



Revolving Doors Agency  
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## Open Letter to Prospective Trustees

November 2018

Dear Potential Trustee

Thank you for your interest in becoming a Trustee for Revolving Doors Agency, attached with this letter you will find a job description, person specification and our current strategic plan. Should you wish to progress your application, please do send us a copy of your CV and a brief covering letter setting out how you believe you can support Revolving Doors Agency as a Trustee.

We are looking to increase the number of current Trustees at Revolving Doors Agency. Over the past few years we have taken the organisation through a significant period of transformation, from an organisation that relied on its reserves to fund its costs in year, to one that is now delivering a small surplus. We must now take time to plan for our future, we recognise we need to increase the number of trustees and have a better succession plan for the Board.

In 2018 Revolving Doors Agency has celebrated our 25<sup>th</sup> birthday, as a national charity we have been working to change systems and improve services for people facing multiple disadvantage and stuck in the revolving door of crisis and crime.

We bring independent research, service evaluation, policy and lived experience together to support effective solutions for the 'revolving doors group' of people. These are people who face multiple crises, including mental ill health, substance misuse, domestic abuse, homelessness and criminal justice contact.

We work to reform services, and improve support and outcomes for this group. We do this by working with policymakers, commissioners and service providers and through reflecting lived experience in everything we do. To ensure this, we have a regional network of forums of experts with lived experience. We act as a trusted "critical friend" to government departments, local authorities and service providers across the public and voluntary sectors.

We are consciously independent from any particular approach and from service provision. This allows us to be intellectually curious and to challenge accepted thinking. Our impact comes from being a credible voice, with a long history and expert knowledge.

Our team blends lived experience with expertise in frontline work, commissioning, policy and research. Our experience spans mental health, drug treatment, homelessness and housing, health and social care, policing, community safety, families, welfare, employment and criminal justice. We bring depth of understanding of the frontline realities faced by services working with people facing multiple crises, as well as the policy and commissioning contexts in which they operate. For

example, we work closely with police and crime commissioners, health and justice commissioners, directors of public health and other senior local authority stakeholders, and clinical commissioning groups.

Our research and policy work is influenced and informed by our lived experience projects and vice versa. This ensures that the solutions that we propose, whilst innovative, remain practical and grounded in the realities of commissioning and service provision. Most importantly it ensures that we always start with what is actually happening to the individual who experiences the problem first hand.

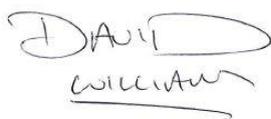
I joined Revolving Doors Agency in 2011 and became Chairman in 2017; I have the privilege to lead a Board with very diverse experiences. More information about our current trustees is available on our website. Over time job roles and experiences of Trustees have changed, society, policy and the demands on our revolving door population have also changed. As a Board we have reflected on how we can further develop our Board to bring in new skills, new experiences with the aim of building a sustainable succession process for the Trustees of Revolving Doors Agency.

We are seeking new Trustees with experience or influence based on current or recently held positions in one of the following fields: the criminal justice system, homelessness/housing, finance, consulting, academia (including research), social policy, the operations of government, substance misuse, or health and care, organisational development, communications and commercial/contracts.

If you feel you have the appropriate current experience and are interested in supporting us as a Trustee, please do get in contact. If you have any unanswered questions prior to submitting your application, please do contact us. Christina Marriott (Revolving Doors Agency Chief Executive) or I would be happy to answer any questions you may have. Please contact Sarah Fletcher, Revolving Doors Agency Team Administrator to arrange a convenient time. Sarah can be contacted on Telephone: 020 7407 0747 or email [sarah.fletcher@revolving-doors.org.uk](mailto:sarah.fletcher@revolving-doors.org.uk)

We look forward to hearing from you.

Yours Sincerely

A handwritten signature in black ink that reads "David Williams". The signature is written in a cursive style with a long horizontal line extending from the end of the name.

