



Non-Executive Director, Family Psychology Mutual Community Interest Company

Family Psychology Mutual's mission statement

“Working together with young people and families in their homes and communities to create and sustain positive changes, using high quality outcome-based psychological therapeutic interventions.”

The vision

We have developed a company which is wholly owned by the staff group and one which values and practices evidence based approaches. The purpose of the company is to deliver services to young people and their families, commonly described as being on the edge of care or the edge of custody. The methodologies employed are rooted in research proven approaches. The Company is guided by evidence of effectiveness, including promising practices which are evaluated by routine outcome measures and comply with practice based evidence.

We have developed strategic relationships with a social investment company and with Local Authority Commissioners so that outcome based commissioning can be realised in public services. We are using social investment via innovative financial mechanisms such as Social Impact Bonds to create opportunities to expand evidence based programmes. Our services include direct service delivery, programme management, consultancy and training.

Strategic objectives

Our strategic objectives reflect our ambition to build an effective staff-owned organisation. The Company will benefit the community, while addressing the challenges of the current and future environment within which the service will operate. These objectives are listed below:

Build a “mutual” culture within the new organisation

Build a sustainable organisation

Become an outcome-based led organisation

Improve outcomes for our service users and the community

Values

Our values have been developed through consultation with staff and are at the heart of the organisation. These values create our culture and influence the way our organisation and its members conduct themselves.

Challenges and opportunities

This is a unique opportunity to contribute to Family Psychology Mutual and to make a positive difference to the lives of young people and their families in across our portfolio of services. As a new social enterprise are establishing a market position based on expertise, quality and delivery. We have expanded to run a new service in London and are anticipating expanding again with new work being tendered in the East of England. Building capacity, expanding at a manageable rate and with a sustainable financial plan are key areas for the company to get right.

Governance

The purpose of the Company board is to govern effectively and in so doing build service user, commissioner and stakeholder confidence in the Company and its operational activity. The board plays a key role in shaping the strategy, vision and purpose of the organisation, holding the Company to account for the delivery of strategy and financial viability. Non-Executive Directors are also responsible for assuring that risks to the Company and to service users are managed and mitigated effectively. Led by an independent chair and composed of a mixture of employee Director representatives, Executive and independent Non-Executive Directors the board has a collective responsibility for the performance of the Company.

Board level behaviours

The following behaviours will contribute towards strong and effective governance and are therefore especially pertinent to Board Directors.

1. Inspiring shared purpose - create a shared purpose for diverse individuals doing different work, inspiring them to believe in shared values so that they deliver benefits for patients, their families and the community
2. Leading with care - understand the underlying emotions that affect their team, and care for team members as individuals, helping them to manage unsettling feelings so they can focus their energy on delivering a great service that results in care for service users
3. Evaluating information - are open and alert to information, investigating what is happening now so that they can think in an informed way about how to develop proposals for improvement
4. Connecting our service - understand how things are done in different teams and organisations; they recognise the implications of different structures, goals, values and cultures so that they can make links, share risks and collaborate effectively
5. Sharing vision - convey a vivid and attractive picture of what everyone is working towards in a clear, consistent and honest way, so that they inspire hope and help others to see how their work fits in
6. Engaging the team - promote teamwork and a feeling of pride by valuing individuals' contributions and ideas; this creates an atmosphere of staff engagement where desirable behaviour, such as mutual respect, compassionate care and attention to detail, are reinforced by all team members
7. Holding to account - create clarity about their expectations and what success looks like in order to focus people's energy, give them the freedom to self-manage within the demands of their job, and deliver improving standards of care and service

8. Developing capability - champion learning and capability development so that they and others gain the skills, knowledge and experience they need to meet the future needs of the service, develop their own potential, and learn from both success and failure

9. Influencing for results - are sensitive to the concerns and needs of different individuals, groups and organisations, and use this to build networks of influence and plan how to reach agreement about priorities, allocation of resources or approaches to service delivery

10. Championing the standards of public life – uphold the highest standards of conduct and displaying the principles of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership

Roles and responsibilities of the Non-Executive Director

Non-Executive Directors work alongside other Non-Executives and Executive Directors as equal members of the board. They share responsibility with the other Directors for the decisions made by the board and for success of the Company. Non-Executives use their skills and experience from their professional field of expertise to advise the Board in the following ways

1. Formulating plans and strategy.
2. Bringing independence, external perspectives, skills, and challenge to strategy development
3. Ensuring accountability
4. Holding the executive to account for the delivery of strategy
5. Providing purposeful, constructive scrutiny and challenge
6. Chairing or participating as a member of key committees that support accountability
7. Being accountable individually and collectively for the effectiveness of the board
8. Shaping culture and capability
9. Actively supporting and promoting a healthy culture for the organisation which is reflected in their own behaviour
10. Ensuring the directors of the board are 'fit and proper' for the role and champion an open, honest and transparent culture within the organisation
11. Potential succession as Chair of the board

Operational context

Acting as a mentor to less experienced Directors where relevant. Satisfying themselves of the integrity of reporting mechanisms and financial reporting. Getting out and about, observing and talking to service users, commissioners and staff. Providing analysis and constructive challenge to information on organisational and operational performance. Ensuring that the board acts in the best interests of service users.

In particular the responsibilities of Non-Executive Directors are to:

1. Commit to working to, and encouraging within the Company, the highest standards of probity, integrity and governance. Contribute to ensuring that the company's internal governance arrangements conform with best practice and statutory requirements.
2. Provide independent judgement and advice on issues of strategy, vision, performance, resources and standards of conduct and constructively challenge,

- influence and help the executive board develop proposals on such strategies to enable the organisation to fulfil its leadership responsibilities to service users.
3. Ensure that service users are treated with dignity and respect at all times, and that the service user outcomes are central to Company decision making
 4. Ensure that the board sets challenging objectives for improving its performance across the range of its functions
 5. Structure the performance of management in meeting agreed goals and objectives
 6. In accordance with agreed board procedures, monitor the performance and conduct of management in meeting agreed goals and objectives and statutory responsibilities, including the preparation of annual reports and annual accounts and other statutory duties
 7. Ensure that financial information is accurate and that financial controls and risk management systems are robust and defensible and that the Board is kept fully informed through timely and relevant information.
 8. Contribute to the determination of appropriate levels of remuneration for executive directors
 9. As a member of board committees, appoint, remove, support, encourage and where appropriate "mentor" senior executives
 10. Bring independent judgement and experience from outside the Company and apply this to the benefit of the Company and in achievement of its objects
 11. Assist fellow directors in providing entrepreneurial leadership to the Company within a framework of prudent and effective controls, which enable risk to be assessed and managed
 12. Engage positively and collaboratively in board discussion of agenda items and act as an ambassador for the Company in engagement with stakeholders including service users, staff and commissioners.
 13. Under the scheme of financial management used by the Cooperative Bank (FD online) Non-Executive Directors are required signatories for payments above £10k

Remuneration

To a maximum of £7000 per annum plus travel expenses as necessary

Expectation of at least 2 days per month including attendance at board meetings, advice calls, reading of papers and financial approvals.

Selection process

Application form. Interview with staff representatives followed by an interview with Board members on the morning of Wednesday 26th September in Huntingdon