



Candidate Pack

Executive Director of Transformation

St Mungo's
Ending homelessness
Rebuilding lives



Welcome

Thank you so much for your interest in joining St Mungo's.

St Mungo's is a unique organisation. Founded more than 50 years ago, today St Mungo's is one of the largest homelessness charities and providers of services for people experiencing homelessness in the UK. We deliver services that help get people who are rough sleeping off the streets, provide accommodation to those who have found themselves homeless, and offer support to help people recover from the effects of homelessness. Our outcomes are tangible. What we do is both life-saving and life-changing. And our almost 2,000 colleagues across the organisation are committed to our mission to bring an end to homelessness. Their passion is tangible.

Like many organisations, however, we are feeling the effects of a tough economic environment. This means we need to rethink our operating model – what we do, where we do it from, and how we do it – so that we are able to ride out the recession and come out the other side stronger, more efficient and able to keep growing. Homelessness is not going away, and we need to be able to respond, sadly, to increasing demand for our services.

I am looking for a fantastic leader to join the Executive team and help us transform as an organisation. I am really interested in your experience of leading through similar change, where you provided not just the structures and governance to do change well, but also created the environment that brought people with you. You will demonstrate you can lead transformation in a context in which the change budget will be relatively tight, so prioritisation of investment will be key. And you will know how to put client experience at the heart of how we design and transform, and will have strong empathy for St Mungo's cause.

If this sounds like your cup of tea, I would love to hear from you. I am always interested in bringing diverse backgrounds and experience into the team, so look forward to seeing what you could offer to St Mungo's.

Emma Haddad
Chief Executive, St Mungo's



About St Mungo's

St Mungo's is a leading homelessness charity with national influence. We work in partnership with local authorities, health colleagues and communities, with a mission to end homelessness and rebuild lives. St Mungo's vision is that everyone has a place to call home and can fulfil their hopes and ambitions.

As a homelessness charity and housing association our clients are at the heart of what we do. Our support focuses on those who are at risk of homelessness and those who are currently homeless, and we work to help many more people recover from homelessness.

For over 50 years, St Mungo's has been at the forefront of efforts to tackle homelessness. Each night our outreach teams go out to help people sleeping rough to move away from the streets. Through 174 services across London, the South East and South West of England, we provide a bed and support to around 3,000 people each night, a number which more than doubled during the Covid-19 Pandemic.

We are a registered social landlord and a charity, and we are regulated by the Regulator of Social Housing, the Charity Commission and the Care Quality Commission. Our services depend on the quality and commitment of around 2,000 colleagues and almost 500 volunteers, and outstanding leadership is pivotal to the organisation.

We support men and women through services that include emergency, hostel and supportive housing projects, advice services and specialist physical health, mental health, skills and work services. We also manage major homelessness sector partnership projects including [StreetLink](#) and the [Combined Homelessness and Information Network \(CHAIN\)](#).

We influence and campaign nationally to help people to rebuild their lives.



Why we are needed

Rough sleeping numbers have fallen in the last few years, due in part to the hard work St Mungo's and other organisations have undertaken to help people away from the streets. However, our goal is to end rough sleeping, and we know there is still more work that needs to be done.



Nationally, rough sleeping in England has increased by **38%** since 2010.

- There were **2,440** people estimated to be sleeping rough on a single night in autumn 2021.¹
- The number of people estimated to be sleeping rough on a single night in autumn has fallen in 2021 for the fourth year in a row from its peak in 2017. However, rough sleeping is still **38%** higher than in 2010.¹
- Last year, **nearly half (45%)** of all people sleeping rough in England were in London and the South East.



8,329

- **In London**, **8,329** people were seen rough sleeping by outreach workers last year; a **24%** decrease compared to the previous year. However, this is still an increase of **29%** compared to 2012-13. **5,091** people (61% of the total) were seen sleeping rough for the first time in London in 2021-22.²

Rough sleeping is harmful and dangerous



The average age of death for a man who dies while sleeping rough, or in emergency accommodation is **45**; for a woman it is **41**.³

- **Half (50%)** of people sleeping rough in London have a mental health problem.⁴

Homelessness services provide extra support to help people cope with complex problems



Between April 2021 and March 2022, **69%** of St Mungo's clients had a mental health problem that hindered their recovery from homelessness or caused them distress, and **48%** had a physical health problem.

