



RECRUITMENT PACK

TRUSTEES



WELCOME

Dear Colleague

Thank you for your interest in becoming a Trustee of Cambridge House.



With a dedicated and innovative team, tackling poverty, social inequity and social injustice has been our mission at Cambridge House since 1889. We work to tackle social exclusion and enable people to transition out of crisis and progress towards independence. Our vision is of a society without poverty where all people are valued, treated equally and lead fulfilling and productive lives.

Our activities are split into two areas - frontline services to support people to stabilise their lives and progress; and a research and knowledge exchange to support the development of the most effective social policy and practice.

This is a pivotal point for our future, and new strategy. We are now seeking up to six Trustees to broaden our mix of perspectives, professionally and personally, to help us move forward successfully and with strength. We are particularly interested in hearing from candidates who offer depth of insight, experience or influence within one or more of the following areas:

- Finance, for a Treasurer role (accountancy qualification essential);
- Governance, risk and inclusion, for a potential sub-committee Chair role;
- Sectoral experience in housing, community empowerment, academic research, digitalisation of workplace and/or service delivery processes;
- Business expertise in charity finance and accounting, investment portfolio management, marketing, communications, media and public relations, campaigning and influencing at a national level and/or finding donors.

We are also seeking a Vice Chair. We value diversity and warmly encourage applications from disabled and LGBTQIA+ people, candidates who share lived experiences with our service users, and people from minoritised communities.

Above all, we are seeking Trustees who share a commitment to social justice and our mission, who are able to think strategically and creatively about different ways we can achieve our objectives, and who can balance principles and pragmatism to help us deliver the biggest impact we can, as quickly as we can. We need people who understand how to achieve change and are used to working with senior stakeholders across industry, government and the third sector.

If you believe you have these skills and attributes, and are someone who holds a deep passion for a more equitable and just future, we would be very pleased to hear from you.

**Simon Latham, Chair
Cambridge House**

Karin Woodley CBE, Chief Executive



ABOUT CAMBRIDGE HOUSE

Cambridge House is a social action charity in South London. Our roots lie in radical change, in a desire to tackle poverty, social inequity and injustice in the communities we serve. We've expanded from our Southwark roots into a regional organisation, working in communities across London. Our work is varied and far reaching, from campaigning for safer tenancy for renters, to offering free expert legal services in housing, employment and benefit law or helping support the development of social policy and practice through our research and knowledge exchange.

AIMS AND OBJECTIVES:

1. Transforming lives

Frontline and personalised empowerment, access to justice and resilience-building services in London for families and people living in areas of high deprivation who are:

- Dealing with crisis.
- Denied their rights to justice.
- Affected by poverty, social inequity and injustice.

2. Transforming society

Creating the evidence and undertaking the influencing and thought-leadership activities needed to improve social policy and practice and dismantle the structural barriers that exclude people or trap them in cycles of despair.

OUR THEORY OF CHANGE



OUR FUTURE

We are at a pivotal point for Cambridge House and have a real opportunity to focus in on the difference we want to make in society and ensuring everything we do as an organisation supports with delivering this difference. The need for the work we do is also increasing rapidly. As a result, we have to increase our reach and impact, so we can support more people to deal with the crises they face and challenge and tackle the societal problems and barriers that create those crises in the first place.

Our new strategy is focused on that – transforming the lives of the people we support and transforming society, so we deal with the issues that affect their lives. What links the two areas is our commitment to putting people with lived experience at the heart of our work.

Having decided our future lies in a transforming lives and transforming society, we moved from our community hub last year. We are still rooted in Southwark with a physical base in the area and serving our local community, but our present and future needs as a charity focus much more of our resources on delivering against our mission. After 13 years of providing services from our Southwark community hub we know this is a big change, and that the transition to a new way of working may create challenges, but we believe this is the beginning of what will be a very positive change for the organisation and the mission we have set ourselves.

