

Creating opportunities
for change

Non-Executive Director & Trustee

Recruitment Pack

EMERGING
FUTURES



emergingfutures.org.uk

Welcome

Thank you for your interest in becoming a non-executive director/ trustee at the Emerging Futures CIC and Thrive Social Housing group. This is an exciting and pivotal moment to join our organisation. We have just launched a three year strategy, one that puts people, impact and sustainability at the heart of everything we do.

Emerging Futures began in 2014, born from a belief that recovery is possible for everyone, and that those who have walked that path should lead the way forward.

From modest beginnings, Emerging Futures expanded across the UK, to a growing and diverse team of staff and volunteers, many with lived experience themselves. Offering support to people affected by homelessness and drug and alcohol use, Emerging Futures has helped thousands through housing, coaching and therapeutic programmes.

We know the individual and personal cost of addiction is too high. Where we fail to support people affected by drug and alcohol use, the price of failure is not only a personal cost, but also a societal one. From a financial perspective, the 2021 [Dame Carol Black review](#) estimated that cost at £20 billion a year in England alone. Five years on from that independent report, we expect that cost to be significantly higher today, reflecting continued rises in alcohol-related deaths and growing levels of poor mental health. Recent NHS data shows that around 22.6% of adults in England are now living with a common mental health condition, up from 18.9% in 2014, highlighting the scale and trajectory of need.

If we can help more people change their lives for the better, we not only make life better for each individual we help, but also produce a positive change for society as a whole.

As a highly effective and well-respected player in our sector, this is an exciting time for Emerging Futures. We have a well-established approach, strong partnerships, and a track record of helping people change their lives for the better. In 2020 we incorporated a charity, Thrive Social Housing, which enables us to purchase property to use as supported housing. Our staff team has now reached over 250, and our turnover is expected to be over £12m this year.

The government's ten-year drugs strategy, [From Harm to Hope](#), has unlocked new funding to strengthen drug treatment and recovery services, and set new commissioning standards in the health and social care sector. This new investment, and the rising expectations it will bring, are a great opportunity. To meet this challenge, at Emerging Futures we are blending safe and secure housing, mental health support for addiction, and employment pathways to build recovery communities. [Our 2024/25 annual review](#) shows the progress we have made so far, and our plans for the future.

If you share our belief that recovery is possible for everyone, and want to help shape what comes next, we would love to hear from you.

David Moran
Chair Emerging Futures CIC





About us

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From modest beginnings, Emerging Futures expanded across the UK, to a growing and diverse team of staff and volunteers, many with lived experience themselves. Offering support to people affected by homelessness and drug and alcohol use, Emerging Futures has helped thousands through housing, coaching and therapeutic programmes.

Using compassion and courage, Emerging Futures believes that recovery is not just a word, it's a promise that anything is possible.

Our offer

Change is not easy, but we believe people can and will succeed in achieving their goals if they have three key assets:



Somewhere to live



Something to do



Someone to love

Our Housing

We offer professionally managed, high-quality housing for people who are homeless and affected by drug and/or alcohol use.

We understand that people benefit from varying levels of support depending on where they are in their recovery journey, so we provide a variety of shared and individual housing options to support our residents' needs.

By structuring our houses around the stages of an individual's recovery,

we encourage people to connect with others in a similar situation and begin building their recovery capital.

Our work within the criminal justice system is a vital part of our mission to create opportunities for people to transform their lives. Individuals leaving prison often face multiple and complex challenges, and our criminal justice teams ensure that people have access to safe, supported accommodation and tailored community services upon release.



Our Community Support

We recognise the importance of offering different levels of support for people at all stages of recovery. From those who haven't started their journey yet, through to individuals who are established in their recovery but still want to stay connected to people in a similar situation.

For individuals who want to change their behaviours and reduce negative dependencies on drugs, alcohol and crime,

we offer Foundations of Recovery. A structured behaviour change programme, delivered in partnership with Change Grow Live, which takes the form of therapeutic group sessions.

Our family services offer a safe space for people who are affected by a loved one's addiction to connect with others in a similar position, build resilience and improve wellbeing.

