



TOYNBEE  
HALL



Chair of the  
Board of  
Trustees





# Welcome to Toynbee Hall

Thank you for your interest in becoming our next Chair at Toynbee Hall.

We're a long-established community organisation that has been working side by side with local people in East London since 1884. Over more than 135 years, we have played a significant role, as an anchor for the local community in East London, inspiring multiple social change movements, striving to create a fairer and happier future here and beyond. We're proud of the positive impact we've already had, and continue to have today, on the lives of hundreds of thousands of Londoners. Our new strategy aligns our ambitions even more directly with the experiences of our diverse and vibrant East London communities.

Our next Chair of Trustees succeeds Julian Corner who will step down in early 2022 following six highly successful years of growth and redevelopment at Toynbee Hall. This appointment comes at a particularly pivotal time for us. Having already transformed our organisation, we are poised for further change and evolution, confident that we will once again navigate the complexities of our distinctive operating environment.

We are a significant and positive force for change within our community, across London and beyond, and are looking for someone who shares our desire to further increase our impact and influence. You will understand issues relevant to the inner East London population and instinctively know how to build positive alliances in and across our communities and nationally. You will effortlessly leverage stakeholder networks, be someone who makes connections easily, and will ensure we have a bold voice locally and further afield with policy makers, opinion formers, partners and others.

The Chair also works closely with our Chief Executive, Jim Minton, and his Executive and Leadership Teams. Like any pioneering organisation, we are busy exploring all opportunities to do more, some of which may lift us out of our comfort zone. We are looking for a new Chair who can provide support, stretch and constructive challenge around the big strategic decisions, some of which could go to the heart of our charity's brand and ethos.

You will bring balance, perspective and insight, quickly becoming an invaluable source of wisdom and guidance, and a trusted critical friend and sparring partner. In return, we can offer a skilled, knowledgeable and dedicated trustee team along with a rare chance to chair a unique and iconic social action institution.



# Building a fairer and happier future



We have done our utmost to be a positive force for good, working with and supporting the communities around us through our history, including most recently through an unparalleled crisis. But systemic inequality and unfairness meant that too many people entered the pandemic already vulnerable to its health, economic, social and psychological impact, and we and our local partners couldn't prevent family after family experiencing loss and hardship. So what we've seen and heard during the pandemic has only reinforced our belief that we must build back better, and meet the challenges of systemic inequality and exclusion head-on.

Our emerging strategy breaks this down into three overlapping levels: our local neighbourhood; our city, London; and the wider impact across society that we can inspire. And there is a fourth pillar, about how we are as an organisation, ensuring we are as effective as we can be in delivering on all of this and that we truly live the values we aspire to.

Toynbee Hall has come a long way since our origins in the nineteenth century. We now have an annual turnover of £9m and 120 staff. Last year we supported over 20,000 people across London. We know that many of the same problems that affected Londoners then – poor housing, insecure employment, a lack of access to justice and to opportunities, huge inequalities – still exist today.

These have been exacerbated by Covid and the lockdowns which have had a disproportionate impact on the communities around us.

Despite all of the wealth and power that resides in the City of London and the inner East London area, huge numbers of people in our communities were left without protection when the pandemic hit, and it was only the response of those communities, in which Toynbee Hall and our local authority and funder and voluntary sector partners have played a leading role, that prevented the crisis being even worse.

But the crisis is far from over, even as the drive for recovery begins. The need for effective, responsive community organisations can rarely have been more acute.



Over the last six years we have completed the successful £17m redevelopment of our historic building, and physical assets, creating new space for community services, co-production, gardens and green space, commercial space for events and offices, and a genuine model of what good redevelopment can deliver for communities. We've grown the organisation from 50 to 120 staff, including establishing a London wide training and development scheme for debt advice trainees, and have positioned ourselves for potential further growth in scale and reach via our Debt Free London partnership.

We've also remodelled our offer for older people, younger people, families and the wider community in our local area, giving support within a vibrant local ecosystem of provision. We've developed a deeply engaging model of community-based research, creating platforms for change led by local people, in partnership other local and national charities and local authorities and funders including the GLA and central government.

Our new vision and strategy – For A Fairer and Happier Future - puts the insights and experiences of the communities around us at the heart of all we do. We spent much of last year as an organization focusing on how we could further embed equity and diversity within that strategy and throughout our day to day work. We know we need to do more: in order to do justice to the experience of the communities we work with, and stand alongside; and in order to be true as an organisation to the values of fairness and justice that we stand for.

During 2020, we engaged a local partner organisation to work with our whole team on practical responses to racial justice and diversity; and we published our first comprehensive diversity report, Our People, including all of our demographic information, and openness on reward and pay grades.

In the same vein, over the past three years we have significantly broadened and deepened the experience of the Trustee Board, recruiting nine new trustees, each with deep connections to and knowledge and insights of the communities in East London.

