



Appointment brief Chair

January 2023

Reference: RAQAQB



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An introduction

I am delighted in your interest in becoming the next Chair of Trustees at Hestia. This is such a vital role at a key time for our organisation and society more broadly as we collectively tackle the impact of the cost-of-living crisis on those who already face significant challenges. Sadly, our role in supporting adults and children is even more relevant and needed. Hestia has been and will remain grounded in its approach that our service users know themselves best and as such it is our job to help them change their lives by empowering them.



Over the last 5 years we have focused our strategy on 3 key areas:

1. Service transformation
2. Growing with a diverse income portfolio
3. Building our influence and profile

All with a view to delivering our mission to work in partnership and deliver high quality and empowering services through our core values. We working with partners in central and local government, health care, and the private and not for profit sectors, last year we supported close to 18,500 men, women and children as they coped with mental health struggles, modern slavery, domestic abuse or challenges with the criminal justice system. We are humbled to be there for people at their most vulnerable.

I have been involved with Hestia for over 20 years in various capacities and re-joined the board in 2022. The passion and commitment of the employees and volunteers we work with continues to be an inspiration as does the change we make in people's lives.

As we approach the end of our 5-year strategy, where we navigated unprecedented times, a global pandemic, political uncertainty that we have not experienced before and a rallying cry for racial equality, we are poised to tackle the next 5 years with refreshed energy and commitment.

We seek a new Chair of Trustees who will help us shape the future of the organisation. An individual who shares our values and believes in the power of empowerment to make real change and lead to people living independent and fulfilling lives. If our core values of respect, collaboration, authenticity, dedication and courage resonate with you; if you want to make a difference in the lives of some of the most marginalised people; if you are ready to join a high-performing Board with a bold vision for the future; and if you want to bring your gifts to a genuinely inspirational organisation, we would love to hear from you.

This pack outlines who we are, what we do and the sort of person we need to lead us at this key time. We look forward to hearing from you.

A handwritten signature in black ink that reads "Joanna Mark-Richards".

Joanna Mark-Richards
Vice Chair of Trustees
Chair of Governance & Remuneration Committee

About Hestia

At Hestia we support adults and children in times of crisis.

Our History

Hestia began providing support to adults in crisis in 1970 after founder Jim Horne experienced street homelessness in London. He started by bringing soup and sandwiches to men and women living on the streets and then to finding housing and mental health support.

We support people in their moment of crisis and enable them to build a life beyond crisis. Last year we supported 18,500 men, women and children in London and the Southeast.

You can find out more about the work we do at Hestia at our website: <https://www.hestia.org/>

What we do today

With our 700 staff we deliver services primarily across London, Kent, and Berkshire. We also campaign and advocate nationally on the issues that affect the people we work with.

This includes people with mental health struggles, victims and survivors of modern slavery and domestic abuse, adults involved in the criminal justice system, care leavers and older people. From finding someone a home, to helping them to get the right mental health support, we support people at the moment of crisis and enable them to build a life beyond a crisis. We are supported by over 600 volunteers whose generosity with their skills and time enable us to provide these essential services.

We are proud to be the home of UK SAYS NO MORE, Brightsky, Everyone's Business and Safe Spaces ensuring that victims of domestic abuse across the UK can get the support they need to live lives free from abuse.

95% of service users reported that they were satisfied with our services and felt safe and secure when working with us.

The Hestia Approach

The Hestia Approach represents our commitment to making the most effective interventions possible in the lives of those who use our services.

Our approach is based on a single principle: in order to add real value to people's lives it is essential that we work with them as equals. Our expertise and experience of working with people on their recovery journeys is valuable, and we believe this gives us a great deal to contribute, but we never impose our ideas. After all, our service users are the experts in their own lives.

Our vast experience enables us to maintain hope for recovery which is very important when our service users are without hope. Against common misconceptions, it is our view that people are not trapped as a consequence of traumatic past experiences, their circumstances, or by labels imposed on them by other organisations. We believe in the healing power of positive human connections and endeavour to develop therapeutic relationships that empower.

