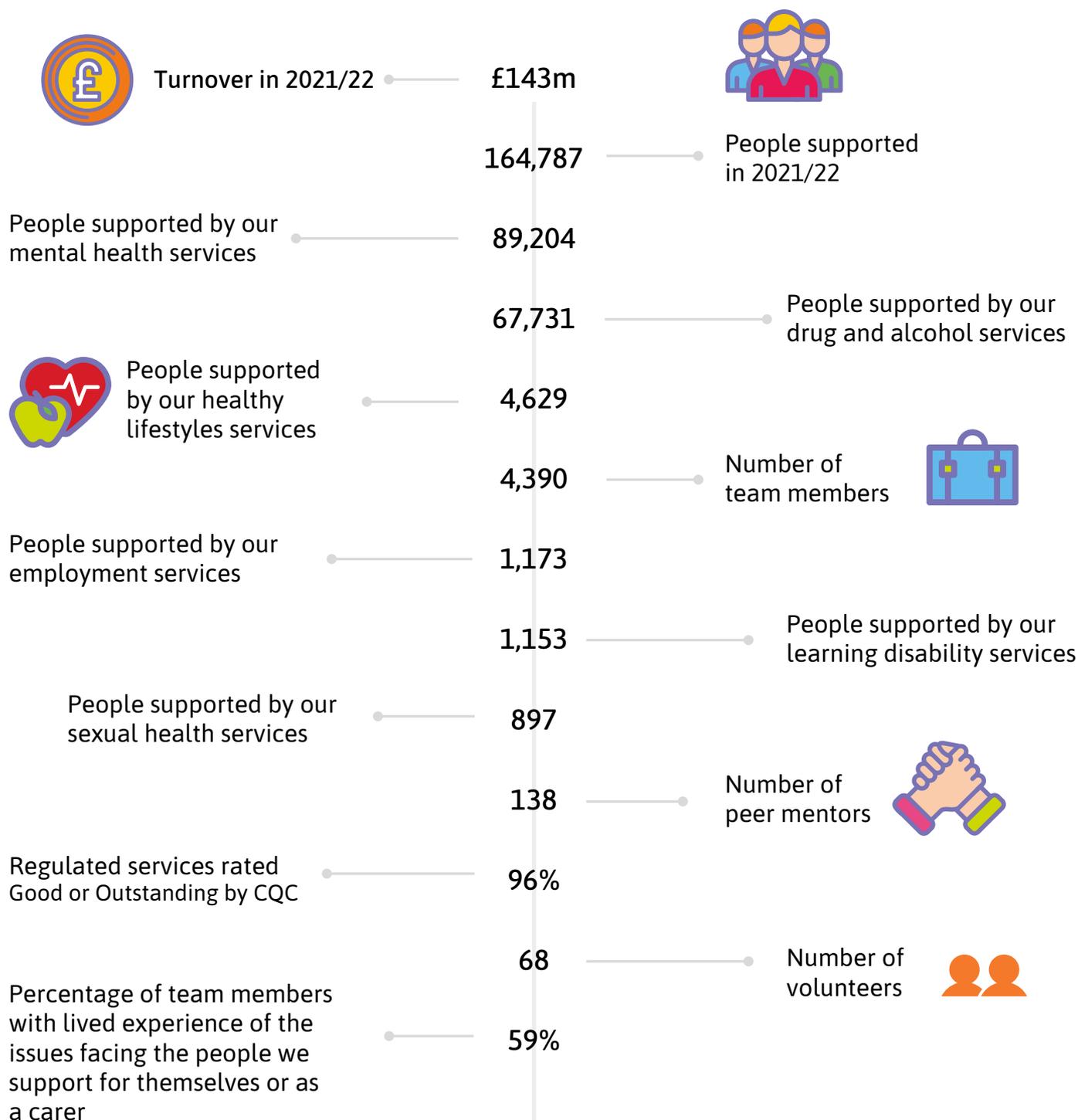
In doing so we build upon 58 years of experience in the fields of substance misuse, mental health, learning disability, autism, acquired brain injury, sexual health, healthy lifestyles and employment support.



