



# Make a difference

Chair our Board of Trustees and make a positive impact on people's lives.

# Welcome

**Could you lead the Board of this award-winning mental health charity working in Bradford District, Craven and surrounding areas as we build on our success and develop our strategy for the future?**

The Cellar Trust is one of the largest locally based mental health charities in Bradford District and Craven: set up by social workers following the closure of the mental health hospitals in the mid-80s in the cellar of an old Victorian House. Over the years we have developed, overcome many periods of challenge and change and – in recent years – gone from strength to strength to be in the position we are today. Our mission is to give people struggling with their mental health, the support they need, so that they can live positively and independently, and build their own brighter future.

With a turn-over of around £3 million (2022-2023) and a staff team of around 100, we deliver a range of specialist mental health services in the Bradford District and Craven area to over 6500 people every year. Service range from our Pathways to Employment Service, Reach, our HOPE trauma service to the Safe Spaces crisis provision, the Multi-Agency-Support Team (MAST) and our new psychological therapies service.

We have recently completed a merger (summer 2022) with two smaller counselling charities (Bradford Counselling Services and Aire Wharfe Craven Counselling) and have a national reputation for our lived experience and peer support workforce; something we are incredibly passionate about.

A key strength of the organisation is integration and the majority of The Cellar's services are delivered in partnership with statutory organisations and/or multiple Voluntary and Community Sector Partners. With a current head office in Shipley and a base in Central Hall, Keighley, the majority of the service provision is delivered in the community close to where people live and we also operate out of Bradford Royal Infirmary, Airedale General Hospital, Community Mental Health Teams and Primary Care.



# We're ready for the next challenge

Our organisation has had a period of significant growth in the past 18 months; a merger and two large new contracts including our role as Lead Provider, alongside our partner Mind in Bradford and a consortium of 11 local charities, for the Safe Spaces crisis service in the District. This has also meant a diversification of our workforce to include clinical staff and a move from a history of adult services to one which is open to all ages in some of our provision.

We are committed to and passionate about the leadership role we play locally, regionally and nationally and a number of our senior team have strategic roles. Our CEO Kim Shutler is the Sector Lead on the West Yorkshire NHS Integrated Care Board, and Senior Responsible Office for the programme on the impact and sustainability of the voluntary and community sector.

Following the period of major growth, as well as the pandemic and current challenges of the cost-of-living crisis, pressures in public services and funding and a challenging fundraising climate, as an organisation there are great challenges and opportunities ahead.

We have a partnership Levelling Up £3 million capital bid in the pipeline which, if it goes ahead, would see the creation of a new partnership with another local charity: HALE, and the full redevelopment of our Shipley site.





# About us

# About us



## Vision

Our vision is that people can access a range of high-quality support for their mental health in the right place at the right time.

## Our mission

Our mission is to work with partners to give people struggling with their mental health the support they need, so that they can live positively and independently, and build their own brighter future.

## Continuous Improvement

- We build on strengths and believe things can always be better
- We promote independence
- We are relentless in our quest

## Partnership

- We believe in great team work
- We believe in partnership and integration

## Our values

We are a values driven organisation; our values underpin everything that we do. They are about 'how' we do things and guide our behaviours and decisions.

## Hope

- We believe in individuals
- We don't give up
- We believe in brighter futures for all

## Respect

- We are all different but equal
- We value and respect each other
- We will not tolerate discrimination or stigmatisation

## Dedication

- We are passionate about our work and go the extra mile
- We are committed to what we do and how we do it

# The Cellar Trust strategy 2022-2025

## Our Vision

To provide high-quality mental health support for people in the right place at the right time.

## Our Mission

To work in partnership to give people the support they need with their mental health, so that they can live positively and independently, and build their own brighter future.

