



# THE CONNECTION

at st martin-in-the-fields



## BOARD OF TRUSTEES RECRUITMENT PACK 2021



# INTRODUCTION

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Dear Candidate,

Thank you for your interest in becoming a Trustee at The Connection. For 100 years, help has been provided to homeless people at our site in Central London. We are now recruiting for new Trustees to join our Board who share our commitment to support people experiencing homelessness. We have a specific interest in candidates with expertise in HR, property expertise, homelessness service provision, or related services (could be mental health or addiction services) to strengthen our board. Alongside this, we are very keen to improve the diversity of our board so that we bring in wider perspectives to our governance.

The Connection adopted a 5 year strategy in 2018 with an agenda for change, growth and development of social enterprise. The Covid 19 pandemic led to the Charity flexing its services to work remotely and also in hotels for rough sleepers. We are now working in new ways in the context of both the ongoing pandemic and also wider social and political change.

We care deeply about good governance and have a committed and active Board of Trustees. We would like to recruit two additional members to the Board and we look forward to hearing from you. If you are considering making an application and would like to find out more about the Charity, you are welcome to arrange to speak to the Chief Executive Officer, Pam Orchard by contacting her Assistant, Ellen Dench at [ellen.dench@cstm.org.uk](mailto:ellen.dench@cstm.org.uk)

**Tim Jones**  
Chair of the Board

# ABOUT THE ROLE

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The Connection's board is responsible for supporting and holding to account the Chief Executive and Leadership Team. This includes ensuring appropriate governance of the organisation, overseeing overall strategy, managing strategic risk, monitoring financial performance and interrogating the big strategic choices and high-level decisions about the running of the Connection. The board also acts as guardian of The Connection's mission and values.

The Connection has a passionate and committed Board. We are looking for new board members to strengthen the overall mix of skills across the board, to add to the deep experience and knowledge of the existing board members. We will therefore be considering what candidates bring both individually and collectively with other candidates.

**We have two vacancies available on the board.**



# BACKGROUND INFORMATION

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## SERVICES

St Martin in the Fields has been providing help for homeless people for over 100 years. The Connection at St Martin's helps people through a range of services for vulnerable people affected by homelessness. These include: street outreach, practical services such as food, showers and a c/o address, initial assessment and triage, emergency accommodation, in depth housing and benefits advice, joint work with the NHS, immigration advice, a programme of activities to support recovery from crisis and help to get a job. There is also a supported housing service in Clapham for 15 ex-rough sleepers.

The service staff liaise with partner organisations in the borough, in particular St Mungo's, The Passage, The West London Mission, Turning Point and the NHS. In addition, there is joint work with Westminster Council, The Metropolitan Police and local businesses to tackle rough sleeping and antisocial behaviour.

85% of our clients are men, 15% women, most are sleeping rough and aged between 25 and 45. Half are from the UK, 30% are from the new EU10 countries (in particular Romania and Poland) and 20% from other countries around the world. More than two thirds have support needs including physical and mental health problems, drug and alcohol issues. Around a third of our clients have been in institutions – mainly prison – but also the care system and the armed forces.

It is important that our staff team are trained, supervised and supported to work with people who have complex needs. The charity also has strong safeguarding, data protection and health and safety measures in place due to the risks associated with this work.

Rough sleeping has risen consecutively for 10 years and over that time has grown in profile as a huge social problem. However, in March 2020 our operating environment changed over the space of a week. A government programme to house all rough sleepers in hotels meant that numbers on the streets plummeted. The Connection ceased almost all normal service activity and began supporting 110 people across two hotels, alongside other remote case work. The charity also worked in partnership with The Passage to provide a meal service for 350 hotel residents every day.

Services are now resuming on site but under very different circumstances. Rough sleeping numbers have halved, but the needs of those who find themselves on the streets are as complex as they ever have been. The experience has drawn partners closer together, recognising that we can achieve more if we work together. The capacity in the building has also dropped to around one third in order to maintain social distancing measures. This means that The Connection is redesigning service delivery for the short term and considering what changes might also be relevant for the long term.