- **34%** of our accommodation-based clients had an alcohol problem, and **41%** had a problem with drug use.⁵

Our work from April 2021 to March 2022



We helped

24,935

people across all our services, including outreach and emergency Covid-19 accommodation.



We supported

1,253

people in emergency accommodation.⁶



We ran

1,317

projects, managed by

180

services, including advocacy and advice for people facing homelessness; services for people experiencing rough sleeping; plus accommodation, support, and skills and training services for people who have experienced homelessness.



5,490

people were supported by our outreach teams.



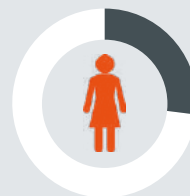
2,888

people were provided with housing and support on any given night.



2,744

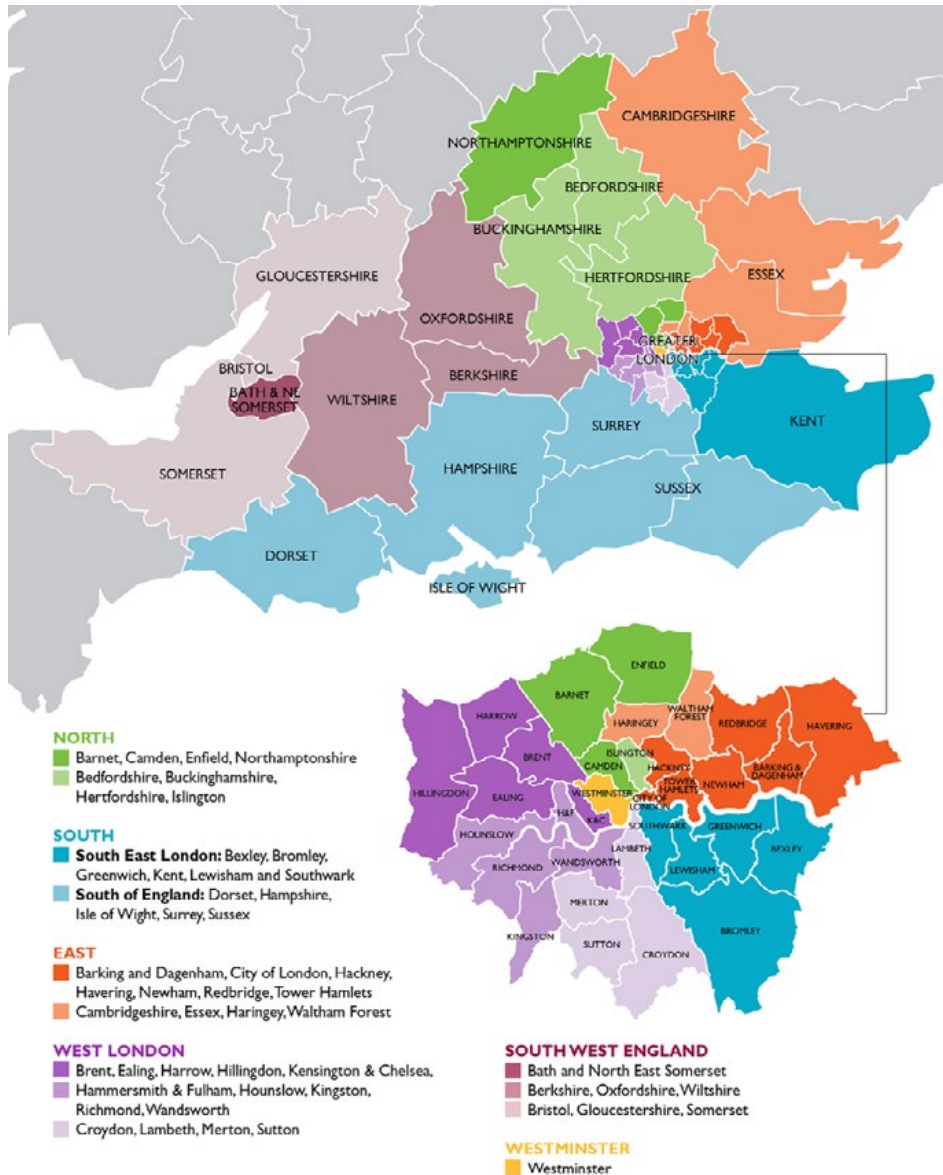
clients recorded on Opal who departed from St Mungo's residential services had planned moves.⁷



