



TRUSTEES APPLICATION PACK 2020



INTRODUCTION

Message from the Chair

Dear Candidate,

Thank you for your interest in becoming a Trustee at The Connection. For 100 years, help has been provided to homeless people at our site in Central London. We are now recruiting for new Trustees to join our Board who share our commitment to support people in need. We have a specific interest in social enterprise/entrepreneur, policy/advocacy, fundraising and HR skills to strengthen our board. Alongside this, we are very keen to improve the diversity of our board so that we bring in wider perspectives to our governance.

The Connection adopted a 5 year strategy in 2018 with an agenda for change, growth and the development of social enterprise. The Covid 19 lock down led to the Charity flexing its services to work remotely and also in hotels for rough sleepers. We are now working in new ways in the context of both the pandemic and also wider social and political change.

We care deeply about good governance and have a committed and active Board of Trustees. We would like to recruit 3 additional members to the Board and we look forward to hearing from you. If you are considering making an application and would like to find out more about the charity, you are welcome to arrange to speak to the Chief Executive Officer, Pam Orchard by contacting Inclusive Boards directly on 0207 267 8369.

TIM JONES
Chair of the Board

BACKGROUND INFORMATION

SERVICES

St Martin in the Fields ('The Charity' or 'The Connection') has been providing help for homeless people for over 100 years. The Connection at St Martin's helps around 2750 people a year through a range of services for vulnerable people affected by homelessness. These include: street outreach, practical services such as food, showers and a c/o address, initial assessment and triage, emergency accommodation, in depth housing and benefits advice, joint work with the NHS, immigration advice, a programme of activities to support recovery from crisis and help to get a job. There is also a supported housing service in Clapham for 15 ex-rough sleepers.

The service staff liaise with partner organisations in the borough, in particular St Mungos, The Passage, The West London Mission, Turning Point and the NHS. In addition, there is joint work with Westminster Council, The Metropolitan Police and local businesses to tackle rough sleeping and antisocial behaviour.

85% of our clients are men, 15% women, most are sleeping rough and aged between 25 and 45. Half are from the UK, 30% are from the new EU10 countries (in particular Romania and Poland) and 20% from other countries around the world. More than two thirds have support needs including physical and mental health problems, drug and alcohol issues. Around a third of our clients have been in institutions – mainly prison – but also the care system and the armed forces.

It is important that our staff team are trained, supervised and supported to work with people who have complex needs. The charity also has strong safeguarding, data protection and health and safety measures in place due to the risks associated with this work.

Rough sleeping has risen consecutively for 10 years and over that time has grown in profile as a huge social problem. However, in March 2020 our operating environment changed over the space of a week. A government programme to house all rough sleepers in hotels meant that numbers on the streets plummeted. The Connection ceased almost all normal service activity and began supporting 110 people across two hotels, alongside other remote case work. The charity also worked in partnership with The Passage to provide a meal service for 350 hotel residents every day.

Services are now resuming on site but under very different circumstances. Rough sleeping numbers have halved. The experience has drawn partners closer together, recognising that we can achieve more if we work together. The capacity in the building has also dropped to around one third in order to maintain social distancing measures. This means that The Connection is redesigning service delivery for the short term and considering what changes might also be relevant for the long term.

There are significant opportunities for the charity to develop services and there is a strong interest at new sites in addition to our traditional site at 12 Adelaide Street. We are keen to avoid the need for vulnerable people to travel into central London and to create help closer to where people live.

Development is likely to include outreach activity, night time interventions, accommodation options and greater partnership with health services. We have also recently secured funding to take forward a Women's Homelessness development hub for London in partnership with Solace Women's Aid.



FUNDRAISING AND COMMUNICATIONS

The charity has a fundraising and communications team comprised of 8, which secures income from companies, individuals, events and trusts. The team attracts nearly £3m every year. The team works with our partners at the St Martin's Charity to support the annual BBC Radio 4 Christmas Appeal.

We receive £1m from the Appeal but are keen to ensure we are not too dependent on one funding source. The Friends of Connection at St Martin's are a separately constituted charity who exist to fundraise for The Connection. They raise over £200,000+ to support our work every year including legacies.

Our "local charity with national profile" position is unusual and we have been developing opportunities to make more of this position. We have agreed 5 changes we'd like to see to address rough sleeping in Westminster and had the opportunity to highlight these to the Prime Minister and Secretary of State during their visit to our centre in February 2020. We are in the process of refreshing our brand and updating our organisational "voice" to support the more proactive stance we are taking in all communications. We have also developed the "West End Homelessness" brand to provide a collective voice for companies and business improvement districts in our area.

CORPORATE SERVICES

The Connection has an annual turnover of £5.4m, a staff team of over 100 and around 30 regular volunteers. We have invested in IT over the past 3 years to upgrade our infrastructure and move to cloud based finance and HR systems. As 70% of our spend is on staff costs, it is imperative that we have a strong HR strategy and function. Work in this area is improving but there is more to do.