There are significant opportunities for the charity to develop services not just from our traditional site at 12 Adelaide Street but on other sites. We are keen to avoid the need for vulnerable people to travel into central London and to create help closer to where people live.

Development is likely to include outreach activity, night time interventions, accommodation options and greater partnership with health services. We have also recently secured funding to take forward a Women's Homelessness development hub for London in partnership with Solace Women's Aid.

## FUNDRAISING AND COMMUNICATIONS

The charity has a fundraising and communications team comprised of 11, which secures income from companies, individuals, events and trusts. The team raises nearly £3m every year from these avenues. The team also works with our partners at the St Martin's Charity to support the annual BBC Radio 4 Christmas Appeal. We will receive £800,000 from the Appeal in 2021/22, but are keen to ensure we are not too dependent on one funding source. The Friends of Connection at St Martin's are a separately constituted charity who exist to fundraise for The Connection. They raise a further £200,000+ to support our work every year, including legacies.

Our "local charity with national profile" position is unusual and we have been developing opportunities to make more of this position.

We have agreed 5 changes we'd like to see to address rough sleeping in Westminster and had the opportunity to highlight these to the Prime Minister and Secretary of State during their visit to our centre in February 2020. We are in the process of refreshing our brand and updating our organisational "voice" to support the more proactive stance we are taking in all communications. We have also developed the "West End Homelessness" brand to provide a collective voice for companies and business improvement districts in our area.

## CORPORATE SERVICES

The Connection has an annual turnover of £5.4m, a staff team of 100 and around 30 regular volunteers. We have invested in IT over the past 3 years to upgrade our infrastructure and move to cloud based finance and HR systems. As 70% of our spend is on staff costs, it is imperative that we have a strong HR strategy and function. Work in this area is improving but there is more to do.

We have recently worked on increasing the financial acumen across the organisation through changes to our budget setting and reporting systems. We have strong reserves and a priority for us is to improve longer term forecasting and strategic use of reserves. We are tenants in our building and the Church are our landlords. There are interesting discussions taking place about how to share back office functions which may be accelerated as a result of Covid.

## **SOCIAL ENTERPRISE**

In 2019 we invested in the development of trading and enterprise. This includes launching an on-line shop and piloting pop up food initiatives in partnership with the St Martin in the Fields Trading Ltd. The Pandemic has had a very significant impact on this work and we are now re-grouping with a view to increasing online trading. This includes a newly launched Poster Bakes initiative which delivers vegan donuts within a 5 mile radius of our centre. We have recently established a trading subsidiary called Show Your Connection.

## **GOVERNANCE**

The Connection has a board of up to 13, and a governance link to the St Martin in the Fields Church through the Vicar. The Board meets at least 6 times a year. There are six sub committees: Finance; Quality, Policy and Compliance; Remuneration and Nominations, Fundraising and Communications, Show Your Connection (our trading subsidiary Board) and a Development Group for our supported housing service. Each meets at least 4 times a year. Trustees are expected to participate in sub committees as well as attending the main board.

This is an exciting time to be involved in the Charity and, as our advert suggests, we are keen to attract people with a diverse range of skills, expertise and perspectives to guide the charity to success with our strategy. The Trustees at The Connection are committed to equality and diversity. In this recruitment, they are particularly keen to improve the diversity of the Board to broaden perspectives and reflect the diversity in our staff and client groups.

If you would like to find out more about the work of the charity in advance of making an application to become a Trustee, you are welcome to arrange to speak to the Chief Executive Officer, Pam Orchard. If you would like to speak to Pam, please contact Ellen Dench in the first instance by email on [Ellen.Dench@gstm.org.uk](mailto:Ellen.Dench@gstm.org.uk).

London, like many cities across the world, is an exciting and stimulating place. However for some, it is a place to go when things have gone profoundly wrong and there is nowhere else.

