



CANDIDATE PACK FOR DIRECTOR OF STRATEGY AND IMPACT

StMungo's



WELCOME

Thank you for your interest in joining us in this newly created post of Director of Strategy and Impact. This is a critical role for us and one which will enable us to drive forward our new strategy with pace and enthusiasm. This is an exciting opportunity to work with colleagues across St. Mungo's and partners across the homelessness sector to provide clear evidence of the impact we are having and insight into how we can be even more impactful in the future.

Homelessness is getting worse. Close to 4,000 people are sleeping rough across England every night, and almost 80,000 households are homeless or at risk of it. Our services are therefore needed more than ever, yet local authority funding is shrinking and the lack of affordable and appropriate housing is stark.

St Mungo's is a unique organisation. We deliver services that get people away from sleeping on the streets, provide accommodation to those who have found themselves homeless, and offer support to help people recover from homelessness for good. Our outcomes are tangible. What we do is both life-saving and life-changing. You will join almost 2,000 colleagues and volunteers across the organisation – all of whom are committed to our vision of ending homelessness and rebuilding lives. Their passion is tangible.

We have already begun our transformation journey and this is an exciting role which will enable us to deliver even greater impact for people who find themselves homeless. You will collaborate with colleagues across the whole organisation aligning our activities behind our core purpose. This includes oversight of the development of our service delivery portfolio of contracts worth over £50m a year. With responsibility for our insight and analysis teams, you will also ensure we are able to demonstrate how our services deliver very real impact on people's lives and the areas of focus for improvement. Furthermore, you will lead our mission to influence policy makers to make positive change through the power of our clients' voices and our operational expertise.

You need not come from the homelessness sector and we are open to your sector background. However, you will bring a proven track record of overseeing a range of strategic priorities, including business development, in a complex delivery organisation to increase impact. We are looking to your expertise in using data to provide insight and analysis so that we can drive forward our continuous improvement. You will be a natural collaborator, purpose and impact driven with a genuine enjoyment of working with others across a wide range of disciplines to deliver life changing outcomes.

If this sounds like you – we'd love to hear from you.

Best wishes,

Sean Palmer
Executive Director of Strategy and Transformation



ABOUT US

Welcome to St Mungo's. We are dedicated to providing life-changing support to people experiencing homelessness. Founded in 1969, our organisation has grown to become one of the UK's leading homelessness charities, driven by a vision where everyone has a place to call home and can fulfil their hopes and ambitions.

Our mission is to end homelessness and rebuild lives. We believe that homelessness is a solvable problem, and with the right support and opportunities, everyone can turn their life around. We work tirelessly to prevent homelessness before it happens, support people in crisis, and provide pathways out of homelessness.

We provide a range of services to achieve our mission. Our dedicated outreach teams go out into the streets, seeking out people who are sleeping rough and offering them immediate support and access to essential services.

We offer emergency accommodation to provide safe and secure places for people to stay, offering a respite from the streets and a chance to start rebuilding their lives. Our housing and resettlement services support individuals to find and maintain long-term accommodation, helping them to live independently.

Recognising the deep connection between health and homelessness, we ensure that our clients have access to medical and mental health support. Additionally, we offer training, education, and employment opportunities to help people gain the skills and confidence to achieve economic independence.

Compassion drives us to approach our work with empathy, understanding, and a commitment to treating every individual with dignity and respect. We believe in collaboration, working closely with local communities, partner organisations, and other charities to create a unified response to homelessness.

Innovation is key to our approach as we constantly seek new ways to improve our services and develop creative solutions to tackle homelessness. Please find our 2024-2030 Strategy [here](#).

To read our full annual review, please click [here](#).

And to read our most recent financial statement, please click [here](#).

OUR VISION

Our vision is to end homelessness and rebuild lives.

OUR MISSION

- Working directly with people experiencing or at risk of homelessness, providing them with services to find paths away from the streets, for good.
- Influencing policy makers to make positive change, through the power of our clients' voices and our operational expertise.

OUR VALUES

- Empowering
- Inclusive
- Creative
- Committed
- Accountable

EQUITY, DIVERSITY AND INCLUSION

At St Mungo's, we are fully committed to respecting and treating everyone fairly, eliminating discrimination and actively promoting inclusion. Our aim is to fully embed these values into our culture, services and workforce. If you want to learn more about our EDI Strategy, please click [here](#).