Our Coaching

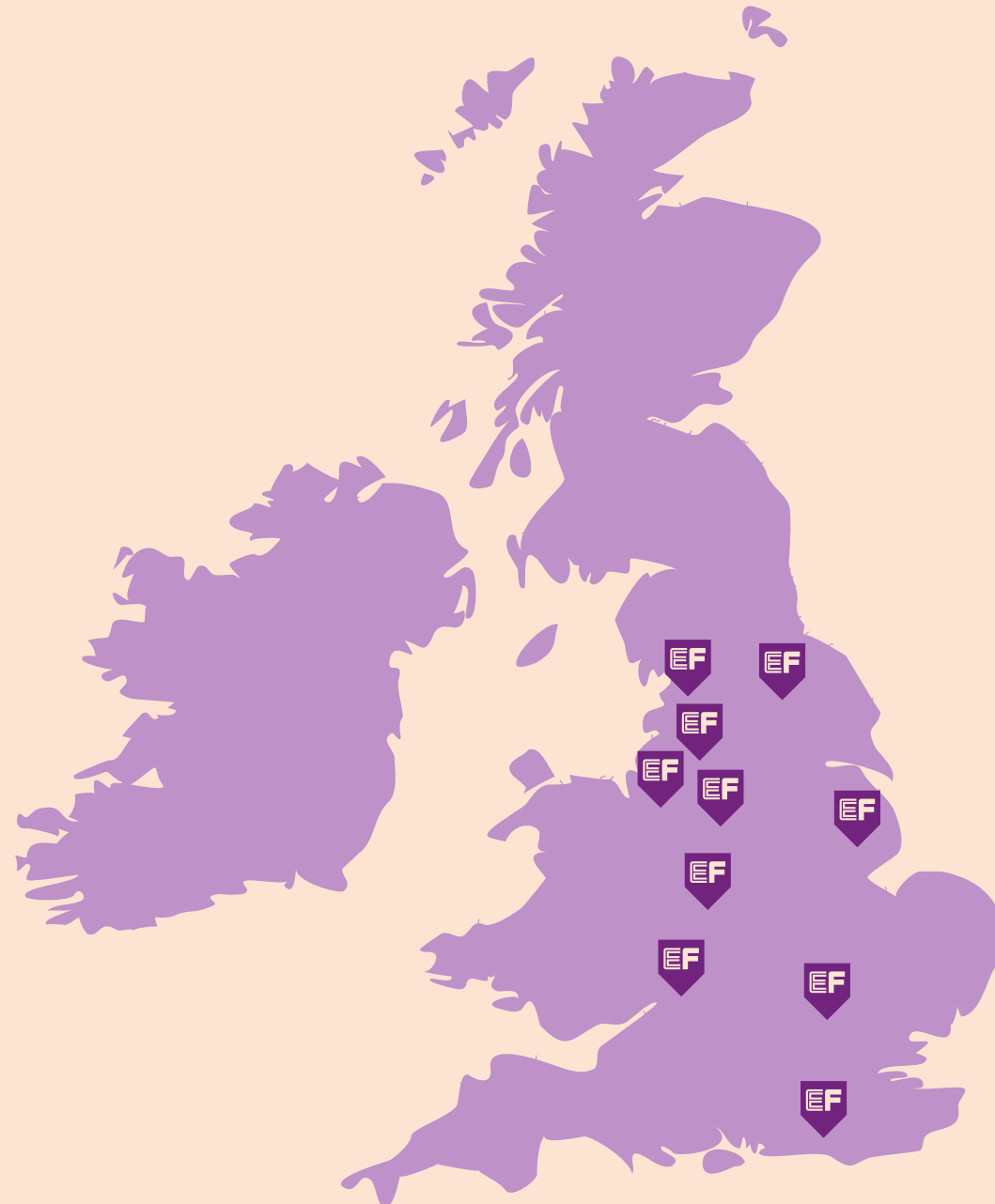
Coaching is at the heart of our approach to supporting those in our service and is delivered across all our projects from supported housing, family services and through our treatment partnerships.

The Emerging Futures **Coaching Essentials** training is an in-depth, 5-day programme focused on introducing the skills needed to coach, mentor and support others wanting to make long-term behavioural change.

Emerging Futures have been a member of the CPD Standards Office and were awarded Provider of Training Excellence status in 2024. The CPD-accredited course entitles people to gain:

- ▶ A formal CPD-accredited certificate for 25 hours of CPD.
- ▶ 1 year's free membership to the CPD Institute.
- ▶ A pathway into volunteer roles within our organisation and others.
- ▶ A foundation for employment within the health and social care sector.





Where we work

We currently deliver housing and community support services across **10 different regions**.

- ▶ Lancashire
- ▶ Yorkshire
- ▶ Greater Manchester
- ▶ Cheshire East
- ▶ Lincolnshire
- ▶ Liverpool & Merseyside
- ▶ West Midlands
- ▶ Gloucestershire
- ▶ Hertfordshire
- ▶ East & West Sussex.

The value of lived experience

Our highly trained workforce includes many people that bring a lived experience of recovery from homelessness or drug and alcohol use, offering a vital and unique insight.

Others contribute learned experience and include those who have been personally affected by a loved one's addiction or that have extensive backgrounds working in mental health and social care services.

It is the integration of these varied perspectives, combining lived experience with professional learned experience, that achieves fantastic results for the people we support.