To learn more, please visit: www.ch1889.org.

CASE STUDIES ACROSS OUR FRONTLINE ACTIVITIES – SEE MORE RESEARCH [HERE](#):

Q's story

Q is single, in their early sixties and living with diabetes and poor eyesight. Loss of employment during the pandemic forced them to claim Universal Credit and they were evicted because of rent arrears. Our team prevented homelessness by securing alternative accommodation and secured additional welfare benefits to cover housing costs.

J's Story

J, a single adult had been subject to attempted illegal eviction, harassment, in an unlicensed house in multiple occupation where multiple landlord identities were designed to evade liability on any one of them. There had been no written tenancy agreement, rent demanded in cash with no receipts provided.

J's landlord accused her of being an unlawful sub-tenant, served her multiple informal notices to leave. Her life had already been pushed to its limit because of the pandemic but local authority had no duty to rehouse her as she was not considered 'priority need'. To make this vulnerable situation even more intense, J had lost her job in retail at the start of the pandemic. In March 2020, for the first time in her life she found herself applying for Universal Credit (UC) to meet her rent.

We attempted to negotiate with J's landlord. His failure to licence the property meant that J and her housemates were entitled to apply to the court for all their rent back. This would have been a fairly normal case for us, except for the fact that the Department for Work and Pensions (DWP) then retrospectively checked J's UC claim and asked her for a tenancy agreement – or else face a fine of thousands of pounds for all the rent she had claimed; the landlord refused to provide one in his effort to conceal his failure to correctly licence the property, putting J in jeopardy of paying back a debt for years to come. A debt which she did not owe.

We arranged for the matter of the UC 'overpayment'/alleged fraud to be appealed at the DWP, which succeeded. Following negotiations, the landlord also agreed to pay her a sum of £3,500. When we last spoke to J, she and her cat had just moved into a new property, and she had a job interview the next day.

K's Story

K was referred via her therapist. She self-harmed and had previously attempted an overdose. Her mental ill health had been caused by historic abuse and volatile family relationships. Over time, with the support of the Youth Empowerment Lead, K has gained a greater understanding of her behaviour patterns, allowing her to have more autonomy over her actions, to develop healthy relationships, and to be more in tune with her emotions.

K engages in her weekly 1:1 mentoring sessions without fail, rises to challenges, and is an active, much-loved participant in group workshops. She no longer engages in risky, self-harming behaviour, is thriving academically and has received offers from multiple universities.

P's Story

P has Down's Syndrome and is quite limited verbally. He joined our online sessions during the Covid-19 pandemic under recommendation of one of his best friends, a long-standing member of the SuperTeens.

P, his friend in the group and another friend formed a trio named by their families 'The three Musketeers'. In his trio P feels secure and in a comfort zone. P's carer also attends our sessions with P. Her attitude is both caring and freeing, leaving P all the space he needs to express himself. Some sessions P's best friend was absent giving P an opportunity to interact with other young people and he found their presence and their artwork very inspiring. He showed this by calling their names out loud and demonstrating excitement through his body language, smiling, dancing making different joyful sounds.

P has demonstrated a distinct artistic personal style, both in content and aesthetic. He often draws activities that he has taken part in, such as cooking, gardening, visiting parks, or members of his family and his pets. His drawings made in marker pens are colourful and unique. His carer regularly reports how much P enjoys taking part in the SuperTeens sessions. His artwork has developed and has provided him with a non-verbal language to



ROLE DESCRIPTION

General Trustee duties:

- To ensure that Cambridge House complies with its governing document (i.e., its articles of association), charity law, company law and any other relevant legislation or regulations.
- To formulate and approve the strategic goals by which Cambridge House pursues its objects.
- To ensure Cambridge House adopts and observes policies which ensure that resources are applied exclusively in pursuance of its objects.
- To contribute actively to the Council of Management's role in giving firm strategic direction to Cambridge House, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets.
- To safeguard the good name and ethos of Cambridge House.
- To ensure the effective and efficient administration of Cambridge House and aim for best practice and good governance.
- To ensure the financial stability and protection of funds and assets of Cambridge House.
- To protect and manage the property of the charity and to ensure the proper investment of the charity's funds.
- To use any specific skills, knowledge or experience they have to help the Council of Management reach sound decisions.
- [Vice-Chair] To deputise for the Chair at members' and Council of Management meetings, other meetings and events.
- [Vice-Chair] To have specific responsibility for ensuring follow through on agreed actions of the Council, its subcommittees and working groups and to act in other specialised capacities as decided from time to time.
- [Treasurer] To advise on the Council of Management's duty to ensure that proper accounting records are kept, financial resources are properly controlled and economically spent, and meanwhile properly invested, in line with good governance, legal and regulatory requirements.
- [Treasurer] To lead in the development and implementation of financial reserves, cost-management, risk management and investment policies and be available to give advice and answer enquiries from trustees and staff.



PERSON SPECIFICATION

Knowledge and Expertise:

- We are particularly interested in hearing from candidates who offer depth of insight, experience or influence within one or more of the following areas:
 - Finance, for a Treasurer role (accountancy qualification essential);
 - Governance, risk and inclusion, for a potential sub-committee Chair role;
 - Candidates who share lived experience with our service users;
 - Candidates who have non-traditional backgrounds or protected characteristics.
- We are interested in specific sectoral expertise in one or more of the following:
 - Housing sector and/or the delivery of legal and/or advice services in community settings;
 - Community empowerment and/or identifying new ways to reach service users;
 - Academic research;
 - Digitalisation of workplace and/or service delivery processes.
- We are interested in business expertise in one or more of the following:
 - Charity finance and accounting;
 - Investment portfolio management;
 - Marketing, communications, media and public relations;
 - Campaigning and influencing at a national level and/or finding donors and/or brokering contacts and/or relationships with potential corporate givers.

Personal attributes and qualities

- Commitment to the aims of Cambridge House and willingness to devote time and effort.
- Have strategic vision and good, independent judgement.
- Have an ability to think creatively.
- Be willing to speak their mind.
- Have a sharp attention to detail and good problem-solving skills.
- Understand and accept the legal duties, responsibilities and liabilities of their position.
- Be able to work effectively around a Board table and to maintain good working relations.
- Adhere to the Nolan's seven principles of public office: selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.



TERMS OF APPOINTMENT

SALARY

This is an unremunerated appointment. Reasonable expenses will be paid.

TERMS

Subject to applicable provisions in the Articles of Association relating to election and re-election, trustees may serve for three terms of three years, i.e., nine years in total, with possibility of extension to a fourth term of three years subject to a rigorous review of Cambridge House's need:

- For progressive refreshing of the Council of Management
- For governance continuity during periods of change management
- To retain diversity in accordance with the organisation's Equality, Diversity and Inclusion policy and strategy
- To retain business critical skills and experience

Where trustee terms of office have been extended to a fourth term, the reasons for the extension will be explained in the trustees' annual report.

HOW TO APPLY

We hope you will consider making an application. To do so, please visit: <https://starfishsearch.com/jobs/ch-trustees/> and click on the apply now button, with the following prepared:

- your CV (no more than three sides).
- a short supporting statement (maximum two sides) that sets out why you are interested in joining Cambridge House.
- Our Safe Recruitment policy requires a Criminal Record Declaration to be provided at application – the link is [here](#). All trustees need a satisfactory DBS and references (x2) before any appointment is confirmed.

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 treated as part of your application.

Search closes	Monday 21st April 2023
Structured discussions with top candidates	w/c Monday 1st May 2023
Informal stakeholder conversations	w/c Monday 8th or 15th May 2023
Final formal interviews	w/c Monday 15th May 2023 (tbc)