## Our Strategic Goals

We will improve, develop and expand our support for people on their journey into employment

We will deliver personalised support for people in emotional distress

We will develop a new therapy service for The Cellar Trust

We will further develop our training and digital offer

We will continue to develop as a thriving, sustainable and impactful organisation

## Our Key Principles

We will reach more people and make it as easy as we can for them to access our services

We will champion lived expertise and peer support

We will use our expertise to influence mental health services, policy and strategy

## Our Values

**Respect**   **Hope**   **Dedication**   **Continuous improvement**   **Partnership**

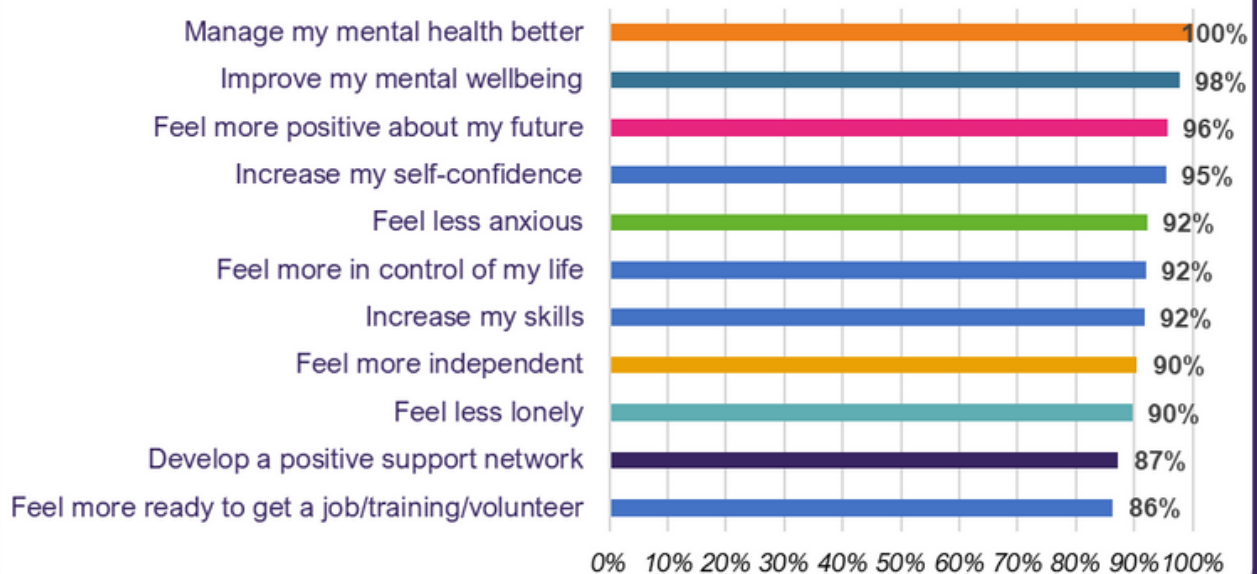
# Our Impact



## Feedback from our clients and partners

We asked people who used our services how they feel about us:

### How clients felt after accessing our services



## What our clients say...

"Thank you, I never thought I would say these words but thank you for saving my life. I've got hope and I now want to live and don't think of death every day."

"I was really struggling when I was first referred to MAST and felt I had hit rock bottom. By the time I was discharged from the service I could see a better future head- Thankyou for your support the weekly phone calls made all the difference."

"My kids now have their Mum back and I am happy again. You are a top mental health worker and you have saved my life. You stopped me from running into the road that day and I will never forget it. Thank you!"

# What our partners say...



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"As well as leading, as its CEO, the Cellar Trust (which is itself a key partner within the Bradford District and Craven Health and Care Collaborative), Kim, through her membership of the Act as One Partnership Leadership Executive has been the constant voice of the wider VCS/SME sector as we have evolved into a highly functioning placed based leadership team. We are a better partnership for having her as an essential member of our core team."

**Professor Mel Pickup, CEO Bradford Teaching Hospitals NHS Foundation Trust & Place Based Lead Bradford District and Craven Health and Care Partnership**

“

"We would not have landed the funding we did for crisis care or made the case to roll out crisis alternatives without Kim's significant input to this process. She is very clear and skilful at pitching points - and has been one of the key influencers in our ambition to have a range of multiple diverse VCS services delivering services in all mental health community and crisis pathways."

**Bobby Pratap, Deputy Head of Mental Health, NHSE/I National Policy Team**

“

"Millside Centre has been so privileged to work in partnership with The Cellar Trust over the last year, who have delivered Peer Support sessions for some of our most vulnerable and destitute service users, especially for asylum seekers and refugees. We have even had the opportunity to train some of our staff and volunteers to be Peer Support facilitators and have played an invaluable role in recruiting participants and co-delivering the sessions along with Rachel. We have learned so much from all Cellar Trust staff and look forward to continuing working in collaboration with this amazing charity who have gone above and beyond to support our centre, providing vital resources, staff and training opportunities to help us deliver sessions that is making a huge difference in people's lives."