## What we do

Our core business is delivering health and social care services for the public sector. Our mental health, sexual health, substance misuse, learning disability, healthy lifestyles and employment services are commissioned by local authority adult social care and public health teams and by NHS trusts and clinical commissioning groups, NHS England, Public Health England and the Ministry of Justice and the Department for Work and Pensions. Through our commercial ventures, we deliver upstream health and wellbeing services in the workplace. As a social enterprise any surplus is invested back into the business, ensuring that the value created is sustained over the longer term for the benefit of the people we support and for more people in the future.

# Our year in numbers



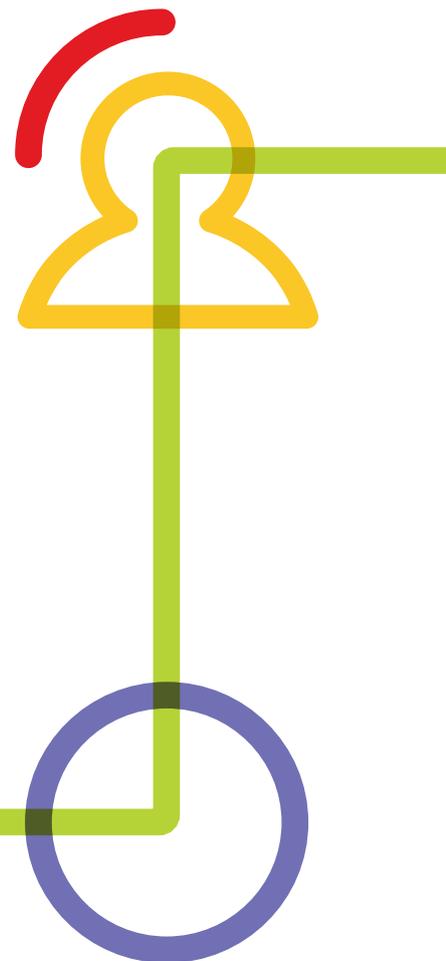
\*includes support provided by livelife and Rightsteps

# A changing landscape

The economy has shrunk by 9.8% – the worst contraction in 300 years – and over six million people are on Universal Credit, which is double the figure a year ago.<sup>1</sup> Government borrowing is at its highest since war-time levels. As of March 2022, inflation hit 5.5%, contributing to the worst cost-of-living crisis England has seen in 30 years.<sup>2</sup> Low-income households are bearing the brunt of this crisis. The Resolution Foundation estimates that an extra 1.3 million people in the UK will fall into absolute poverty in 2023, including 500,000 children.<sup>3</sup>

The pandemic has also exacerbated the pre-existing workforce challenges in the health and social care sector. Significant workforce shortages and high rates of turnover pose a real risk to the recovery of services and the quality of care, as well as to the health and wellbeing of colleagues. Data suggests that the vacancy rate in adult social care has increased steadily since April 2021 to 9.5% in January 2022.<sup>4</sup> Additionally, the strain on carers has intensified. Carers UK estimated in June 2020 that an additional 4.5 million people had become unpaid carers since the pandemic began.

As the government seeks to address some of the societal impacts of the pandemic, a broad range of policy announcements have been made. There is a new drug strategy, multiple mental health frameworks, social care and SEND (Special Educational Needs and Disabilities) reviews underway and the ongoing journey of the Health and Care Bill through Parliament. This legislation is expected to put integrated care systems (ICSs) on a statutory footing and to increase collaboration between different parts of the system so that there is 'no wrong door' for those seeking support.



**Despite a headline figure of over £5bn for social care accompanying the white paper, experts claim this falls far short of what is needed.**

1 [www.centreformentalhealth.org.uk/publications/covid-19-and-nations-mental-health-may-2021](http://www.centreformentalhealth.org.uk/publications/covid-19-and-nations-mental-health-may-2021)

2 [www.ons.gov.uk/economy/inflationandpriceindices/bulletins/consumerpriceinflation/january2022](http://www.ons.gov.uk/economy/inflationandpriceindices/bulletins/consumerpriceinflation/january2022)

3 [www.resolutionfoundation.org/publications/inflation-nation/](http://www.resolutionfoundation.org/publications/inflation-nation/)

