

# Resolve

WHERE CHANGE BEGINS

Trustee

Recruitment Pack

February 2026



## Welcome

Thank you so much for your interest in the role of **Trustee**. We are excited to meet you and other candidates as we recruit new members to join our Board of Trustees. Having lost three wonderful Trustees due to their changing personal circumstances, we are keen to refill our ranks with professionals who can match the passion, energy and expertise they were able to provide the charity over a number of years. And I'm sure you'll agree it's a special place which does so much for its community.

From an initial £500 grant in 2008, Resolve has grown and matured significantly and as we approach our 18th birthday in April 2026, we are entering a new chapter. With a refreshed brand, an updated website, and an ambitious new strategic plan, this is an exciting and inspiring time to join us.

The Trustees (all unpaid volunteers) act individually and collectively, to provide an overall stewardship of the charity, in accordance with our governing document, relevant legislation and regulatory requirements. In essence we look after the staff and the organisation, so they can support the community. The staff are led by our very experienced not-for-profit sector CEO, Laura Hyde, who has been in post since April 2023. She is assisted by our long serving Recovery Services Manager, Dean Norris, who has been with us since 2014; and Gary Sutcliffe, our Head of Income, Communications and Impact, who joined us in January 2025. We are currently recruiting for a new Head of Homeless Services, with an interim appointment in place as we expand what we do in this area.

Whilst fundraising and income generation is challenging for everyone in our sector, we are confident in Resolve's outlook and therefore looking in particular to hear from ambitious and growth focused Trustee candidates who will help take us to the next level, without losing what makes us unique and part of our community in Hertfordshire. Our last set out accounts has been submitted for the last financial year and is available on the Charity Commission's website shortly, along with our financial history and governance documents.

The Board is currently made up of a diverse range of characters, bringing with them a wealth of different experiences, skills and perspectives. We are particularly looking to increase our financial, human resources and property management expertise and would welcome applicants who are strong in these areas. We invite candidates to submit their cv and answers to the three questions attached at the end of this recruitment pack to [Debbie.MacCormick@resolve.org.uk](mailto:Debbie.MacCormick@resolve.org.uk). However if you would like a informal chat about the role and the organisation then please do not hesitate to get in touch via the contact details below.

We look forward to hearing from you.

Debbie MacCormick and Jonah Anthony – interim Co-Chairs

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## Introduction to Resolve

Resolve is a registered charity working across Hertfordshire to support people facing some of the most difficult challenges in life, substance misuse and homelessness. Our aim is to help individuals move towards stability and independence, building safe, positive and sustainable lives.

We deliver this through two main services. Our **Drug and Alcohol Treatment service**, based in Welwyn Garden City and Letchworth, provides abstinence-focused, psychosocial support for people seeking recovery. In addition, our **Restart Homeless and Rough Sleeping service** provides targeted rough sleeping outreach, supported accommodation for 14 tenants and long-term guidance to help people to move forward and avoid returning to homelessness.

We are entering an exciting period of growth, with a refreshed brand and website, and a passionate team driving innovation across our services. We have a new strategic plan which looks to expand services, guided by our values of **Trust, Passion, Partnership and Respect**, in order to reach and help more people.



## Resolve's Drug and Alcohol Treatment Service

*"Attending Resolve literally saved my life.... I will be eternally grateful to Resolve. I can look forward to the future with hope and positivity." Client*

Resolve delivers drug and alcohol treatment services from Welwyn Garden City and Letchworth for people who want to reach abstinence. Treatment includes group therapy, individual key work and professional counselling.

**Group therapy:** We run 12 groups every week, with each client committing to at least two sessions weekly over the course of a 16-week programme. Individuals gain knowledge about substance misuse, learn practical coping strategies, and develop the peer support networks that are vital to long-term recovery. For those in work or with daytime responsibilities, we also run evening sessions to ensure treatment is accessible to everyone.

**Individual counselling:** Clients can explore the deeper, personal challenges underpinning their substance use. With up to 48 weeks of free counselling from qualified practitioners, people have the time and safe space to work through trauma, mental health struggles, and the complex emotional drivers of addiction.

**Key work:** Every client is paired with a dedicated Key Worker and meets one-to-one every two weeks. These sessions focus on practical progress as well as emotional support, addressing immediate crises, monitoring health, and helping clients navigate wider challenges such as housing, employment or benefits. Key Workers are often the anchor that keeps people engaged through the inevitable ups and downs of their journey.

Together, these elements create a holistic, person-centred service, that is proven to give people the best possible chance of lasting recovery. Many clients repeat programmes or engage over 9–12 months. We accept referrals from partners and self-referrals, with typical appointments offered within 48 hours.