When people are on the edge, homeless, isolated and in despair there must be a place to turn. The Connection at St Martin's is there to be with people as they overcome that isolation, recover and move on to a meaningful, fulfilling life.

We work with people, not for them, to help them to recognise their strengths and talents, improve their wellbeing, learn new skills and increase their confidence – a process which is vital on their journey towards recovery.

We also recognise the value and expertise our clients can bring to The Connection. This is why we have adopted co-production – including clients in the design, delivery and evaluation of our services – as a fundamental part of our service delivery.

However, this is not enough. The experiences of people on the edge matter. Their story must be told to those in a position of power and influence, so that homelessness, exclusion and isolation are not acceptable features of life in the UK.

## MISSION

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The Connection at St. Martin's empowers those who are on the edges of society to take control of their lives by:

- Providing practical support in an active environment designed to help people to recognise their own strengths, recover from crisis and move on;
- Collaborating with others who share our vision and mission not just in London, but other parts of the UK and the world;
- Sharing our learning with others, to deepen our own understanding and create a more socially just society for those on the margins.

# VALUES

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## EMPOWERING

We work with not for people, starting with their strengths, talents and ability to shape their own future. We value healthy relationships and open communication. We believe that with the right support, people can find a future that's better than the present.

## INCLUSIVE

We provide an accessible environment and celebrate diversity. We are open for those who have been excluded from everywhere else.

## COLLABORATIVE

We are always learning, sharing our experiences and collaborating with others to ensure we understand emerging needs and maximise our opportunities. We engage with our clients help to develop, deliver and evaluate our work.

## HONEST

We hold realistic expectations about ourselves, one another, our clients and our partners. We acknowledge both positive and negative experiences compassionately and without pre-judgement.

## TENACIOUS

We go the extra mile to address need. We challenge decisions that adversely affect people on the edge. We pioneer new approaches to address homelessness and its underlying causes. We do not walk away from people when they don't evidence the outcomes we want or expect.



# OUR COMMITMENT TO DIVERSITY AND INCLUSION

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We are an inclusive organisation that supports thousands of diverse people every year. We want this diversity to be reflected in our Board.

We welcome applications from anyone regardless of their age, experience, sexuality, religion/ beliefs, disability, ethnicity, heritage, gender and socio-economic background.

The Connection is deeply committed to inclusive working practices, so during the application process we commit to:

- Paying for your travel costs to the office and back for interviews when this is held in person
- Making any reasonable adjustments- for example ensuring we have sign language interpreters organised in advance if you'd like them
- Providing this document in a format which is readily available to download

If there is anything else you're concerned about or think we could provide, please let us know by contacting [ellen.dench@cstm.org.uk](mailto:ellen.dench@cstm.org.uk)



# OUR IMPACT

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## 2019/20 ANNUAL REPORT

- 2,620 people accessed our services this year.
- Our day centre remained very busy, providing an average of 110 people every day with showers and laundry facilities, hot meals, appointments with nurses and mental health specialists, and access to telephones, computers and a postal address.
- 17 people stayed at our long-term housing project at St Martin' s House in Clapham
- This year, 915 people stayed in our Emergency Accommodation.
- This year, our Migration Team supported 281 people. This included support from our EU Settled Status (EUSS) caseworkers to provide EEA nationals with information, advice and support around the EUSS scheme to regularise their status in the UK post-Brexit. It also included work with homeless migrants from elsewhere, many of whom have complex immigration issues.
- Our Street Engagement Team works with some of the most vulnerable members of Westminster' s street population – many have incredibly complex needs and have been entrenched in their street lifestyles for many years. This year, the team worked with 333 people.
- The Recovery Programme delivers a wide range of groups and activities aimed at supporting clients along their journey towards recovery. This year, 312 people have taken part in our Recovery Programme of groups and activities, such as arts and crafts groups, our Better Connected IT support sessions, mindfulness and anger management.
- This year, 788 people accessed skills and employment support.
- 34 clients took part in our Step Up volunteering programme.