**Furaha Mussanzi, Millside Centre**



# We are multi-award winning



**GSK and Kings fund Impact Award Winner 2023**

Winners of the **Positive Practice in Mental Health Award for Peer Support 2022**



Regional Winner of the **NHS Parliamentary Award for Urgent Care 2022**

Our CEO Kim was identified by the Charity Times as a **Top 20 Pandemic Pioneer** and was awarded an **MBE for Services to Mental Health** in the 2022 Queen's NY Honours.



Winners of the **Locality Transforming Lives Award 2021**



Winners of the **Charity Times Cross Sector Partnership of the Year - 2019**

For further information please see our 2021/2022 Impact Report on our website: [thecellartrust.org](https://thecellartrust.org)

# The Board of Trustees



**The Board's role is to provide strong leadership and governance of The Cellar Trust. The Board sets strategic aims, ensures that the necessary resources and people are in place for the organisation to meet its objectives and ensures that the organisation is delivering the greatest possible impact in line with our charitable objectives, mission and values.**

Our diverse group of trustees bring their backgrounds, experiences, and skills to the role and play a strong and supportive role in driving forwards our organisation. The Board prides itself on robust governance and leadership combined with a bit of fun and team work. The Chair will join this group and by upholding the values and culture of The Cellar Trust will work collaboratively with the team and trustees to lead the organisation forward.

For more information about our current Trustees please see our website: [\*\*Our trustees - The Cellar Trust\*\*](#)

## **Board Meetings**

The Board meets bi-monthly to receive updates, monitor impact and performance and discuss key organisational decisions. We have 2 established committees which lead on key areas of the organisation and report into the Board:

- Finance, Audit and Risk
- People and Organisational Development

An annual trustees and senior management away-day is held once a year for strategic and board development purposes, and there are also a range of other development and engagement opportunities for Board members.

# Our Trustees



**We are governed by our Board of Trustees who are legally responsible for our charity, its activities and management.**

The board delegates authority as appropriate to the Chief Executive Officer and members of the leadership team. Our board is made up of a fantastic group of people with a diverse range of skills and experience. The board meet six times per year in addition to our Annual General Meeting.



Laura Flatman  
Acting Chair



Hugh Rolo  
Treasurer



Sam Bell  
Board member



Richard Carroll  
Board member



Prof. Udy Archibong  
Board member



Dr Shehla Khalid  
Board member



Gabby Voinea  
Board member



Melvyn Ingleson  
Board member



Samantha McLean  
Board member

# Meet the Team



## Our Senior Leadership Team

Our Senior Leadership Team (SLT) have a wealth of experience and a passion for mental health. The Board of Trustees delegates the day to day running of the organisation to our Senior Leadership Team.



Kim Shutler  
Chief Executive Officer



Heather Tattersall  
Deputy CEO/Director of  
Client Services



Linda Haynes  
Director of Client Services



Michael Tomlinson  
Director of Finance



Helen Horsman  
Director of Operations



Shaun Rafferty  
Director of People



# The Role



# Recruitment of our new Chair

**Following a review of our Board we carried out a recruitment programme in the summer of 2022 bringing on a number of new Trustees. We are proud to have a diverse group of Trustees with varied skills and experience and our Vice-Chair is currently Acting Chair.**

We are now looking for a new Chair to work alongside our CEO Kim and the Senior Leadership team to take our organisation into its next exciting chapter.

In the light of the major growth as well as significant changes in the external environment, although we are currently mid-way through our current strategy, we are looking for a Chair who can help us to move into a period of strategy review and redevelopment.

We feel that our organisation is in good shape, has an exceptional team and values driven culture, and an excellent reputation locally, regionally and increasingly nationally. Whilst we know the period ahead will be one which will come with challenges, we also know we are well placed to adapt to these and embrace the opportunities ahead.

The diversity of the team is very important to us and we are very keen to hear from people who have lived experience of living and working in one of our diverse West Yorkshire communities. Like many of our colleagues and Trustees you may have lived experience of mental health problems or caring for someone else who has struggled.

We are looking for a Chair who is highly motivated by our ambition and the values and shares our passion and drive for making a difference to people and communities.

We are also keen to hear from someone with strong strategic experience of developing and growing an organisation and leading through periods of significant change, as well as strong leadership and governance skills.