4 [www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/publications/Topics/COVID-19/Vacancy-informationmonthly-tracking.aspx](http://www.skillsforcare.org.uk/adult-social-care-workforce-data/Workforce-intelligence/publications/Topics/COVID-19/Vacancy-informationmonthly-tracking.aspx)

The NHS Long-term Plan remains relevant, informing subsequent white papers and frameworks for substance misuse, mental health, learning disability and autism services.<sup>5</sup>

In December 2021 the government published a **white paper ‘People at the Heart of Care’**<sup>6</sup> which outlined a 10-year vision of adult social care. It focuses on people having choice, control and support to live independently, in a fair and accessible system. It commits:

- at least £300m to integrate housing into local health and care strategies
- at least £150m to drive the adoption of different technologies and digital tools
- at least £500m to the training, wellbeing and qualifications of the workforce
- up to £25m to provide support for unpaid carers
- further funding to increase and improve the support offer and delivery of care.

Despite a headline figure of over £5bn for social care accompanying the white paper, experts claim this falls far short of what is needed.



<sup>5</sup> [www.longtermplan.nhs.uk/](http://www.longtermplan.nhs.uk/)

<sup>6</sup> [www.gov.uk/government/publications/people-at-the-heart-of-care-adult-social-care-reform-white-paper](http://www.gov.uk/government/publications/people-at-the-heart-of-care-adult-social-care-reform-white-paper)

# Our vision and values

Before, during and beyond the pandemic, our vision and values continue to drive everything we do – as an employer, support provider, clinical specialists and a trusted source of advice.

## Our vision

To constantly find ways to support more people to discover new possibilities in their lives.

The quality of our services means everything to us. The people we work with inspire us and in turn we look for new ways to inspire change. We owe it to the people we work with to grow and shape the future, because we believe in what we do.

## Our values



We treat each other and those we support as individuals however difficult and challenging.



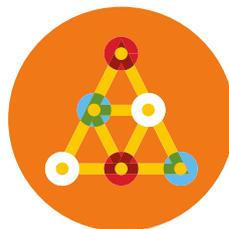
We are here to embrace change even when it is complex and uncomfortable



We believe that everyone has the potential to grow, learn and make choices.



We all communicate in an authentic and confident way that blends support and challenge.



We commit to building a strong and financially viable Turning Point together.



We deliver better outcomes by encouraging ideas and new thinking.

# Job description

As part of the Board, your role is to set the direction for the organisation so it operates within its charitable objects and delivers public benefit. Collectively and individually, trustees have a legal and regulatory obligations to enable accountable, effective and efficient and leadership of the organisation.

## Key responsibilities

### Legal

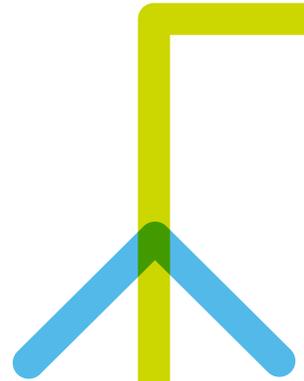
- To ensure that the charity complies with its governing documents, charity, company and employment law, data protection and any other relevant legislation or regulations.
- To ensure that the charity pursues its objects, as defined in its governing documents.
- To ensure that the charity uses its resources solely in pursuance of its public benefit objects.
- Ensuring Turning Point complies with legislation and good practice in relation to health and safety.

### Strategic

- Ensuring the Turning Point strategy is fit-for-purpose to ensure the long term sustainability of the organisation to the benefit of its customers and clients.
- To take an active role in establishing the overall vision, mission, goal and strategy, and evaluating performance.
- To keep under review the long term development of the charity in light of the environment in which it operates.
- To ensure appropriate advice is taken from professional advisers on matters where there may be material risk to the charity or where trustees may be in breach of their duties.

### Financial

- Being guardians of Turning Point's assets and ensuring that proper procedures are in place to safeguard its income and property, which are to be used in the pursuit of its objects.
- Being accountable for the solvency of Turning Point and exercising overall control of its financial affairs.
- Holding responsibility for the performance of Turning Point and its corporate behaviour, ensuring that the organisation complies with all legal and regulatory requirements.
- To ensure that the organisation has effective financial control systems and procedures, and to review the level of risk regularly as required.



