



TOYNBEE  
HALL



Chief Executive





# Welcome to Toynbee Hall

Dear Applicant

Hello and thank you for your interest in becoming the next Chief Executive at Toynbee Hall.

I am the relatively newly appointed Chair, having started in March 2022. To me Toynbee Hall is so much more than a set of buildings on Commercial Street. It is a historic place, it is a purpose and it is a passion. Its historic place in east London enables it to be an anchor for local people. Its purpose has always been rooted in human rights, social justice and the belief that people have the ability to create the change they want to see for themselves, their families and their communities. Its passion is the energy, enthusiasm and unwavering belief from all of us involved that we can create a better and more just world through our actions.

Our founders, Henrietta and Samuel Barnett, believed that witnessing systemic inequality and understanding its causes were central to being able to solve it. For 140 years, we have been working to tackle the causes and symptoms of poverty. We have played a significant role, inspiring multiple social change movements, having a positive impact on the lives of hundreds of thousands of Londoners and working hard to create a fairer and happier future here and beyond. Nonetheless, it is clear that many of the structural and cyclical challenges remain. Having supported our local communities through the worst of the Covid-19 pandemic, we are now witnessing those same communities confronted with an impossible cost of living crisis. Despite the current challenges, we continue to work hard to find effective solutions to inequality, working hand-in-hand with the people and communities who directly experience it.

We want a new Chief Executive with strong strategic and leadership skills to take Toynbee Hall into a bold new era. We are a significant and positive force for change within our community, across London and beyond. We are looking for someone who can harness Toynbee Hall's unique heritage to place us on a robust and sustainable platform for the future.

You will be a credible and confident leader with the ability to think creatively and courageously about opportunities for further growth and funding. You will have both a commercial edge and a social heart. We're offering an unrivalled opportunity to join an iconic organisation and help shape and implement major strategic decisions, some going to the very heart of our brand and ethos.

If you believe you have the skills and experiences we need, we very much look forward to hearing from you.

**Stephen Burns**  
**Chair of the Board of Trustees**



# Building a fairer and happier future



Toynbee Hall is an historic community organisation that is working to build a fairer and happier East London in partnership with people who live here. Based in the East End of London since 1884, we work alongside local communities to tackle unfairness and ensure everyone has an equal chance to thrive.

Our new operational plan reflects our strategic intent:

- To tackle poverty, through supporting people to overcome barriers that impact upon them, and to take action to make systemic change; and in a time of huge inequalities a deep cost of living crisis to help create a fairer society;
- To shape a great place in our local neighbourhood and ensure that the local community feels more benefit from the huge wealth, investment and opportunities that exist in and around inner East London; and
- To shift power to the communities around us, through engaging people, creating platforms and amplifying voices. Our ambitions go far beyond our local neighbourhood, but remain rooted in the experience and power of the communities we work with.

At the same time we want to be a fairer and happier organisation ourselves with a very strong commitment to equity and diversity. We work hard to make Toynbee Hall a great place to work – and have a strong, diverse team who have supported each other and shown great innovation and resilience over the crisis of the pandemic and for many years before. You can read more about what it is like to work at Toynbee Hall in **Our People** report.

Toynbee Hall enjoys incredible buildings and assets, thanks to a 5 year, £17m redevelopment of our place and space which was completed in 2020. Our home is a beautifully restored historic building which is part of the social and architectural heritage of the East End. Our purpose-built advice and community centres – in the same East End location – create welcoming and high quality experience for the many local people and families who use them.

Our gardens are a haven of green space in a busy and rapidly changing neighbourhood and are used by many local people and groups. And we have 4 floors of commercial space, let on long term arrangements to charities and commercial partners; and a fantastic and very well used suite of events spaces within our halls, which generate income for the charity and create new connections. Our day-to-day work is focused on delivering quality advice – around debt, welfare benefits and the law – as well as a range of community led services. Our research is pioneering, led by local people and focused on understanding of issues that matter locally – and giving communities scope to act on their findings and to make change.



We have emerged from the pandemic as a hugely valued and effective anchor organisation in East London, supporting thousands of people directly through a range of services which increasingly a user led and designed; and shaping systemic change led by the voices and insights of the people around us. We will now be addressing, through our work with those communities, the impacts of an unprecedented energy and cost of living crisis. You can find out more about **how we work** here.

Toynbee Hall employs 100 staff; lead a high performing major partnership across London to deliver debt advice through trusted community partner organisations; lead and participate in numerous other partnerships locally; and enjoy strong relationships with funders, with local government and other stakeholders, the Mayor of London and key government departments. During the last 6 months we have been supported by Accenture to identify options for reshaping our organisational model. This work will be available to the Interim Chief Executive.

You will be inheriting an organisation in a very good place in many ways. We have a clear purpose and many strong partnerships. We have enjoyed growth both in income and in staff numbers; and well positioned. We enjoy significantly increased respect within our local community, across local institutions and with the Mayor of London as well as many other stakeholders. Our trustee board has been refreshed, and now is a diverse, expert and strategically focused group, including a majority of trustees with strong connections to our local area, and a new Chair appointed at the beginning of 2022.