Our structure

Emerging Futures is a CIC is a subsidiary of the registered charity Thrive Social Housing (TSH).

Thrive Social Housing

Thrive Social Housing (TSH) was established as a registered charity in 2021, and we are using social investment funding to grow and diversify our property portfolio to provide stable, high-quality homes for more people.

In 2022, a 10-year social finance loan from Social and Sustainable Capital (SASC) enabled TSH to purchase 10 properties as social housing stock. These properties are now being used in the group by Emerging Futures CIC to deliver much-needed recovery and housing services in Lancashire, Hertfordshire and Cheshire East.

Being the owner of property in our portfolio means that we can control the quality, health and safety of housing for our residents, together with ensuring its longevity.

Our Board

Emerging Futures and TSH have separate Boards who work closely together, each with their own distinct legal responsibilities and areas of oversight. While independent, the two Boards work in close partnership, sharing strategic direction, aligning values, and ensuring that both organisations remain focused on delivering the best possible outcomes for the people they serve.

Each Board brings together a diverse range of skills and lived experience; providing leadership and accountability across areas including finance, safeguarding, clinical practice, and organisational development. Trustees act as guardians of each organisation's mission, ensuring that decisions at every level reflect a commitment to compassion, integrity, and lasting recovery.

Our Executive Team

Emerging Futures is led by Chief Executive Claire Bloor, who brings a clear vision and an unwavering commitment to building an organisation that is professional, sustainable, and genuinely great to work for. Claire is supported by a skilled and dedicated executive team, including our Director of Service Delivery, Finance Director and Director of People and Performance - together providing the leadership needed to secure the long-term future of the organisation and the services we deliver.

As a team, we are focused on raising professional standards across the organisation, developing the skills and expertise of our people, and ensuring that Emerging Futures is built to last. We believe that investing in our staff is inseparable from investing in the people we support - and that a confident, capable workforce is the foundation of everything we do.

You'll be joining a team that takes quality seriously, where expertise is valued and high standards are expected.

Profiles of our current Board members and management team are posted on our website [here](https://emergingfutures.org.uk).

Role description

Our trustees and non-executive directors play a vital role in making sure that the group achieves its core purpose. They oversee the overall management and administration of the charity. They also ensure that there is a clear strategy and that our work and goals are in line with our vision.

Just as importantly, they support and challenge the CEO and executive team in the exercise of their delegated authority and affairs, to enable Thrive Social Housing and Emerging Futures CIC to grow and thrive, and through this, achieve our mission.

The Board operates under the leadership and guidance of the chair and works in partnership with the chief executive officer and the executive team.

Board members are expected to always act in the best interests of the organisation and its stakeholders, and to use their background knowledge and skills to work with the chair and other board members to ensure that the Board, supported by its committees, carries out its responsibilities effectively and lead from the top in demonstrating our culture, values and behaviours.

Board members have a collective responsibility. This means that trustees always act as a group and not as individuals.

Principle duties & responsibilities

Strategic Leadership

- ▶ Setting the overall strategic direction of the group, ensuring that it aligns with its mission, values, and objectives. Establish a framework for approving the future strategic direction of the organisation through agreeing the strategic plan.
- ▶ Support and uphold the values, aims and objectives of the organisation whilst also ensuring that the work of the Board, executive team and senior management team is aligned to these to ensure the long-term success of the organisation.
- ▶ Think strategically about the performance and direction of the group as a whole, and monitor the organisations performance in relation to strategies, plans, budgets, controls and decisions and the performance of comparable organisations
- ▶ Appoint the CEO.
- ▶ Ensure adequate succession planning for the Board and senior management appointments.
- ▶ Contribute to regular reviews of Thrive Social Housing and/or Emerging Future CIC's own governance.

Financial Oversight

- ▶ Ensure the group financial stability, reviewing and approving budgets, monitoring financial performance, and ensuring compliance with relevant laws and regulations.
- ▶ Satisfy itself as to the integrity of financial information and approve each year's statutory accounts prior to publication and approve each year's budget and financial plan
- ▶ Establish and oversee a framework of effective delegation and systems of internal control, which are reviewed annually
- ▶ Agree or ratify decisions on all matters that might create significant financial or other risk to Thrive Social Housing and/or Emerging Futures CIC, or that raise material issues of principle

Risk Management

- ▶ Trustees and non-executive directors are responsible for identifying and managing potential risks to the charity, including legal, financial, and reputational risks.

Compliance

- ▶ Trustees and non-executive directors must ensure that the group complies with all relevant laws, regulations, and best practices in the supported accommodation sector. This includes responsibility for approving key organisational policies e.g. safeguarding, H&S, HR.

Accountability

- ▶ Trustees are accountable to stakeholders, including beneficiaries, donors, and regulatory bodies, and must act in the best interests of the group.