# The role of the Chair



**Being a Trustee, and Chair, of a mental health charity can be an incredibly rewarding experience. You will have the opportunity to make a significant impact on people struggling with their mental health as well as our communities more widely.**

The incoming Chair will have lots in which to get involved. Some of the key opportunities and challenges for the incoming Chair's tenure will include:

- Building relationships with our diverse and relatively new group of Trustees
- Working closely with Trustees and the senior team to lead on the development of the new strategy
- Leading the organisation following a period of major growth into a period of challenge in the light of the external environment and growing pressures in health and care
- Continuing our journey towards a diverse and inclusive organisation and Board
- Ensuring that the governance of the organisation is reviewed and making sure it remains fit for purpose and has the right assurance framework in place as we move forward and grow
- Leading the organisation through a period of major capital development



# Responsibilities

## Key Responsibilities

There are five main responsibilities for our Chair:

- Strategic leadership
- Governance
- External Relations
- Efficiency and Effectiveness
- Relationship with the Chief Executive and the wider leadership team

## Strategic leadership

Although we have a Strategic Plan which was refreshed 12 months ago which is for the period 2022 to 2025 in the light of some major changes in the external environment and following on from the pandemic, we need a Chair who can lead the Board to develop a new organisational strategy.

We need a Chair who can appreciate the bigger picture, think commercially and help us to review major opportunities and risks.

Equally important to what we do is how we do it, and the Chair should lead the board in ensuring that we live our values and desired culture.

## Governance

We have worked very hard in recent years to develop our standards of governance, however, we know that this is a continuous journey, and the Chair needs to ensure that the Board as a whole has the knowledge, capability, teamwork and desire to perform at an exceptional level.

## External Relations

Whilst the majority of the outward relationship building and influencing is carried out by the senior team, you will be a vocal and passionate ambassador for the organisation and mental health.





## Efficiency and Effectiveness

Chairing our Board meetings will require good planning and preparation, clear thinking, impartiality and objectivity and a consensus approach to decision making. Then there is the role, in conjunction with the CEO, to ensure that we do what we say.

You will need to foster and maintain good and constructive relationships with Board and Senior Leadership Team members.

## Relationship with the CEO and the wider leadership team

We know that the relationship between the Chair and the CEO is the most important relationship in the organisation. The Chair leads and develops the Board of Trustees and ensures that the organisation is operating within its charitable objectives.

The Chair will work closely with the Chief Executive to drive forward an ambitious strategy. Together they will work closely to ensure the good performance of the organisation and will be clear about the different roles that they play. The Chair, along with the Board of Trustees, supports and holds the Chief Executive to account for the performance of the organisation but should not get involved in detailed management decisions.



# Experience

- A proven track record of successful strategic leadership
- Strong understanding of governance with experience of Board development and well-developed inclusive chairing skills
- Significant experience of providing guidance and appropriate support and challenge to senior managers
- Commercial acumen, with a strong appreciation of risk management
- Significant experience of leading the execution of strategy, driving change and organisational development

# Personal Qualities

- Passion, alignment with and commitment to our mission and our values
- Commitment to equality, diversity and inclusion
- A high level of emotional and cultural intelligence and political astuteness
- Resilient with the ability to handle tension, conflicts and reach consensus
- A calm and measured approach to the many crises that arise in our field of work
- Comfortable with ambiguity and the confidence to ask questions
- Tact and diplomacy, with the ability to listen and engage effectively
- A commitment to understand the health and social care landscape
- Empathy and understanding of the needs and aspirations of the people and communities we support
- Ability to foster and promote a collaborative and inclusive team environment
- Willing and able to commit energy and time to fulfil the role, including travel and attending meetings and events out of office hours

# How to apply



Application is by CV and a covering letter which should indicate why you are interested in applying for the Chair and how you meet the role requirements. If you would like a call to discuss the role in more detail, with Kim Shutler or our Acting Chair Laura Flatman please contact [kim.shutler@thecellartrust.org](mailto:kim.shutler@thecellartrust.org)

**Interviews will be held on Friday 16th June.**

We want you to have every opportunity to demonstrate your skills, ability and potential; please contact us if you require any assistance or adjustment so that we can help with making the application process work for you.

We welcome difference and treat people equally, honestly and fairly. We recognise and stand up for people's rights. We are committed to providing an accessible service to all our clients, equal opportunities for employment of staff and promotion of the benefits of having a diverse workforce.



Registered charity (no. 701982)

Supporting people with their  
mental health to live positively  
and independently

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