We have huge opportunities ahead, to build on the learning and development of the last few years as we emerge from the pandemic. And we also have some big strategic opportunities around the growth of our services, the shape and scope of the organisation, and the ongoing need to be financially sustainable.

As 2021 draws to a close, as we emerge from one period of significant change, we are preparing for another, as we seek to secure renewal of our major contract to lead a debt advice partnership, and in the process expand its scale and scope. Should we be successful in our bid, we will have to align our governance and operations so that we can guarantee the quality and scale of delivery across that partnership; while at the same time ensuring our key focus on lived experience driving change from within the communities around us is also able to thrive. To be making these considerations from a position of strength, confidence and significant influence gives us real opportunities as well as significant risks and responsibilities. It is genuinely a hugely exciting time, and a really important role.

Click below to read our Impact and Strategy Report 2021



Click below to view our Annual Report



Click below to view our People Report



We are also on YouTube



To find out more please visit our website

# Our Trustee team



**Husna Mortuza, Trustee** grew up locally to Toynbee Hall and has strong connections to the area. Beyond Toynbee Hall, she advocates for policy changes in areas of social justice and welfare reform and is currently the Deputy Director of Advocacy and Public Engagement at the Joseph Rowntree Foundation. She is a former civil servant and Head of Policy Campaigns for the pan disability charity, Leonard Cheshire. Husna has extensive experience of Policy Development, Strategy and Campaigns with Governments and the not-for-profit sector.



**Maysam Rizvi, Trustee** and Founder and CEO, Elifinity. Maysam's career is defined by problem solving and tapping fruitful new areas of opportunity. He is a keen advocate for the fair use of technology in finance and is a thought leader on open banking and artificial intelligence.



**Tahera Rouf, Trustee** is an Associate at RCKa Architects and has extensive experience in the residential, community and education sectors. She has led and delivered award winning projects including PegasusLife retirement living scheme, Brentwood School new-build and refurbishment project and Westborough Primary School zero carbon remodelling and research project, looking into ways to refurbish primary schools to meet zero carbon standards.



**Sarah Squires, Trustee** and member of the Finance Committee is a lawyer, and her connections with Toynbee Hall began when, as a junior lawyer, she volunteered in Toynbee Hall's free legal advice centre. Several years on, in 2012, Sarah became a trustee. Sarah maintains her interest in the legal advice centre's work as chair of the recently formed Legal Capability Steering Group.



**David Warner, Trustee** and Chair of the Finance Committee, is former chief executive of London Funders and before that Homeless Link, with a huge knowledge of civil society inside and outside London.



**Kawsar Zaman, Trustee** is a barrister specialising in public, regulatory and employment law. He is also a qualified solicitor having practiced at Clifford Chance LLP and Allen & Overy LLP, specialising in financial services regulatory law. Kawsar is a governor at Morpeth Secondary School in Bethnal Green, and is particularly active in supporting Toynbee's Free Legal Advice Centre. He is a lifelong resident of Tower Hamlets.



**Halima Begum, Trustee** is the Director of the Runnymede Trust, the UK's leading race equality think tank. Halima also has extensive expertise in environment and experience in international development: during a 20-year career with the UK government, she was First Secretary in a variety of overseas postings covering education, human rights, inclusive growth, public health and post-conflict recovery. She subsequently served as a director of the British Council in Asia.



**Sam Thomas, Trustee** is a senior research fellow at the Institute for Social Policy, Housing and Equalities Research (I-SPHERE) at Heriot-Watt University. In previous roles, he managed major grant funding programmes at the Health Foundation and led policy work for the Making Every Adult Matter coalition, working across the national charities Clarks, Mind, and Homeless Link to address multiple disadvantage.



**Dee O Connell, Trustee** is the Deputy Director for the Building Safety Programme at the Ministry for Housing, Communities and Local Government. She is highly experienced in policy and strategy and has worked for the government in various other departments and policy areas, including crime and policing at The Home Office, children and young people, inclusion and domestic violence. She is also the founder of Dalston Partnership.

**Laura Ratling, Trustee** is a Creative Producer who specialises in large-scale socially-active arts and cultural projects, which explore and build the relationship between communities and the space around them. She has led programmes in both the UK and Uganda, for organisations including the Big Issue Foundation, the British Council and Emergency Exit Arts. She currently works as a Project Manager/Events and Engagement Officer for the City of London, and leads on community engagement strategies and programmes around Aldgate and surrounds. Laura has completed a Masters in Art and Politics at Goldsmiths College, in which she focused on the notions.

**Gemma Woznicki, Trustee** currently works as a Programme Manager for the Mayor's Office for Policing and Crime at City Hall. Her professional focus is around strategy and policy development for London. She has extensive experience of working to achieve improved outcomes for victims and survivors of crime, specifically those affected by Violence Against Women and Girls and young people. She also has a keen personal interest in local history and heritage that helps support her role as Trustee.