## Reputational

- To act in the best interests of the organisation, its public benefit obligations, and its current and future beneficiaries at all times.
- To safeguard the organisations reputation, its employees and the people its supports.
- To maintain the confidentiality of all sensitive / confidential information received in the course of a trustee's responsibilities.

## Governance and risk

- To ensure the governance framework and structures of the organisation are fit for purpose and are reviewed regularly.
- Integrity of board decisions respect and uphold process of decisions.
- Ensuring that the organisation regularly identifies and reviews risks and that action is taken to mitigate risk through internal controls.
- Accountability for corporate risks including internal controls to mitigate those risks.
- Ensuring an effective quality assurance and improvement framework, including clinical governance, is in place and monitored.
- Identifying key operational issues and providing appropriate scrutiny.
- Ensuring the development of equality, diversity and inclusion practice, both in relation to staff and to the services offered by Turning Point.



# Person specification

## Essential

- Experienced trustee or non-executive director.
- Commitment to the ethos and values of Turning Point including equal opportunities and the promotion of diversity and inclusion.
- Applied understanding of the corporate governance and management structures of a national organisation.
- An extensive network of relevant contacts and willingness to leverage those contacts to further the business aims of Turning Point.
- Ability to play a strategic role in order to successfully effect change in a complex social enterprise.
- An understanding and acceptance of the legal duties, responsibilities and liabilities of trustee and non-executive director.

## Desirable

- Applied understanding of the functioning of a unitary board and an ability to work as part of a team.
- Knowledge and experience of financial and risk management at board level.
- Commercial experience of a low margin environment involving bidding for tenders and operating to KPIs under service agreements.
- Knowledge and experience of digital approaches in the delivery of support or services to individuals.
- Appreciation or knowledge of the public sector commissioning landscape for health and social care services.
- An appreciation for the quality standards and risks associated with NHS health and social care delivery.

## Additional information

### Time commitment

Anticipated time commitment is at least 8 – 10 hours per month. Initial appointments are for a three year period with the potential for re-appointment for a second term of three years. In certain circumstances a third term can be considered by the board.

### Eligibility

You must not act as a trustee if you are disqualified under the Charities Act, unless your disqualification has been waived by the Commission. Reasons for disqualification include if you:

- are disqualified as a company director
- have an unspent conviction for an offence involving dishonesty or deception (such as fraud)
- are an undischarged bankrupt (or subject to sequestration in Scotland), or have a current composition or arrangement including an individual voluntary arrangement (IVA) with your creditors
- have been removed as a trustee of any charity by the Commission (or the court) because of misconduct or mismanagement
- are on the sex offenders' register

You can read the [automatic disqualification guidance for charities](#) which explains the disqualification rules in more detail.

Trustees must also meet the requirements of the [fit and proper persons test](#) for the purposes of the Finance Act 2010 and as a provider of regulated health and social care services the [Health & Social Care Act 2008](#) (Regulated Activities) Regulations 2014.

### Remuneration

In agreement with our regulators, non-executive board members are paid £5,000 per annum, which is paid out quarterly in arrears. In addition reasonable expenses are also met.



# How to apply

All applications must be received by TBC.

If you would like to have an initial conversation, please contact our recruitment partners, Rhiannon Smith and Jenny Adrian, at Hunter Healthcare on 07939 250362 or by email at [jadrian@hunter-healthcare.com](mailto:jadrian@hunter-healthcare.com)