We have recently worked on increasing the financial acumen across the organisation through changes to our budget setting and reporting systems. We have strong reserves and a priority for us is to improve longer term forecasting and strategic use of reserves. We are tenants in our building and the Church are our landlords.

SOCIAL ENTERPRISE

In 2019 we invested in the development of trading and enterprise. This includes launching an on-line shop and piloting pop up food initiatives in partnership with the St Martin in the Fields Trading Ltd. The Pandemic has had a very significant impact on this work and we are now re-grouping with a view to increasing online trading. This includes a newly launched Poster Bakes initiative which delivers vegan doughnuts within a 5 mile radius of our centre. We have recently established a trading subsidiary called Show Your Connection.

GOVERNANCE

The Connection has a board of up to 13, and a governance link to the St Martin in the Fields Church through the Vicar. We recruited 6 new members of the Board in 2018 and since then have developed our governance significantly.

This is an exciting time to be involved in the Charity and, as our advert suggests, we are keen to attract people with a diverse range of skills, expertise and perspective to guide the charity to success with our new strategy. The Trustees at The Connection are committed to equality and diversity. In this recruitment, they are particularly keen to improve the diversity of the Board and are excited to be working with Inclusive Boards to achieve this.



VISION

London, like many cities across the world, is an exciting and stimulating place. However for some, it is a place to go when things have gone profoundly wrong and there is nowhere else.

When people are on the edge, homeless, isolated and in despair there must be a place to turn. The Connection at St Martin's is there to be with people as they overcome that isolation, recover and move on to a meaningful, fulfilling life.

We work with people, not for them, to help them to recognise their strengths and talents, improve their wellbeing, learn new skills and increase their confidence – a process which is vital on their journey towards recovery.

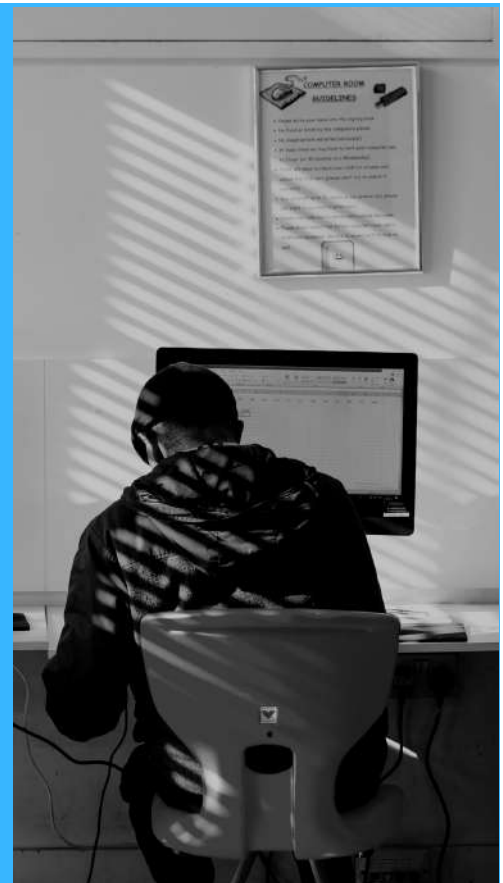
We also recognise the value and expertise our clients can bring to The Connection. This is why we have adopted co-production – including clients in the design, delivery and evaluation of our services – as a fundamental part of our service delivery.

However, this is not enough. The experiences of people on the edge matter. Their story must be told to those in a position of power and influence, so that homelessness, exclusion and isolation are not acceptable features of life in the UK.

MISSION

The Connection at St. Martin's empowers those who are on the edges of society to take control of their lives by:

- Providing practical support in an active environment designed to help people to recognise their own strengths, recover from crisis and move on;
- Collaborating with others who share our vision and mission not just in London, but other parts of the UK and the world;
- Sharing our learning with others, to deepen our own understanding and create a more socially just society for those on the margins.



OUR VALUES

EMPOWERING

We work with not for people, starting with their strengths, talents and ability to shape their own future. We value healthy relationships and open communication. We believe that with the right support, people can find a future that's better than the present.

INCLUSIVE

We provide an accessible environment and celebrate diversity. We are open for those who have been excluded from everywhere else.

COLLABORATIVE

We are always learning, sharing our experiences and collaborating with others to ensure we understand emerging needs and maximise our opportunities. We engage with our clients help to develop, deliver and evaluate our work.

HONEST

We hold realistic expectations about ourselves, one another, our clients and our partners. We acknowledge both positive and negative experiences compassionately and without pre-judgement.

TENACIOUS

We go the extra mile to address need. We challenge decisions that adversely affect people on the edge. We pioneer new approaches to address homelessness and its underlying causes. We do not walk away from people when they don't evidence the outcomes we want or expect.



OUR IMPACT

2,620

people accessed our services this year.



Our day centre remained very busy, providing an average of 110 people every day with showers and laundry facilities, hot meals, appointments with nurses and mental health specialists, and access to telephones, computers and a postal address.