Generic duties & responsibilities

Expectations

Conduct

- ▶ Lead by example by demonstrating and following Thrive Social Housing and Emerging Futures CIC's values, behaviours and standards at all times.

Attendance

- ▶ Attend regular board meetings, be adequately prepared, and actively participate in discussions and decision-making processes, sharing responsibility for all decisions made.
- ▶ Attend induction, training and development, conference and briefing sessions, and other such events as reasonably required by the group.

Confidentiality

- ▶ Maintain confidentiality regarding sensitive information related to the charity and its beneficiaries.

Acting Independently and Conflict of Interest

- ▶ Use independent judgment, acting legally and in good faith to promote and protect the groups interests, to the exclusion of their own personal and/or any third party interests. Trustees must declare any potential conflicts of interest and abstain from decisions where such conflicts may arise.

Professional Development

- ▶ Keep abreast of changes in Thrive Social Housing and Emerging Futures CIC's operating environment and engage in ongoing professional development to enhance their skills and knowledge relevant to their role.

Relationships

- ▶ Establish a strong working relationship between the Board, the chief executive officer and other senior colleagues
- ▶ Develop and maintain relationships with internal and external stakeholders under the guidance and direction of the chair and/or CEO.

Ambassadorship

- ▶ Trustees are expected to act as ambassadors for the charity, promoting its mission and values within their networks and communities.

Decision Making

- ▶ Trustees commit to actively engaging with the charity's beneficiaries and stakeholders to gain insights and inform decision-making.

What we are looking for

Personal skills and qualities

- ▶ Willingness and ability to understand and accept their responsibilities and liabilities as trustees and to act in the best interests of the group.
- ▶ Ability to think creatively and strategically, exercise good, independent judgement and work effectively as a board member.
- ▶ Effective communication skills and willingness to participate actively in discussion.
- ▶ A strong personal commitment to equity, diversity and inclusion.
- ▶ Enthusiasm for our vision and mission.
- ▶ Willingness to lead according to our Thrive Social Housing and Emerging Futures CIC's values.
- ▶ Commitment to Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

Specific skills sets and experience

As we build out board we are also on the look out for some specific skill sets and experience (Even if these don't apply but you're still interested, get in touch!)

- ▶ Marketing, Communications and Fundraising – experience in building brand awareness and reputation, increasing engagement with supporters, and generating income to enable growth and impact.
- ▶ Finance & Audit – strong financial oversight, sustainability, and governance expertise.
- ▶ Risk, Safeguarding & Governance – ability to support robust risk management and uphold high standards of accountability and compliance.
- ▶ Clinical & Therapeutic Expertise – insight into trauma-informed, psychologically informed, or health-based approaches to support quality service delivery.
- ▶ Supported Accommodation & Housing – experience in housing, supported living, or homelessness services.
- ▶ Drug and Alcohol Sector Expertise – understanding of substance use, recovery pathways, and the wider treatment and support system.

What we are looking for

(continued)

Terms of appointment

Terms of office

- ▶ Trustees and non-executive directors are appointed for a 3-year term of office, with a renewal for 1 further term to a maximum of 6 years.
- ▶ This is a voluntary position, but reasonable expenses are reimbursed.

Time commitment:

- ▶ Board meetings: Attending a minimum of 4 board meetings annually. Currently, half our meetings are held remotely, and half are in person. These usually occur during working hours for a max of half a day.
- ▶ Committee membership: Board members will be part of an ongoing committee (4 meetings p.a) or required to attend ad hoc and occasional working groups and/or support to the executive team.
- ▶ Attending annual strategy and training days.
- ▶ 2 x site visits minimum per year.
- ▶ There will be times when the trustees will need to be actively involved beyond board meetings. This may involve leading discussions, focusing on key issues, providing advice and guidance on new initiatives, presenting externally, or other issues in which the trustee has special expertise.



How to apply

How to Apply

To apply, please send your CV and covering letter detailing your suitability for the role to recruitment@emergingfutures.org.uk

If you would like to discuss the role in more detail or have any questions about your application, please email recruitment@emergingfutures.org.uk and a member of the executive team will be in touch.

Equality, Diversity and Inclusion

Emerging Futures is committed to being inclusive. We welcome applications from all backgrounds and identities, including people with lived experience and under-represented groups.

If you need **reasonable adjustments** at any stage, please let us know.

Key Dates and Deadlines

This is a two-stage process.

The initial stage will involve meeting CEO and executive team, with a final interview with board members to be confirmed with shortlisted candidates.

- ▶ **Deadline for applications** – 30th June
We'll consider applications as they arrive, so early applications are very welcome.
- ▶ **NED/Trustee induction** - 31st August – 9th September (timings tbc)
- ▶ **First Board Meeting**- 10th September

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