27%

of clients we worked with were women.⁸

St Mungo's service regions



If people are homeless or at risk of homelessness, our teams assess their needs and provide them with support and advice that is right for them.

If someone is sleeping rough, our teams can help people to not just move away from the streets but also towards a healthier, more fulfilling life.

We work with people around their interests and ambitions, helping them boost their skills and wellbeing, and take steps towards employment

After consulting our clients about their experiences, we advocate policy change to Government on their behalf.

Our 50 year history is filled with some extraordinary people. While a lot has changed since our beginning, our commitment and determination to end homelessness has remained throughout.



Our **Recovery College** is an inclusive learning, training and employment programme for our clients, based on the principle that learning and paid work can be a transformative experience.



No Second Night Out (NSNO) is a rapid response service to make sure that, wherever possible, a rough sleeper's first night on the streets is also their last night on the streets.



The **Social Impact Bond (SIB)** model helps people who have been homeless for prolonged periods. They allow us to work intensively and creatively with people so they can leave the streets behind for good.



Floating hubs provide innovative, emergency shelter across different London boroughs for intensive two week periods. Our team collaborate with local agencies to help people move away from the streets.

Our transformation agenda

What we do matters and we make a difference to hundreds of people. As a leading provider of homelessness services, we deliver high-quality support and accommodation. Our colleagues are proud of and passionate about what we do. And our ambition is to end rough sleeping in England by 2026.

Yet we face some big challenges. We are operating in an extremely challenging economic environment, which means it is costing us more to deliver our services than we can afford. We rely on outdated technology and manual processes that are barriers to efficient working. And we are seeing high attrition amongst our colleagues and difficulties in recruiting. We need to invest in our systems and processes, grow our brand, and refocus what we do on our core purpose.

Our fledgling Futures Programme was established to help modernise and improve across our systems, our people and our processes. We now need to turn this into a wider, multi-year programme to change our operating model. This will set us up to grow our services from a more financially stable and efficient baseline, with the right tools for colleagues to do their jobs and continued excellent outcomes for our clients.



Job Description

Job Title: Executive Director of Transformation

Reporting to: Chief Executive

Purpose of the job

- Develop and deliver a transformation strategy which will deliver a modern, agile, efficient and client-centric organisation that is financially stable.
- Establish a change programme to implement the strategy and oversee all major projects, with expert business change input and project management discipline.
- Ensure successful delivery of the programme objectives in scope, on time, in budget and with minimal business disruption.
- Ensure effective and sustainable implementation of each change project, with changes embedded and benefits realised.
- Oversee a comprehensive communications plan to take colleagues on the change journey and implement the strategy successfully.
- Oversee the modernisation of St Mungo's digital infrastructure, including systems, information security, application support/helpdesk, IT business continuity, and management of supplier relationships.

Key Responsibilities

Executive Leadership

- Provide visible, inspiring and engaging leadership, direction and decision-making for the Change Directorate and within St Mungo's as a whole.
- Build an open, innovative, collaborative, diverse and inclusive culture across teams to enable delivery of the change portfolio.
- Represent the change portfolio and technology risks, opportunities and challenges to the Executive Team to ensure informed and effective decisions can be made.
- Contribute to the development of wider organisational strategy and objectives as a member of the Executive Team.