17

people stayed at our long-term housing project at St Martin's House in Clapham



This year, 915 people stayed in our Emergency Accommodation.



This year, 788 people accessed skills and employment support.



34

34 clients took part in our Step Up volunteering programme.





ABOUT THE ROLE

The Connection's board is responsible for supporting and holding to account the Chief Executive and Senior Leadership Team. This includes ensuring appropriate governance of the organisation, overseeing overall strategy, managing strategic risk, monitoring financial performance and interrogating the big strategic choices and high-level decisions about the running of The Connection. The board also acts as guardian of The Connection's mission and values.

The Connections has a passionate and committed Board . We are looking for new board members to strengthen the overall mix of skills across the board, to add to the deep experience and knowledge of the existing board members. We will therefore be considering what candidates bring both individually and collectively with other candidates.

We have three vacancies available on the board.

OUR COMMITMENT TO DIVERSITY & INCLUSION

We are an inclusive organisation that supports thousands of diverse people every year. We want this diversity of to be reflected on our board.

We welcome applications from anyone regardless of their age, experience, sexuality, religion/beliefs, disability, ethnicity, heritage, gender and socio-economic background.

The Connections is deeply committed to inclusive working practices, so during the application process we commit to:

- Paying for childcare whilst you're at The Connections's interviews.
- Paying for your travel costs to the office and back for interviews when this is held in person.
- Making any reasonable adjustments - for example ensuring we have a sign language interpreters organised in advance if you'd like them.
- Providing this document in a Word document format readily available to download.
- Offering a guaranteed first stage interview for disabled candidates who meet the minimum requirements for the role with Inclusive Boards.

If there is anything else you're concerned about or think we could provide, please let us know.



PERSON SPECIFICATION

All board members should bring the following essential skills and values to the role:

Skills

- Able to operate at a strategic level, bringing insight and interrogation to the development of organisational strategy and taking high-level decisions about the future of the organisation.
- Able to evaluate and manage strategic risk.
- Able to display a commitment to inclusion and diversity.
- Excellent communication skills and an ability to persuade and influence to promote the interests of The Connections.
- Good listening skills and an openness to other views and feedback on own contribution.
- Able to think differently, come up with new ideas and challenge existing thinking.

Values & Ways of Working

- Commitment to The Connection's mission, values, culture and ethos.
- Assist the SLT in building networks of organisations and individuals who can help further the organisation's mission.
- Attend board meetings and away days and collaborate on board decision-making.
- Attend sub-committee / ad hoc meetings as agreed.
- Provide expertise and experience to complement the executive team.



In addition, we are looking for board members who can bring ONE of the following areas of specialism to the Board;

Fundraising

- Understanding of fundraising strategy and innovation, including new and dynamic approaches to raising funds for organisations.
- Understanding of multi-channel fundraising strategy

Social Enterprise & Entrepreneurial

- An individual who has started and scaled up a social enterprise in the UK
- A senior leader with commercial experience and has supported an organisation to grow

Human Resources

- Understanding of HR strategy that supports change and new ways of working
- Innovative HR strategies
- Understanding of change management and supporting the culture of an organisation

Policy and Advocacy

- Someone with a good understanding of public policy and advocacy

ADDITIONAL INFORMATION

Time Commitment

- The Board meets at least 6 times a year. There are three sub committees: Finance and Fundraising; Quality, Policy and Compliance; Remuneration and Nominations. Each meets at least 4 times a year. Trustees are expected to participate in sub committees as well as attending the main board.

Terms of Appointment

- An offer of appointment will be made once all candidates have been interviewed, and will be subject to satisfactory completion of eligibility checks, including reference checks. If you are offered an appointment you will receive a detailed summary of your main terms and conditions.

Conflicts of Interest

- All candidates will be asked to disclose any actual, potential or perceived conflict of interest, and these will be discussed with the candidate to establish whether and what action is needed to avoid a conflict or the perception of a conflict.

Questions

If you would like to find out more about the work of the charity in advance of making an application to become a Trustee, we will be happy to arrange this for you.

HOW TO APPLY

The recruitment process is being undertaken by Inclusive Boards on behalf of The Connection at St Martin in the Fields. If you wish to apply for this position, please supply the following by 23.59 25/10/2020

- A detailed CV setting out your career history, with responsibilities and achievements.
- A covering letter (maximum two sides) highlighting your suitability for the role and how you meet the person specification. Please note that the covering letter is an important part of your application and will be assessed as part of your full application.
- Please provide details of two professional referees together with a brief statement of their relationship to you and over what period of time they have known you.
- Referees will not be contacted without your prior consent.
- [Diversity monitoring form](#) - your data will be stored separately from your application and will at no time be connected to you or your application.
- If you would like to discuss this role informally before applying, please call 0207 267 8369 to speak to Sam Carey

To submit a full application please send your CV and cover letter to: CSTM@inclusiveboards.co.uk