

Help us grow

Trustee Recruitment Pack 2024



www.growingwell.co.uk



About Growing Well

Thank you for your interest in Growing Well. I am really pleased that you are reading this and that you want to find out more about joining us as a trustee.

Growing Well is a mental health charity that originated on a farm just outside Kendal in the South Lakes. We've been running for 20 years this year and now have three sites: our original site in Kendal, one at Tebay Services Northbound in Eden and Egremont, West Cumbria.

We offer supervised horticultural activity, skills development and therapeutic support to adults who are experiencing moderate to severe mental ill health. We describe our clinically-endorsed therapeutic model as "Recovery Through Activity". Currently up to 60 people, referred in by NHS services, other third sector organisations or by themselves, attend each site, each week.

Our beneficiaries are central to everything we do. Their input is crucial, it shapes the service and keeps Growing Well functioning day to day. Beneficiaries can self-refer or be referred by their clinician - or any other person who thinks that they may benefit.

We require only that they self-identify as having a mental health problem, commit to regular attendance, and identify what they would like to get out of coming to Growing Well so that we can plan how best to support them.

It is well known that talking therapies and/or psychotropic medication are not acceptable or effective for everyone, and many beneficiaries find that coming to Growing Well offers a powerful alternative or complementary option.

People benefit from learning and practicing vocational, social and life skills in a safe and non-judgemental environment, shoulder to shoulder with others who are experiencing similar feelings. Growing Well enables beneficiaries to achieve a routine, a social network, support to move forward and – for some – a stepping stone back into education or employment.

Our service delivery is structured using the Goals Based Outcomes framework. Beneficiaries articulate a goal for their mental health recovery and then work on related challenges and tasks, either in our kitchen or on our field, as part of a group. Depending on the individual, attendance at Growing Well can be anything from 6 weeks to one year.





What makes Growing Well truly unique is its basis in enterprise. We generate over 15% of our income from the sale of beautiful, organic crops, all grown here on site by our beneficiaries, with support from skilled horticultural staff. Being a vital part of a real-time supply chain is both challenging and empowering for people.

Over the past three years, Growing Well has made some significant changes to its service delivery and approach. Our board and senior staff have worked incredibly hard to create and implement robust governance structures that serve the needs of our beneficiaries and support our staff to perform their roles confidently and safely.

From 2020-22, we formalised our strategic plan to create a blueprint for the Growing Well model and ambitious plans for a multi-sited organisation with the power to bring our occupationally focused approach to more communities in and beyond Cumbria. In January 2023, we opened our second site at Tebay Services. In April 2024, we opened our third site in West Cumbria.

Despite attracting significant funding for our growth, these ambitious developments have depleted our reserves.

Our main focus as a board is to ensure the safe continuation of Growing Well by supporting our staff to develop and build sustainable income streams for our charity, during an incredibly challenging period for charities nationwide.

We are looking to recruit at least two experienced trustees who can lead the organisation through its transformation from single site to group status. Our new board of trustees will continue to build on the brilliant work already done to strengthen our governance and shape our strategic direction.

We are particularly interested in receiving applications from individuals with experience of:

- **Mental health services – governance, management and networks**
- **NHS – commissioning, governance and networks**
- **West Cumbria – business networks and nuclear supply chain**





Recognising the diversity that a strong board of trustees needs, we would very much also welcome expressions of interest from anyone offering the commitment, aptitudes and values outlined below.

In return for this voluntary role, you will gain the extremely rewarding experience that charity trusteeship can offer, including leadership, governance and strategic input, as well as the satisfaction of supporting a vibrant charity with a wonderful cause.

Lived experience is at the very heart of our work, so we welcome applications from anyone who has lived, or is living, with mental ill health themselves, as well as any individuals from marginalised or under-represented communities.

We really hope that you will find this pack useful. Please feel free to contact me via chair@growingwell.co.uk if you have any further questions or comments.

I look forward to hearing from you.