*“Through Resolve’s love, understanding and genuine care I now have something I haven’t seen in many years. Hope.” Client.*

**A joined-up approach:** Resolve is a trusted partner within the Hertfordshire Drug and Alcohol treatment network. People can self-refer and we receive referrals from probation, community mental health teams and voluntary organisations. We collaborate closely with statutory and voluntary organisations through local forums and case reviews to ensure joined-up support.

**Who we support:** Resolve supports people from across Hertfordshire and the surrounding areas. Around 61% of our referrals relate to alcohol misuse and 39% to drugs, with some clients facing both issues. Our clients reflect the typical profile of people affected by substance misuse: 59% are men and 41% women, with the majority aged between 35 and 54.

### Outputs 2024/25

- 350 individuals supported.
- 564 group sessions delivered.
- 284 hours of counselling provided.
- 30 clients successfully complete the programme.

### Outcomes 2024/25

- 78% of our clients reported better physical health, and 80% improvements in mental health
- 80% of our clients experienced enhanced overall quality of life
- 85% of our clients strengthened their relationships
- 24% of our clients completed the treatment substance-free, with 59% achieving abstinence

### Impact

We carry out follow up phone calls with clients three and six months after treatment. We can demonstrate that our service continues to have a positive impact after clients have left our service.

	3 months	6 months
<b>Respondents</b>	15 clients contacted	7 clients – 2 clients could not contact.
<b>Continued improvements in quality of life</b>	14 yes, 1 continued health issues	5 yes. One person said that they now have their children back in their lives
<b>Improved confidence, self-esteem, resilience &amp; wellbeing</b>	14 yes, 1 no due to continued health issues. . Comments include that people like themselves more and have more self-belief.	5 yes but 1 with continued guilt
<b>Maintained abstinence or reduced use</b>	13 yes, 2 occasional drink with one of these saying no drugs.	5 yes, 3 occasional drink with one of these saying no drugs.



## About Restart

Restart is Resolve's dedicated homelessness and rough sleeping service funded by Welwyn Hatfield Borough Council alongside rental income from the three houses of multiple occupancy (HMOs). Operating across Hatfield and Welwyn Garden City, it provides:

- **Targeted outreach** to support people rough sleeping
- **Supported accommodation** for those transitioning out of homelessness
- **Longer-term support** to help people sustain housing, access treatment, education, training, and employment

Our goal is not only to respond to immediate need, but to empower individuals to achieve lasting stability and independence.

One ex tenant said *"For the first time in my life, I felt supported, understood, and empowered to move forward. Restart's support went beyond housing. They equipped me with the tools and confidence to break free from destructive patterns and rebuild my life. Today, I am no longer homeless, I am free from depression thanks to the counselling and resources they provided, and I am actively pursuing a brighter future, including plans for an apprenticeship in a trade."*

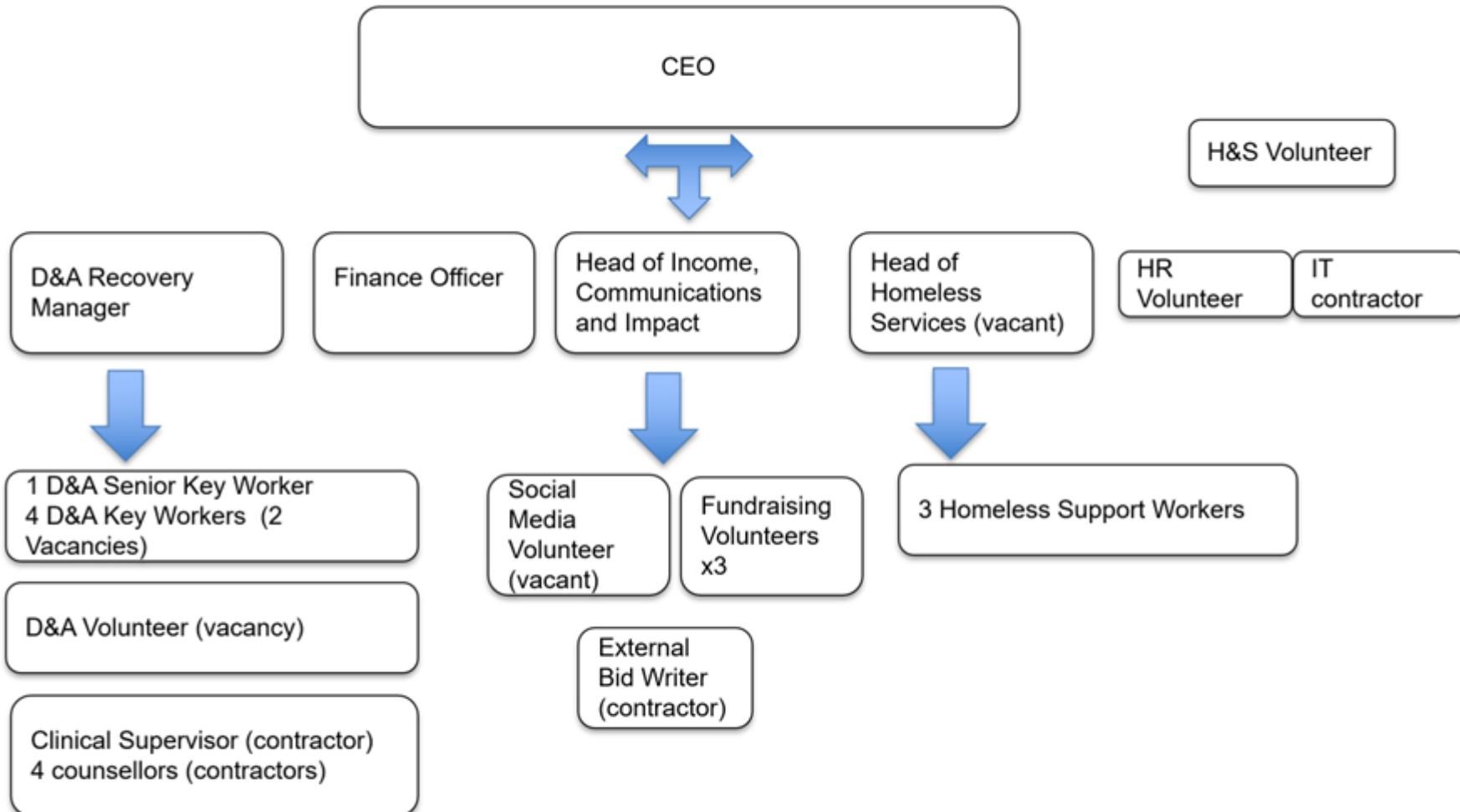
We take both male and female tenants in our houses which is unusual. In 2024/25 our Restart services helped 116 clients including 22 tenants living in 3 houses. We conducted 463 outreach 'sweeps' of the streets of Hatfield and Welwyn Garden City responding to homeless reports.