**Ali Hussein, Trustee** has worked for JP Morgan in various roles over the last 22 years and is now an Executive Director in the Asset Management division. In his career he has worked on various finance roles and is currently the CFO for the Global Equities team.



# The Role

The Chair of Toynbee Hall provides inspiring leadership and effective governance to the organisation. The Trustee Board is responsible for setting the strategic aims, objectives and direction of Toynbee Hall, delegating day to day management to an executive team led by the Chief Executive (currently Jim Minton), and ensuring the long-term sustainability of the charity. The Chair ensures the Board is effective, cohesive, and collaborative and plays a role as ambassador and visible champion for Toynbee Hall, alongside the CEO.

- Provide clear, engaging and confident **leadership and direction to the Toynbee Hall Board of Trustees**, ensuring the Board is fully effective in performing its strategic oversight and scrutiny role.
- Lead the **Board's overall development** including ways of working, culture and plans for trustee (and CEO) succession.
- Live and **lead with the values of the organisation**, as a champion of equity, inclusion, fairness and justice.
- Offer meaningful **support, stretch and challenge to the Executive**, via a primary relationship with the Chief Executive, on a wide range of strategic issues relating to the direction, sustainability, impact and values of the charity.
- Provide **support, oversight and wise counsel** on aspects of organisational change, transformation and / or strategic review as and when required.
- Build and foster positive, productive and **collegiate relationships** between the Board (and individual trustees) and the Executive and ensure that Trustees are appropriately utilised and engaged in pursuit of the charity's strategic priorities.
- As required, be capable of acting as an **influential ambassador and advocate** for Toynbee Hall locally and nationally, in partnership with the CEO.
- Promote the **highest standards of governance**, financial probity, regulatory compliance (Charity Commission) and risk management, safeguarding the reputation of Toynbee Hall and upholding its values.





# Who we are looking for

## What you will know or will have experience of

- You will be an influential community, civic or organisational leader with knowledge of the public sector and / or civil society and experience of navigating this environment.
- You will have some experience of, and an active interest in, issues relevant to Toynbee Hall's work, such as access to justice, financial health and building stronger communities.
- You will understand and appreciate the financial constraints and challenges of a charity dependent on multiple funding streams, a competitive fundraising environment, pressure on grants and contracts and the need to maintain a sustainable operating model in line with our emerging strategy.
- You will understand how charities operate and will know about charity law and governance – an understanding of organisations similar to Toynbee Hall would be useful although it isn't essential.
- You will offer insight into the complexities involved in community organisations such as finance, risk and strategy.
- We need someone with a track record of engaging with stakeholders and partners in a way that is influential, and who understands the value of coproduction and collaboration.
- It would be great if you have personal knowledge of the inner East London area and our diverse communities, or a background which means you really understand this along with an authentic desire to be part of it.

## The skills and abilities we need

- You will be a clear and independent thinker who fosters a culture of high-quality debate, discussion and decision. You can think outside the box and help us develop and implement ideas.
- You will maintain a positive working relationship between Board and Executive, and work with emotional and cultural intelligence.
- We will need your strong relationship and alliance-building abilities.
- Sound judgement will be essential.
- You will have a clear and persuasive leadership style with effective verbal and written communication skills.

## How you will work

- We are looking for a leader who guides, inspires and energises others, including the Board and Executive team.
- An engaged and versatile communicator, you will be a natural networker who inspires confidence and trust.
- You will be a natural collaborator with high capacity for self-reflection.
- You cannot enjoy this role without being aligned with our mission and values.

## Terms of Appointment

The time commitment for this role is 1-2 days a month, which may rise during periods of change and strategic development. This is a voluntary appointment with all reasonable expenses incurred in the role reimbursed. The appointment is offered on an initial three-year term, renewable to up three times for a maximum of nine continuous years.

# How to apply

We hope you will consider expressing an interest in this role.

To make an application, please go to <https://starfishsearch.com/jobs/toynbee-hall-chair/> and click on the apply now button, with the following prepared:

- your CV or equivalent biographical information
- a covering letter that sets out your motivation for applying for this appointment, and why you think your skills and experience make you suitable.

Please also ensure you have completed and submitted the equal opportunities monitoring form that appears on this site as you submit your application. The information you provide will be treated as confidential and used for statistical purposes only. The form will not be treated as part of your application.

**Closing date is Friday 10th December 2021**

Agreement of the final shortlist will be by 17th December 2021.

Informal meetings / telephone calls will follow confirmation of the final shortlist.

Shortlisted candidates will have the opportunity to speak with key stakeholders in early January 2022.

Formal interviews for shortlisted candidates are expected to take place in w/c 10th January 2022.