Best wishes

Jim Sharp
(Chair of Trustees)



Our Vision, Mission, Goals and Values

Vision

We want anyone experiencing mental ill health to be able to activate their own recovery, in their community, and make sustainable, lasting changes so they can live a better life.

Mission

We help people experiencing mental illness to activate their own recovery, blending structured, vocational and life skills building, peer-to-peer, and personalised 1:1 support, within a clinically-endorsed model.

Goals

Recovery through activity: supported volunteering in an organic growing enterprise to stimulate and sustain better physical and mental health

Social integration: active participation and inclusion in all areas of our charity

Finding a common language: where sometimes there just aren't the words, using our activities as a context for discovering, understanding, and communicating personal needs and strengths

Empowerment: a beneficiary-led journey of informed choice, where individuals set the terms for their own recovery

Gaining new skills: horticultural, vocational, and transferable life skills training (and qualifications) for every beneficiary

De-stigmatising mental health: Communicating the universal reach of mental ill health and influencing change through our holistic, community approach

Impact: making and demonstrating a positive difference in people's lives

Organisational excellence: a culture of clarity, quality, rigour and respect in all of our work

Values

Non-judgemental: we realise that mental ill health can touch anyone. We are respectful of every individual, no matter what their circumstances are.

Meaningful: the context of our work is in nature and in enterprise. Our products and our people have purpose and value.

Community-minded: we take a holistic, participatory approach to mental health recovery, recognising that "the whole is greater than the sum of the parts". We work with each other and external networks to support our beneficiaries' recovery.

Fair: we support [health] equality for all. We set people up to succeed and we support everyone's right to choice, and release from stigma.



A close-up photograph of a large pile of freshly harvested beetroots. The beetroots are dark red with some lighter, fibrous roots visible. A small, light blue, torn piece of paper is placed among the beetroots. The paper has the words "Checked" and "Good" written in cursive, followed by a large checkmark.

Checked
Good ✓

“Growing Well had faith in my abilities when I didn’t and have allowed me to grow and develop my role throughout my recovery.

Their patience is endless but thanks to them, my illness is not.”



Being a Trustee at Growing Well

Being a trustee at Growing Well means joining a group of friendly, energetic, committed individuals who are passionate about Growing Well. We are collectively accountable to the Charity Commission for the charity acting only in accordance with its stated aims (“objects”) and in accordance with Growing Well governing document - acting as a “critical friend” and guardian of the charity’s vision, mission and values.

The board is a “corporate body” meaning all responsibilities held, and decisions taken, are collective and not down to any one trustee. All trustees are equal.

The board’s primary function is setting the strategic direction, in partnership with the senior staff team, and overseeing effective delivery against objectives.

As trustees, we work respectfully and collaboratively with the charity’s staff, and whilst the board of trustees is theoretically ultimately accountable for everything, the operational running of the charity is delegated - in its entirety - to staff.

Although some individuals support staff using their particular skills (e.g. therapeutic, catering, minibus driving) the trustee role itself does not include being involved in the day-to-day operation of Growing Well (a clear scheme of delegation to support total clarity in this area is currently being revised).





Our application process

We will be accepting applications throughout July and August until 4pm on Friday 30th August, and interviews will take place in September.

The Trustee Application Form can be found [here on our website](#) and our Equality, Diversity and Inclusion form [can be found here](#).

All applicants will have the chance to come to Growing Well and see our site.

The following pages offer more specific detail around the role of a trustee and what the commitment requires.

The role of a **Growing Well** Trustee

Working together, the board of trustees:

- Ensures compliance with the Charity Commission requirements and its guidance
- Works towards Growing Well's vision, mission, goals and values
- Develops, reviews, and safeguards Growing Well's strategic aims
- Contributes specific skills and experience in the monitoring and risk management of the organisation's performance and assets
- Represents Growing Well positively to all external stakeholders and interested groups

What we ask of you

To make informed decisions as trustees, applicants need to spend time getting to know and understand Growing Well, meeting its staff and ideally beneficiaries too. You will be supported in this - and it is interesting and fun! Membership of a sub-group (below) is an excellent way to take this further.

