



# Candidate Pack

## Trustees

**St Mungo's**  
Ending homelessness  
Rebuilding lives



# Welcome

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Dear Applicant

Thank you for your interest in becoming a Trustee at St Mungo's.

St Mungo's is a leading homelessness charity with national influence, working in partnership with local authorities, health colleagues and communities, to end homelessness and rebuild lives.

Our services help thousands of people every year, working with those already experiencing homelessness, those at risk of homelessness and those who are on their journey of recovery from homelessness. Our work to ensure our expertise and the experience of our clients continues to be heard in Government, is equally important, so we can help to shape housing policy.

Originally set up more than fifty years ago, we have more potential than ever to change more lives and influence housing and homelessness policy and services for good.

I've been Chair for over a year now and commend the organisation to you. The Board has agreed a new five-year strategic plan, with our key ambition to end rough sleeping in England by 2026. We welcomed our new Chief Executive, Emma Haddad, in November 2022 and are in a strong position to achieve the goals we and our clients have set for ourselves.

We are seeking two new Trustees to join our dedicated and experienced Board, helping to set our strategic objectives and ensure that we are governed to the highest possible standards. You will work with trustee colleagues and the executive as the organisation continues to move through a period of change and transition, ensuring we are properly positioned to deliver our strategic priorities.

We're looking for leaders with a proven, senior profile and prior multi-sector experience as an Executive or Non-Executive Director who will bring their commercial skills, credibility and insight to an already strong Board, and a passionate staff team. In particular we are seeking people who bring strong commercial and financial acumen, as well as people who bring a background in housing or homelessness services. The successful candidates will share our desire to make a lasting difference to the lives of homeless people now and in the future and help turn our bold ambitions into reality.

If you feel you have the experience, credibility and commitment to join us and lead the biggest homelessness charity into a new era, we very much look forward to hearing from you.

You can find out more about St Mungo's, the Trustee role and how to apply in the following pages.

**Joanna Killian**  
**Chair of the Board of Trustees**



# About St Mungo's

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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.

We provide a bed and support to more than 2,850 people a night who are either homeless or at risk, and work to prevent homelessness.

We support men and women through more than 300 projects including emergency, hostel and supportive housing projects, advice services and specialist physical health, mental health, skills and work services.

We work across London and the south of England, as well as managing major homelessness sector partnership projects such as [StreetLink](#) and the [Combined Homelessness and Information Network \(CHAIN\)](#).

We [influence](#) and [campaign](#) nationally to help people to rebuild their lives.

**Our vision** is that everyone has a place to call home and can fulfil their hopes and ambitions.

**Our mission**

To do this, we:

- Provide support directly to our clients, either to prevent them becoming homeless, or to respond to it and help them recover;
- Build relationships with communities and the wider public, aiming to increase understanding of homelessness and empathy towards the people who experience it;
- Advocate for policy change by combining our clients' voices with the experience we have about what works.

**Our values**

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# 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.<sup>1</sup>
- 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.<sup>1</sup>
- 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.<sup>2</sup>

## 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**.<sup>3</sup>

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

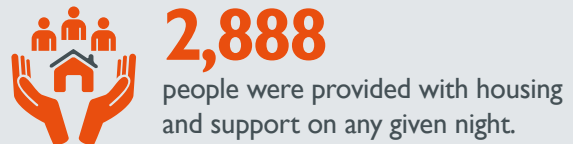
## Homelessness services provide extra support to help people cope with complex problems