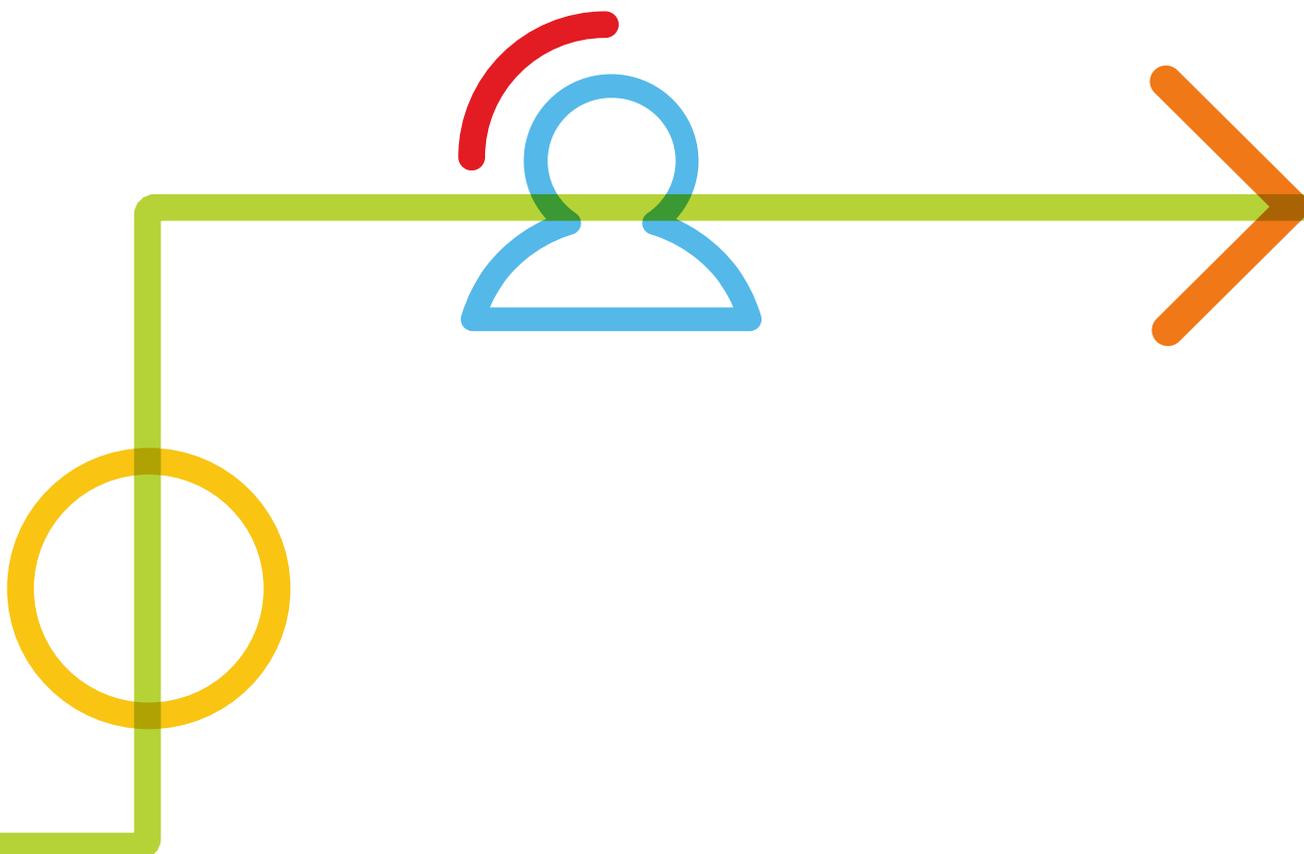
All applications must quote the reference TP and include:

- A full curriculum vitae
- A covering letter (no more than two pages) indicating how you meet the selection criteria and articulating why you are interested in the role Contact details for four referees (who will not be contacted without your permission)
- A contact email address and telephone no.
- A completed **Equal Opportunities Monitoring Form** and **Fit and Proper Person Monitoring Form**.

Please send all documentation by email to Brendan Davies at Hunter Healthcare on: [applications@hunter-healthcare.com](mailto:applications@hunter-healthcare.com)

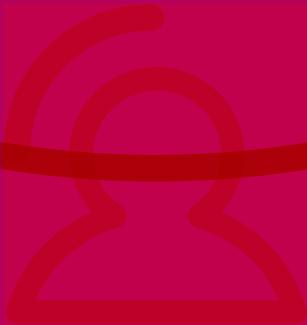
## Key dates:

Application Deadline	TBC
Longlisting	w/c 14 November
Shortlisting	w/c 28 November
Interview date	12 December



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T: 020 7935 4570  
E: [enquiries@hunter-healthcare.com](mailto:enquiries@hunter-healthcare.com)



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