There are many reasons why promoting equity, diversity and inclusion is fundamentally important for us.

- The people we support are more likely to experience disadvantage and discrimination.
- Equity, diversity and inclusion improves their relationships and outcomes of moving away from the streets.
- Equity, diversity and inclusion improves the health and wellbeing, performance and development of our staff and helps to ensure everyone feels valued.

DIVERSITY NETWORKS AND ALLIES

We are proud of our seven colleague diversity networks. Alongside their day jobs, network members raise awareness and visibly celebrate the culture and history of those they represent. They organise events, influence policy, share best practice and provide peer support. These networks are held within the Women's Action Network; Lived Experience Network; LGBTQIA+ Network; Disability Awareness Network; Carers and Parents Network; South-West Diversity and Inclusion Network; and the newly named Anti-Racist Network.

We have 164 Diversity and Inclusion allies across our organisation who champion diversity and inclusion in their teams. Our Client Advisory Board and our Client Involvement group Outside In provide valuable opportunities for our clients to shape St Mungo's.

10% of our colleagues have lived experience of homelessness. This brings huge value to our organisation and the support we provide for our clients.

IMPACT

We will always work tirelessly to end homelessness and change lives for the better.

Throughout 2022-2023 we:

- Supported 28,359 people who were homeless, or at risk of homelessness.
- 7,274 people were supported by our 13 outreach teams.
- Our Criminal Justice in-custody services supported over 3,480 people.
- On average, 2,735 people were provided with housing and support on any given night.
- We supported 369 clients through 12 Housing First Services.
- We supported 96% of our clients to be registered with a GP last year.



SERVICES

Our services rebuild lives

Our services are designed to meet people where they are, encompassing everything from street outreach to emergency and long-term accommodation. We offer skills training, including numeracy and gardening, to help individuals reconnect and re-enter the workforce. Additionally, we provide preventative services to reduce the risk of homelessness.

Our clients come from diverse backgrounds and often have complex needs. Many of our services are tailored to address specific requirements or cater to particular community groups, such as migrants or individuals leaving prison. All our services are gender-informed, ensuring we can support people in the way that best suits their needs.

To learn more of our services, please find the links below:

- **Outreach:** Our outreach teams go at night and early in the morning, looking for people sleeping rough to help them away from the streets. Our priority is to get people into safe accommodation.
- **Accommodation:** Our emergency accommodation helps our clients get off the streets immediately, while we help them on to the next step of their journey away from homelessness. This might be through supporting them to find a detox place, semi-independent accommodation or a private rented home.
- **Health:** Our role is to provide environments and services that both protect and promote health and wellbeing. We support our clients to improve their health, to access the services they need, and to enable clients to better manage their health conditions by helping people to be healthy, facilitating access to early treatment where needed, and ensuring that any treatment provided is the right treatment that works for them.
- **Criminal Justice:** We run services commissioned under the “transforming rehabilitation” initiative by the Community Rehabilitation Companies (CRC), offering housing advice and support in 14 prisons: 13 in London and one in Hertfordshire. Looking beyond prison, we work with ex-offenders and probation services in Hertfordshire, Bristol, Bath and South Gloucestershire, and outreach services in Westminster.
- **Skills & Employment:** Our skills and employment services are tailored to our diverse clients, many of whom have low literacy levels or learning difficulties. We start with basic literacy and numeracy classes provided by our Basic Skills team. From there, we guide clients through vocational training, such as trade or administrative skills, with the ultimate goal of helping them gain employment, build confidence, and achieve independence.
- **Women:** We aim to create an environment of physical and psychological safety for all the women we support, no matter what service they are accessing.
- **Migrants:** We support any non-UK nationals rough sleeping or at immediate risk of it, across London. We work to identify and clarify our clients’ entitlements, accommodation options, and work with other professionals to help them out of homelessness.



JOB DESCRIPTION

- JOB TITLE:** Director of Strategy and Impact
- REPORTS TO:** Executive Director, Strategy and Transformation
- DIRECT REPORTS:** Three Direct Reports and a team of c.15

ROLE PURPOSE:

St. Mungo's has just published its new organisational strategy to take us to 2030, this post will have a central role within the organisation to ensure we achieve the priorities we have set out. The Director of Strategy and Impact will ensure the overall delivery of the organisational strategy, through developing and monitoring workplans that build pace and enthusiasm within St. Mungo's and with external partners.