Restart is currently staffed by 3 Homeless Support Workers and we are looking to recruit a Head of Homeless Services.

One of our clients who was rough sleeping says *"I have been a career criminal for the best part of 20 – 25 years, so on release, I was put into [Restart's] hands and from the minute of becoming under their care they have given me nothing less than perfection. Caring, kind but most of all professional. They are stern with rules and rigidity. No one has ever been able to sort me out. I was destined for the concrete walls and iron bars for the rest of my life. Now I am a normal, law-abiding person who has been nudged and reassured"*



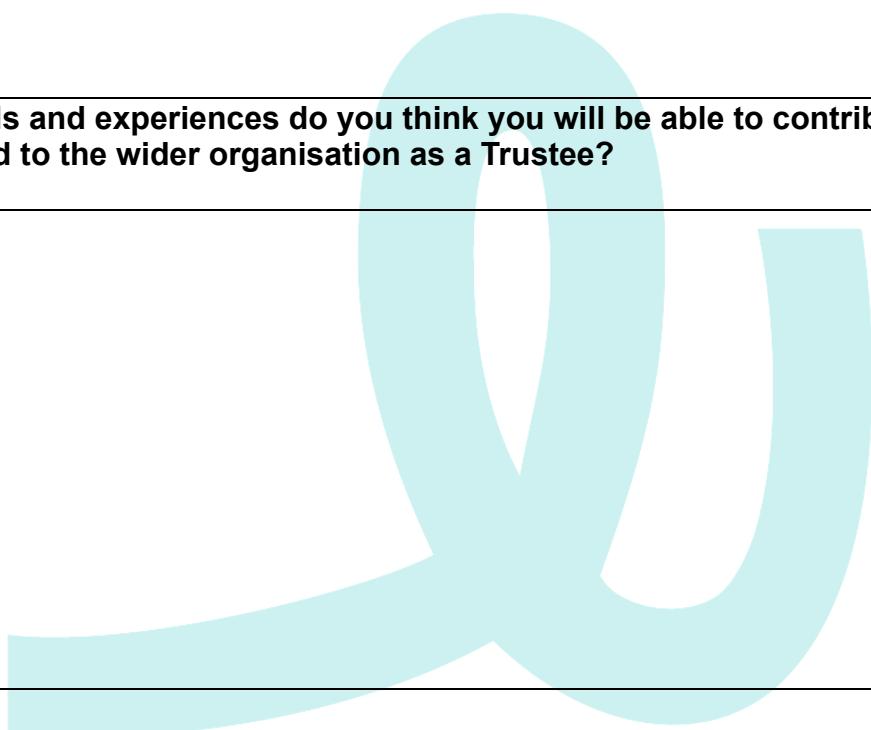
## Organisational Chart February 2026



## Trustee Application Questions

**What motivates you to get involved with Resolve?**

**What skills and experiences do you think you will be able to contribute to the Board and to the wider organisation as a Trustee?**



**What time commitment are you able to provide to Resolve as a Trustee?**