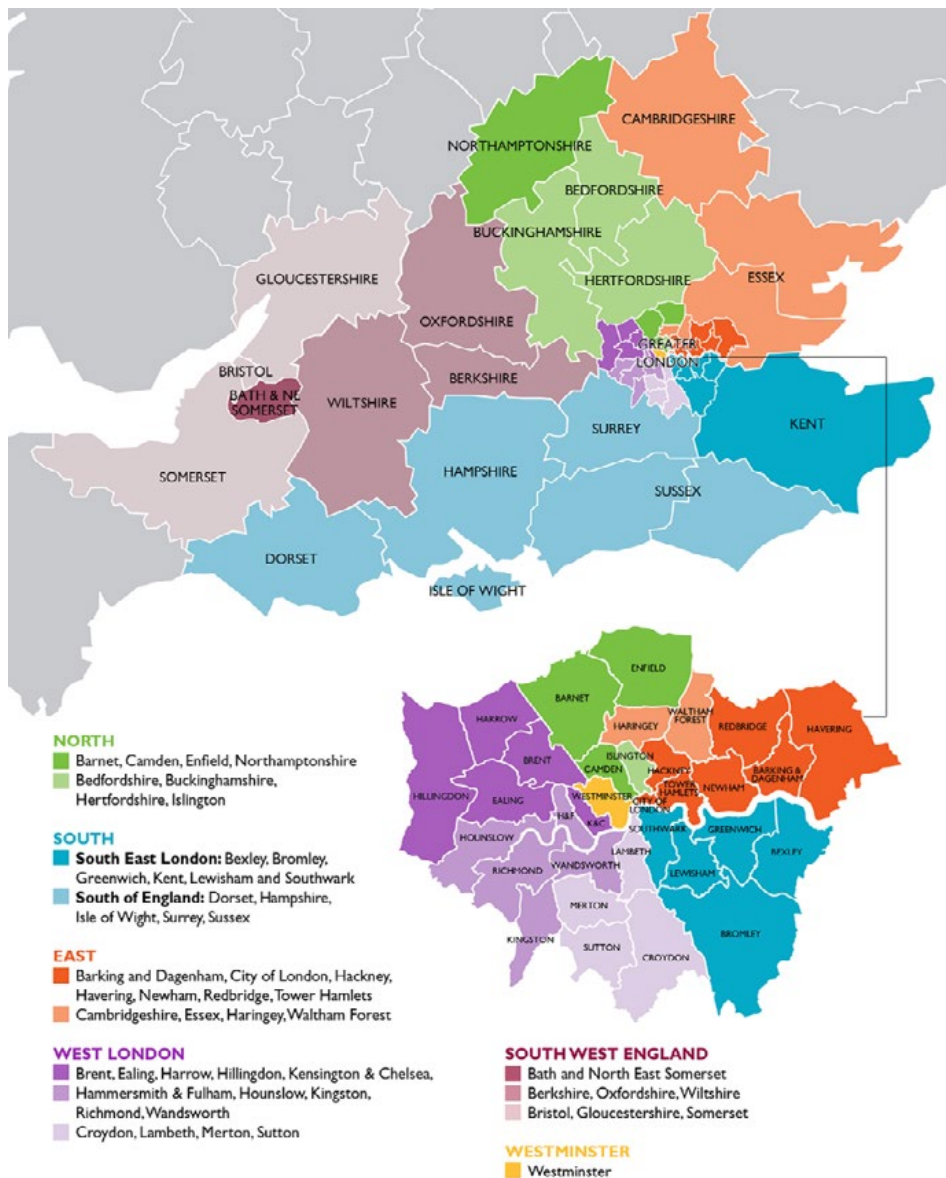
Between April 2021 and March 2022, **69%** of St Mungo's clients had a mental health problem that hindered their recovery from homelessness or caused them distress, and **48%** had a physical health problem.

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

# Our work from April 2021 to March 2022



# 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.

# Role Description

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**Title:** Trustee

## **Key Objectives:**

- Take responsibility with the rest of the Board for governance of the organisation.
- Ensure that all of St Mungo's activities ultimately further the interests of our beneficiaries and the future sustainability of the charity.
- Support the Chief Executive and the Executive team to achieve the aims and strategy of the organisation.
- Ensure that effective and productive relationships exist between the Board and all partners and stakeholders.