The Director of Strategy and Impact will have a pivotal role in the delivery of both of our missions.

On our first mission to deliver services directly to people experiencing or at risk of homelessness, the post holder will be responsible for overseeing the development of our service delivery portfolio of contracts worth over £50m a year. They will ensure we carefully consider the areas in which we want to compete for work and where we do compete, we have a clear path to securing contracts that help us to achieve our purpose of ending homelessness and rebuilding lives. They will coordinate the development of functional strategies that help drive forward our practice and oversee our insight and analysis teams to ensure we are able to demonstrate the impacts that our services have and the areas of focus for improvement.

The Director of Strategy and Impact will lead our mission to influence policy makers to make positive change through the power of our clients' voices and our operational expertise. They will work with colleagues across St. Mungo's to use our experience, our data and research to develop pragmatic and compelling proposals that help to change the system, to make it possible for us to achieve our purpose.

Collaboration is at the core of this post; working with colleagues across St. Mungo's, across the homelessness sector and with a range of partners and stakeholders to provide clear evidence of the impact we are having and insight into how we can be even more impactful in the future.

MAIN RESPONSIBILITIES:

Strategy

- Provide a clear and inspiring direction and vision for the future of St. Mungo's, both to the teams in the Impact Directorate and to the wider organisation.
- Build a strong, high performing strategic core for St. Mungo's, bringing together key functions that take a leading role in shaping and delivering the future for the organisation. Drive up the impact the organisation has through the use of evidence and better coordination of resources.
- Lead the delivery of the 2024-2030 Organisational Strategy. Develop and oversee clear, year-by-year, plans to deliver the strategy, maintaining and enhancing the engagement of the leadership and wider St. Mungo's team, and ensuring we respond to developments across the strategy lifecycle.
- Coordinate the development and rationalisation of functional strategies to ensure we have clear, proportionate, aligned and deliverable priorities across all areas of St. Mungo's. Monitor the delivery of priority activities within the strategies and work with Transformation colleagues to build and support a portfolio of change that aligns to our priorities.

Business Development

- Oversee the contracted services portfolio worth over £50m p.a., ensure there is visibility of the pipeline of contract renewals and opportunities and capacity and capability in the organisation to pursue opportunities.
- Ensure the portfolio of services is performing strategically, operationally and financially. Regularly monitor performance and work with colleagues to make improvements, including through initiating contract reviews with commissioners and, where appropriate, setting renegotiation strategies.

- Supporting the Head of Business Development to standardise and simplify our bidding process, including through the development of a suite of financial and operational models that can be configured to different opportunities while retaining fidelity to St. Mungo's operating model and service ethos.
- Utilise our experience and expertise to engage with commissioners and their representative bodies to drive improvements in their commissioning processes to drive systemic improvements in effectiveness and efficiency to enable us to better support our clients.

Business Insight

- Support the Head of Business Insight to provide data returns required for regulators and governance boards.
- Ensure that we are using the rich pool of data we hold in the best possible way to drive us forward as an organisation. Ensure we use and present the data in a way that drives insight, intelligence and inquiry from colleagues across the organisation to help us demonstrate our impact and continuously improve. Where necessary, commission research to give more insight into trends we are seeing.
- Drive progress within St. Mungo's to be a more data and insight driven organisation. Provide challenge and support to colleagues in their use of data within their areas and deliver interventions to increase confidence in using performance data to drive action.

Policy and Public Affairs

- Provide leadership for St. Mungo's influencing mission. Reshape our policy and public affairs position to be firmly based on bearing witness to the experiences of our clients and amplifying their voices and our operational experience and expertise.
- Ensure close working with operational colleagues to ensure alignment between our delivery experience and our policy priorities, being prepared to flex our policy asks to reflect changing circumstances on the ground.
- Support the Head of Policy, Strategies and Research to build relationships with key external stakeholders, including policy makers and likeminded organisations to drive forward our public affairs work and collaborate on relevant cross-sector campaigns and initiatives.
- Work closely with communications colleagues to build campaigns around our policy priorities to ensure we achieve maximum influence and our stakeholders are aware of our positions and the work that we are undertaking.