David Williams

**Chairman of Revolving Doors Agency**



## JOB DESCRIPTION

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Job Title:	<b>Trustee</b>
Reporting to:	The Chair of Revolving Doors Agency
Remuneration:	The role of Trustee is not accompanied by any financial remuneration but expenses may be claimed.
Location:	Our organisation is based in London, our Board meetings are held in London, currently from 16:00 to 18:00, 6 times a year.
Time Commitment:	5 Board meetings per year, plus 1 annual away day (3 year term, 2 terms maximum)

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## JOB DESCRIPTION

To be a Trustee of an organisation is an exciting and fulfilling role. The most effective Boards are ones which benefit from individuals from a diverse range of backgrounds, experiences and skill sets. The role of a Trustee is to ensure that Revolving Doors Agency (RDA) fulfils its duty to its beneficiaries through strong governance, strong leadership and subject matter expertise. This ensures that Revolving Doors Agency delivers on our vision, mission and values.

The Revolving Doors Agency story is available on our website at <http://www.revolving-doors.org.uk/why-were-here/our-story>

The mission of Revolving Doors Agency is to demonstrate and share evidence of effective ways to reform our public services, transforming the lives of individuals currently failed by the system. We do this through partnerships with national and local government, policymakers, commissioners and academic researchers.

While the Revolving Doors Agency does not provide services directly, our fresh thinking is helping other organisations to make life-changing differences.

Our strategic plan is available on our website at <http://www.revolving-doors.org.uk/about-us>

**The statutory duties of a trustee are:**

- To ensure that Revolving Doors Agency complies with our constitution, memorandum and articles.
- To ensure that Revolving Doors Agency pursues its objectives as defined in its governing document.
- To ensure that Revolving Doors Agency applies its resources exclusively in pursuance of its objectives.
- To contribute actively to the Board of Trustees' role in giving clear strategic direction to the organisation, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets.
- To safeguard the good name and values of Revolving Doors Agency.
- To ensure the effective and efficient administration of the organisation.
- 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 organisation's funds.

In addition, with other trustees to hold the charity “in trust” for current and future beneficiaries by:

- Ensuring that the charity has a clear vision, mission and strategic direction and is focused on achieving these.
- Being responsible for the performance of the charity and for its “corporate” behaviour; ensuring that the charity complies with all legal and regulatory requirements.
- Acting as guardians of the charity’s assets, both tangible and intangible, taking all due care over their security, deployment and proper application.
- Ensuring that the charity’s governance is of the highest possible standard.
- To appoint the Chief Executive Officer and monitor their performance.

As well as the various statutory duties, any trustee should make full use of any specific skills, knowledge or experience to help the board make good decisions.

The above list of duties is indicative only and not exhaustive. The Trustee will be expected to perform all such additional duties as are reasonably commensurate with the role.





## PERSON SPECIFICATION

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- Genuine commitment to Revolving Doors Agency's mission, values, culture and ethos.
- Experience or influence based on current or recently-held positions in one of the following fields: the criminal justice system, homelessness/housing, finance, consulting, academia, violence against women and girls (or domestic violence and abuse), social policy, the operations of government, substance misuse, health and care, organisational development, communications and commercial/contracts.
- Awareness of and commitment to the governance role and its responsibilities – as part of a Board actively seeking to explore its own function and structure in non-traditional, iterative ways.
- Innovative, critical, independent and a strategic thinker, with the ability in and/or a proven track record of translating strategy into operational assurance.
- A healthy and demonstrable understanding of risk and its benefits and preparedness to take risks. Entrepreneurial instincts.
- Willingness to speak their mind and be constructive, to challenge, engage and contribute to the work of the Board in a positive manner.
- Strong professional networks and a willingness to leverage own networks in support of Revolving Doors Agency.
- Good communication skills and the ability to advocate for the organisation.

### Experience:

- Successful experience of working in a senior and/or responsible role, for example operating on a senior management team, on a board or similar
- Demonstrable experience of building and sustaining relationships with key stakeholders and colleagues to achieve organisational objectives
- A proven track record of sound judgement and effective decision making
- A history of impartiality, fairness and the ability to respect confidences
- A track record of commitment to promoting inclusion, equality and diversity

### Knowledge, skills and understanding:

- Commitment to the organisation and a willingness to devote the necessary time and effort
- Willingness to be available to staff for advice and enquiries on an ad hoc basis

- Good, independent judgement and strategic vision
- An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- An ability to work effectively as a member of a team
- An understanding of the respective roles of the Chair, Trustees and Chief Executive