We have a stable team at a senior level, delivering high quality outcomes with and for local people, and a strong organisational focus on equity and diversity. At the same time, we are a complex organisation, with a wide portfolio of activities with a variety of different funding streams. We work in a hugely diverse area, and face spiralling need within the communities around us and rising costs, both of which require us to secure a constant flow of new income. We have yet to fulfil our true potential in fundraising and now have an opportunity to rebuild and strengthen our income generation capability.

Our next Chief Executive will therefore need to assess and respond quickly to a range of important challenges, while at the same time, offering a steady hand to help our teams deliver on the important plans they have set out to meet the need we find around us. These challenges include:

- Continuing to rebuild our fundraising capacity and opening doors to sources of new income.
- Keeping our portfolio of work and financial model under review so we can ensure our activities are best aligned to our plan and strategy and have the best chance of being financially sustainable while delivering the strongest outcomes for the communities around us.
- Leading our team through a new era, including through any changes, while ensuring that we keep our strong focus on empowering communities and collaboration.
- Maintaining and continuing to build our focus on equity and diversity and helping embed it in our practice, policies and activities.
- Within this continuing to implement and bed in new governance models for the debt advice partnership.

To find out more please visit **[www.toynbeehall.org.uk](http://www.toynbeehall.org.uk)**





# The Role

**Accountable to:** Chair of the Board of Trustees

**Responsible for:** 3 Directors (Finance, Policy and Debt Free London); 3 Senior Managers (Services, HR, Fundraising).

- **Organisational leadership:** ensuring that the organisation follows through on its commitments to partners and funders and delivers against the plan it has set out: to tackle poverty; shape a great place; and shift power.
- **Strengthening the organisations ability to generate income, and contributing to finding new sources of funds:** through trust and foundations, other institutions, and via commercial and other sources of funding as appropriate.
- **Leading the team:** maintaining and building a positive and supportive culture, a deep commitment to equity and diversity; being visible and directing yet empowering the team and the wider community to shape change themselves.
- **Assessing the operating and financial model of the core organisation:** proposing changes over time that will further strengthen fundraising; make the operations and financial picture less complex; and ultimately make Toynbee Hall more sustainable. The model is certainly not broken and indeed has many strengths. However, post Covid there has been a need and an opportunity to take a proper look at how we work to fulfil our mission sustainably.



# Who we are looking for

In your written application please refer to Part One of the specification below.

## Part One

### Knowledge and Experience

#### Leadership experience

- Experience of leading a complex charitable or social purpose organisation with a multi-million pound budget and a significant number of staff and teams, as either a permanent or interim Chief Executive.
- Understanding and experience of leading in organisations working with communities.
- Strong credentials in change, including strategic review and cultural change.

#### Understanding communities and mission and aligning activities

- Experience of leading across and consolidating a wide portfolio of work.
- Experience of reshaping organisations and teams for alignment, sustainability and impact.
- Lived experience of the challenges we are helping to address, and knowledge of / or connection with East London or another diverse community is an asset.

#### Finance, income and fundraising

- Sharp financial acumen and understanding of charity accounting and managing complex budgets.
- Experience of leading organisations that need to raise a substantial annual amount of voluntary income; you will understand fundraising, particularly from trusts and foundations and bring ideas that drive new income generation.
- Experience of commercial revenue generation would be an asset.

#### Working with the Board of Trustees

- Experience of engaging with trustees and working with Boards more broadly.

## Part Two

### Skills and Leadership behaviours

- Highly effective leadership skills including the ability to persuade and influence.
- Excellent interpersonal abilities.
- Collaborative leader: sets high standards and clear expectations yet empowers.
- Enjoys working with diversity of experience, helping people learn, and being keen to learn yourself from the experience of the team and the communities we serve.
- Stakeholder management skills with an ability to build relationships and ensure Toynbee Hall is talked about and that its profile remains strong and positive.
- Personal commitment to a fairer and happier future and is passionate about doing this in partnership with the communities around Toynbee Hall.



# Terms of Appointment

## Salary

The role attracts a salary of circa £100,000.

## Other benefits

Details are available on request.

## Place of Work

Toynbee Hall, 28 Commercial Street, London, E1 6LS.

We are committed to flexible working for all roles; and have agreed a policy of hybrid working for team members following the pandemic. As a place based organisation it is important that we maintain a visible presence in the local area, so our expectation for full time staff is that they are present in Toynbee Hall (or another of our offices) at least two days per week.

For senior staff, there is an expectation that they will be visible and accessible to other staff and community members; however we do recognise the importance of wellbeing and work life balance so are keen to always be as flexible as we can.



# 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-ce/> 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.

The closing date for applications is Monday 14 November 2022.

Agreement of the final shortlist will be by Friday 2 December 2022.

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

Formal interviews for shortlisted candidates may be combined with sessions with client or stakeholder groups; this will be confirmed later in the process and events are expected to take place between 9 and 16 December 2022.