Lead and Manage a Team

- Taking the lead in recruitment and selection of new staff to the team.
- Developing performance targets and quality control measures for the work of the team, and monitoring team members' work to ensure that these are met.
- Supporting staff by setting clear objectives and holding individual supervisions regularly.
- Ensuring good communication between staff by holding team meetings regularly, and additional briefings as necessary.
- Inducting new staff and planning the continuing development of existing staff on the basis of an annual appraisal.
- Managing the workload of the team to ensure that adequate cover is provided at all times.
- Ensuring the health and safety of team members. This will include implementing procedures for office safety and use of computer equipment.
- Defining (and reviewing from time to time) the roles of staff to ensure these support the function's aims and objectives.
- Operating St Mungo's disciplinary and grievance procedures where necessary.

General

- Adhere to St Mungo's Policies and Procedures at all times.
- Cover for other members of the team and division as necessary.
- Being proactive in reviewing and evaluating own performance and identifying and acting upon areas for improvement and development.
- Undertaking, as required, any other duties compatible with the level and nature of the post and/or reasonably required by more senior members of staff.
- Attend and participate in divisional and team meetings and other meetings as required.

This job description covers the current range of duties and will be reviewed from time to time. It is St Mungo's aim to reach agreement on changes, but if agreement is not possible, St Mungo's reserves the right to change this job description.

PERSON SPECIFICATION

KNOWLEDGE AND EXPERIENCE

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

- A proven track record of overseeing the coordination of strategic capabilities in a complex delivery organisation to increase impact.
- Experience of Business Development and working in a commercial environment to secure and deliver a portfolio of contracted services.
- Evidence of using data to provide insight and analysis and drive forward performance and continuous improvement.
- Experience of influencing stakeholders, both internally and externally, to deliver change and improvement.
- Ability to bring multi-disciplinary teams together to form strong, cohesive teams delivering positive, coherent and integrated interventions in complex environments.

The following are required of all roles with St Mungo's.

- Genuine interest in and commitment to St Mungo's work and client group.
- An understanding of and commitment to diversity & equality.
- Willingness and ability to work hours outside of normal office hours on occasion (time off in lieu will be granted).
- Willingness to work flexibly in response to changing organisational requirements.

STYLES AND BEHAVIOURS

Improving and Innovating

- Is open to new ideas, improvement and change.
- Handles situations and problems with innovation and creativity.
- Shows commercial and financial awareness.

Interacting and Influencing

- Takes responsibility and demonstrates values-driven leadership.
- Shows self-awareness.
- Works well with other people.
- Collaborates and networks effectively internally and externally.
- Shows sound communication and influencing skills.

Understanding and Doing

- Able to find and analyse relevant written and numerical information and use it to make sound judgements.
- Able to think strategically.
- Demonstrates the necessary technical skills and aptitudes at the level that are required for the role.
- Has good writing skills at the level required for the job.
- Plans, organises and manages time well.
- Demonstrates compliance and accountability.

Involving and Including

- Builds client/stakeholder involvement into all activities.
- Is client and customer focused.
- Aware of own level of cultural competence and proactively seeks to develop.
- Actively promotes equality, diversity and inclusion among colleagues and clients.

Managing and Empowering

- Builds a high performing team.
- Provides staff with clear direction and support.
- Motivates, supports, enables and promotes the wellbeing of their team.
- Manages the operational aspects of their function efficiently.
- Implements plans, strategies and services effectively.
- Actively contributes to service growth.



TERMS OF APPOINTMENT

SALARY

The salary for this role is £86,000 per annum on a full-time permanent basis.

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.

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.

ANNUAL LEAVE

St Mungo's will grant you all public holidays and 28 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 31 working days paid annual leave

HOW TO APPLY

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 chris.milo@starfishsearch.com and we will be happy to arrange a call. To make an application, please go to <http://starfishsearch.com/jobs/st-mungo's-dir-str-imp> 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 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.

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| Closing date: | Monday 5th August 2024 |
| Preliminary interviews: | w/c Monday 19th & w/c Monday 26th August 2024 |
| Colleague Panel: | w/c Monday 9th September 2024 |
| Final Panel interviews: | w/c Monday 16th September 2024 |