Trustees are expected to attend all board meetings (usually 1-2 hours in length). Board meetings are held six times a year. At the moment these are hybrid meetings (in-person and online).

Papers are emailed a week in advance and will not be "presented" again at the meeting, so that time can be spent on questions, discussion and decision making.

Trustees have recently started to meet socially from time to time outside of board meeting to get to know each other better, enhance board cohesion after online only meetings during the Covid pandemic, and to discuss matters solely related to the board e.g. board functioning.

Trustees are encouraged to join one of the working groups.

Working group meetings are c. 2 hours in length, take part during the working week, are usually on-site, and can number between 4 and 8 meetings per year.

Trustees are invited to the Annual General Meeting (currently online but usually on site at Growing Well).

The Trustee role is voluntary (unpaid) but expenses related to the work can be covered.

Trustees serve a three-year term before being eligible for re-election. Officers are elected annually.

You will have a yearly appraisal to support you in your development.

Training and additional support is also available if needed.



Person specification

FACTOR	ESSENTIAL	DESIRABLE
Core Requirements	<p>A commitment to and enthusiasm for:</p> <p>The vision, mission and values of Growing Well</p> <p>Promoting a culture of belonging, openness, inclusion and participation, empowerment, and safety</p> <p>Promoting Equity, Diversity and inclusion</p> <p>Reducing stigma and increasing participation for people with mental health problems</p>	
Personal Circumstances	<p>Time to commit to the role of Trustee including reading board papers and other essential meeting preparation</p> <p>Basic IT skills - communication by email, attending meetings by Zoom/ Teams</p> <p>Interest, enthusiasm and willingness to learn about:</p> <ul style="list-style-type: none"> • Charity governance • Basic charity finance and reporting • Mental health <p>Excellent personal organisation skills</p> <p>Commitment to lifelong learning</p>	Lived experience of mental ill health, distress or trauma
Skills and Aptitudes	<p>Integrity</p> <p>Able to work as part of a team</p> <p>Creativity and innovation</p> <p>Managing complexity</p> <p>Attention to detail</p> <p>A willingness to speak up and contribute constructively to board meetings and associated work</p> <p>Excellent interpersonal skills</p> <p>Ability to engage empathically with a wide range of people</p>	<p>Excellent Microsoft Office and general internet/digital skills</p> <p>Confidence with data and databases</p>



Person specification

FACTOR	ESSENTIAL	DESIRABLE
Qualifications and Training		<ul style="list-style-type: none"> Project management Safeguarding Mental health Health and safety Business management Accountancy Marketing Law Continued professional development
Experience	<ul style="list-style-type: none"> Evidence of commitment to/interest in the Third Sector e.g., through employment experience or charity volunteering Leadership and/or management experience Interest/expertise in Strategy development Risk management Governance Liaison with internal and external stakeholders 	<ul style="list-style-type: none"> Charitable governance Financial management and accountability including mitigating and managing financial risk Income generation in charities Partnership working - including commercial partnerships Impact evaluation Data management and extrapolation Information governance and GDPR
Knowledge	<ul style="list-style-type: none"> Understanding of the respective roles of a Trustee, Charity Chair, and staff team 	<ul style="list-style-type: none"> Charity law, legislative, regulatory and best practice requirements for Registered Charities SMART targets and how to set them for teams and individuals Cumbria business, charity and community networks Knowledge and understanding of mental health conditions Awareness of the current statutory mental health landscape Charitable fundraising guidelines and funding models Risk registers





**Thank you for taking the time to
read our trustee recruitment pack.**

Growing Well Limited, Low Sizergh Farm, Kendal, Cumbria LA8 8AE

Telephone. 07903 013 648 Email. info@growingwell.co.uk www.growingwell.co.uk

Growing Well Limited is a Registered Charity 1182018, registered with the Charity Commission in England and Wales.