Strategy and programme delivery

- Develop and lead on the delivery of a transformation strategy – taking into account organisational infrastructure, processes, structures and culture – and hold accountability for direction and impact.
- Ensure that stakeholder engagement and communications sit at the heart of the programme development and delivery at all stages, encouraging teams to identify partnerships, innovate, involve clients and use intelligence and insight to inform change.
- Develop and manage the transformation and technology budgets and plan, determining appropriate resource requirements to implement the most cost-effective business model.
- Ensure a clear digital strategy which drives the development and adoption of digital solutions to meet internal and external client, customer and stakeholder needs.
- Partner with key stakeholders to deliver a step change in our operations with clear business ownership and accountability.
- Embed the capability to deliver transformative change and continuous improvement.



Person Specification

Knowledge and Experience

The post holder should have demonstrable experience of successful outcomes in:

- Leading and delivering organisational wide transformational cultural change at a senior level within dispersed organisations, employing up to date knowledge of programme and change methodology.
- Leadership and management of significant transformation programmes across a mixed portfolio, including broad organisational development and change, and those with a digital component in a large and complex service-focused organisation.
- Influencing and supporting others to embrace change and continuous improvement.
- Engaging effectively with all other functional teams to ensure both a comprehensive transformation strategy that benefits the entire organisation - increasing efficiency and commercial effectiveness.
- Managing cross functional teams in the implementation of a transformation strategy.
- Demonstrating exceptional organisational skills, translating strategic aims into practical and innovative plans and action, and identifying and managing risks.
- Effective management and control of significant budgets.
- Exercising exceptional team working skills and building highly positive and constructive working relationships with senior colleagues and Boards.

Skills and Abilities

- Demonstrated ability to work from concept to shape cohesive structured operating models and change.
- Exceptional consultative, listening and communication skills with the ability to adapt to a diverse range of colleagues from a range of backgrounds.
- Excellent presentational skills: can sell a vision to an audience, present clear, accurate and concise reports, and identify political sensitivities when engaging others.
- Ability to work in a fast paced and rapidly changing environment, with the ability to prioritise competing demands in ambiguous situations.

Values and Behaviours

- Genuine interest in and commitment to St Mungo's client group.
- A demonstrable commitment to St Mungo's values in all personal approaches and behaviours: empowering, inclusive, innovative, committed and accountable.
- An advocate of collaboration and continuous improvement.
- Commitment to an open, participative and empowering style of leadership.
- Commitment to diversity and inclusion in the delivery of services and employment.



Terms of Appointment

Contract

This is a permanent appointment.

Salary

This is a senior appointment in the organisation, and we have benchmarked salary against equivalent roles in the market. The salary range offered for this position is circa £130,000 per annum on a full-time basis.

Work Pattern

Full time hours of 37.5 hours per week are likely to be required. However different working patterns will be considered. We welcome job share applications and are open to discussions about flexible working arrangements. Equally, you must be willing and able to work outside of normal office hours as required and to work flexibly in response to changing organisational requirements.

Location

Whilst our main office is currently in Tower Hill E1, London, we are very flexible and encourage a blended working pattern including working from home and across other London or St Mungo's hub locations e.g. Bristol, Brighton. More details will be provided at interview stage.

Annual leave

St Mungo's will grant you all public holidays and 25 working days paid annual leave each year. From 1 April following the 5th anniversary of your continuous employment with St Mungo's, your entitlement will increase to 28 working days paid annual leave.

Pension

St Mungo's Pension Auto Enrolment Scheme is as follows: Employer's contribution of 4% of your gross annual salary and employee contribution of 3% of your annual gross salary.

Defined Contribution Scheme: After six months continuous service, subject to satisfactory completion of the probationary period and confirmation of your employment, you can choose to sign up to the defined contribution scheme. This entails an employer contribution of 6% of your gross annual salary and employee contribution of 4% of your gross annual salary.

How to Apply

If you would like discuss the role before making an application please contact Juliet Brown at juliet.brown@starfishsearch.com.

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

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not part of your application.

Closing date: 13th March 2023

Preliminary interviews with Starfish: w/c 27th March 2023

Interviews with St Mungo's: w/c 24th April 2023