## **Specific Responsibilities:**

- Attend meetings of the Board and, in conjunction with other members make decisions on matters relating to the strategy, policy, financing, functioning, and monitoring of St Mungo's.
- In addition, each Trustee is encouraged to serve on one of the Committees.
- Read thoroughly in advance of meetings all papers sent out for discussion and prepare ideas and contributions accordingly.
- Participate in the work of specialist panels and working groups of the Board and other identified projects/activities, subject to your own availability and nomination by the Board.
- Take an active interest and familiarise yourself with the range of activities and services provided by St Mungo's.
- Visit St Mungo's projects and services from time to time to assist with client involvement.
- Participate in recruitment for the posts of Trustee, Chief Executive and Executive Directors, including serving on interview panels.
- Be prepared to use your range of contacts and acquaintances to promote the work of St Mungo's. On occasion this may, subject to agreement, involve representing St Mungo's at public or media events, or leading on an aspect of fundraising.
- Ongoing support of, and liaison with, the Chief Executive.
- Participate in arrangements to appraise the performance of the Chief Executive and to determine the remuneration of the Chief Executive and other senior staff.
- Participate in arrangements for assessment and appraisal of the performance of the Board, and that of individual Trustees.
- Conduct higher level hearings in accordance with St Mungo's formal procedures, e.g., disciplinary and grievance hearings in relation to the Chief Executive and Executive Team; appeal hearings in the case of dismissal of senior staff.
- Follow St Mungo's Equity, Diversity and Inclusion Policy and Codes of Practice at all times in your carrying out your duties; and contribute to the furtherance of diversity and equalities practice within St Mungo's.
- Undertake any development activity identified as necessary to support performance in the carrying out of the above responsibilities (any training to be arranged by St Mungo's staff and paid for by St Mungo's).

# Person Specification

## Knowledge and experience

St Mungo's invites applications from candidates with deep experience gained within an organisation of at least the same size as St Mungo's and in one or both of the following areas:

- Senior commercial leadership, ideally multi-sector, with prior responsibility for the end-to-end profit and loss of an organisation.
- Strategic ownership over the delivery of supported housing and / or homelessness services.

Additional knowledge and experience required for this role:

- Experience of helping to set and contribute to high-level desirable outcomes that meet the needs of all stakeholders.

Desirable:

- Understanding of the role of charity boards and their responsibilities and operation, previous experience as an Executive Director or Non-Executive Director / Trustee.

## Skills and abilities

- Commercial acumen and the ability to apply this within St Mungo's context.
- Strategic in outlook with the ability to contribute towards the creation of our future strategy and business plans and assess competing objectives
- Exceptional communication and influencing skills with the ability to engage and contribute ideas and energy as a member of the Board .
- Outstanding team-working, collaborative, interpersonal and relationship-building skills.
- Analytical and creative thinker with strong problem-solving abilities.
- The ability to uphold good governance by observing the duties and legal and regulatory governance standards expected of Trustees, and by setting and delivering charitable goals.

## Styles and behaviours

- Strong commitment to the organisation's values and its mission.
- Strong and demonstrable personal commitment to diversity and inclusion and to ensuring that these principles are promoted across all aspects of the organisation's work.
- Committed to working with diverse and disadvantaged groups and likely holds productive and current relationships and networks in relevant communities.
- Willingness to promote the work of St Mungo's through your own social and professional contacts and participation in marketing and fundraising activities.





# Terms of appointment

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## Salary

This is a 'pro bono' position, and no salary is payable, but travel and other expenses are paid in line with our policy. This includes a contribution towards childcare expenses if required.

## Location & time commitment

This role requires the equivalent of 1.5 days per month, to include preparation for and attendance at meetings.

Board meetings take place in London at our office in Tower Hill, six times a year, usually on Wednesday afternoons. We also ask our Trustees to serve on at least one subcommittee, which meet 4 to 5 times a year, also in Tower Hill.

Trustees are appointed for a 3-year term. Maximum tenure is normally up to six consecutive years.

# How to Apply

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We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact Juliet Brown at [juliet.brown@starfishsearch.com](mailto:juliet.brown@starfishsearch.com) and we will be happy to arrange a call. To make an application, please go to <https://starfishsearch.com/jobs/sm-trustees/> 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:** 31st March 2023

**Preliminary interviews with Starfish:** w/c 17th and 24th April 2023

**Interviews with St Mungo's:** w/c 15th and 22nd May 2023