# PERSON SPECIFICATION

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## KEY RESPONSIBILITIES

- Working with the Board to promote the vision and values of the Connection and enhance its profile
  - Contributing actively to giving the Connection strategic direction, setting overall policy, defining goals and evaluating performance against agreed targets
  - Exercising expert judgement and scrutiny for the Connection, contributing fully to Board meetings and sub-committees to ensure excellent governance
  - Participating in decision-making, risk management and control to protect the charity, its clients, staff and volunteers
  - Exercising integrity, creating a culture which helps to achieve the charity's core purpose and ensure public trust and confidence in the charity
    - Supporting the Chief Executive and wider senior team, where appropriate.

Trustee meetings are held six times a year, usually at the Connection's premises in Trafalgar Square and in the late afternoon/early evening. Currently meetings are held using a hybrid approach of video calling and in person meetings, this has presented challenges and opportunities for the organisation. Anyone looking to work remotely is invited to discuss this at the interview stages. A strategy away day takes place once a year in January and will form part of the induction for successful candidates. Trustees will also be invited to participate in one or more of the Board's sub-committees and from time to time in working groups involving the broader St Martin's community.

## QUALITIES REQUIRED

We welcome applications from candidates with the relevant skills and expertise to undertake the role effectively, who have an interest in and understanding of the trends, issues and environment for homeless people and rough sleepers in central London and who are eligible to act as a charity trustee.

We are particularly interested in candidates who have a background in any of the following:

- HR expertise
- Property expertise
- Homelessness service provision, or related services (could be mental health or addiction services)
- Lived-experience of homelessness
- Governance best practice



## DESIRABLE EXPERIENCE FOR THE ROLE

### **HR Expertise**

A high level of expertise over a wide range of HR issues. Experience and a desire to work strategically to develop and strengthen workplace culture. Demonstrate a reflection of the Connection's aim to continue to shape a diverse and inclusive work space to enable staff to provide the best support possible for all of our clients.

### **Property Expertise**

An expert understanding of the governance structure needed for a property development project. Proven ability to work closely with partners to reach agreement regarding lease arrangements which suit both parties. Knowledgeable regarding managing risks associated with properties and the continuation and development of services.

### **Homelessness Service Provision (or related services such as mental health or addiction services)**

Senior operational and strategic experience of running services which aim to provide innovative services which reflect best practice and take a person-focussed approach to supporting individuals. A proven ability to work through adversity and actively problem solve in a changeable operating environment, in which services must adapt and change to provide the best support to those who access services.

# ADDITIONAL INFORMATION

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## Time Commitment

The Board meets at least 6 times a year. There are 6 sub committees and development groups, these meet at least 4 times a year. Trustees are expected to participate in sub committees as well as attending the main board.

## Conflict of Interests

All candidates will be asked to disclose any actual, potential or perceived conflict of interests, and these will be discussed with the candidate to establish whether and what action is needed to manage a conflict or perceived conflict.

## Questions

If you would like to find out more about the work of the charity in advance of making an application to become a trustee we will be happy to arrange this for you.

**Please email [ellen.dench@cstm.org.uk](mailto:ellen.dench@cstm.org.uk) with any questions.**

If you are considering making an application and would like to find out more about the Charity, you are welcome to arrange to speak to the Chief Executive Officer, Pam Orchard by contacting her Assistant, Ellen Dench at [ellen.dench@cstm.org.uk](mailto:ellen.dench@cstm.org.uk)

# HOW TO APPLY

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If you are interested to apply please submit the following documents by  
Sunday 28<sup>th</sup> November 23:59:

- A detailed CV setting out your career history, with responsibilities and achievements.
- A covering letter (maximum two sides) highlighting your suitability for the role and how you meet the person specification.
- Please provide details of two professional referees, these will only be contacted with your prior consent.
  - If you would like to discuss the role informally before applying, please email [ellen.dench@cstm.org.uk](mailto:ellen.dench@cstm.org.uk)

To submit a full application please send your CV and cover letter to [jobs@cstm.org.uk](mailto:jobs@cstm.org.uk)