Everything the Hestia Approach encompasses, every value, behaviour, action and attitude, is solely for the purpose of helping us more skilfully unlock the potential of our service users so that they are empowered to forge their own recovery and can create fulfilling lives of their own choosing.

How we do it

Partnership working is at the heart of what we do, and our work is commissioned by a wide range of public and private sector organisations:

- Central Government – the Home Office and Ministry of Justice
- Regional Agencies – MHCLG, Mayor’s Office for Policing and Crime
- Local Authorities – currently we have contracts with 22 London Local Authorities
- NHS Trusts and Integrated Commissioning Boards across London and the South

We have grown thoughtfully and deliberately. Our income has increased by 57% since 2018.

To deliver our services we work with a wide range of other agencies including:

- Registered Providers and private landlords, who make available property for our accommodation-based services
- Charitable foundations, businesses and private donors who provide funding for key programmes
- Statutory Health Services who provide clinical and other support to our service users

Strategy

We have a 5-year strategy which we launched in 2019. It has 3 key objectives:

- 1. Service transformation**
- 2. Growing with a diverse income portfolio**
- 3. Building our profile and influence**

We are proud of what we have achieved over this period recognising that almost 2 years of this strategy were delivered under pandemic conditions. We also celebrated our 50th anniversary in 2020. Our publication [50 Voices](#) celebrates our staff, service users, volunteers and supporters and is a great way for you to learn more about our work.



During the pandemic all our services remained open, with effective infection control alongside a focus on organisational mission from retaining refuge beds for COVID positive families where appropriate and opening a range of new out of hours crisis mental health services in response or adapted to COVID and lockdown conditions. We also launched Safe Spaces in partnership, initially, with pharmacies across the UK to support victims of domestic abuse to get to safety.

Safe Spaces support for domestic abuse victims is now available across 6,000 locations across the UK.

We continue to respond to Black Lives Matter which was another defining moment in 2020. Our Independent Review has given us a road map to improve, focus on data, recruitment, and culture. As we emerge from Brexit and COVID we are focussed on delivering the highest quality of services to our beneficiaries whilst we navigate the challenges in recruitment, the cost-of-living crisis for us as an organisation and for those we work with.

In 2023 we will start to focus on our next 5-year strategy, and we would be delighted for our incoming Chair to play an active role in helping us define what that will be.

Beliefs and Values

Respectful | Genuine | Dedicated | Collaborative | Courageous

We provide high quality support for adults and children in crisis across London. Working in collaboration with local authorities and our partners, we strive to ensure that everyone within our care is equipped with the tools necessary for a life beyond a crisis. Our staff and volunteers build honest, respectful relationships with our service users to support and encourage them to lead their own recovery process. In everything we do we seek to be: respectful; genuine; dedicated; collaborative; and courageous.

The role

OVERALL OBJECTIVE

The Chair is responsible for ensuring the board of trustees set a clear strategic vision to enable the achievement of the Charity's mission and charitable objectives.

Together with the Trustees, the Chair ensures that the Charity has a sound financial structure, appropriate and effective governance and that services are structured with due recognition of the vulnerability of its clients and the importance of safeguarding. To achieve this, the Chair's main duties are to lead the board and to guide and support the CEO.

Leading the Board:

- Trustees understand that, individually and collectively, they are legally responsible for the running of Hestia, and must therefore at all times ensure its financial viability and exercise proper stewardship of its resources
- Trustees are committed to the values, ethos and objectives of Hestia
- Hestia has the right structure of committees and working groups to enable it to be efficient and effective
- Members of the Board and its committees have the right mix of skills and experience so as to provide the scrutiny and guidance necessary for Hestia to achieve its goals
- Board meetings are conducted efficiently, and that Trustees feel that they can contribute whilst adhering to necessary time constraints
- That Trustees maintain a focus on strategic and longer-term goals
- Each Trustee receives an annual appraisal, and that the Board also collectively appraises its own performance annually, in order that any necessary improvements and skills gaps can be identified and acted upon
- In line with the Delegated Authorities document, to have final authority on decisions affecting the Board and the organisation of Hestia and to act on behalf of the board. To also ensure that the authority of the Board and staff is regularly reviewed and appropriately delegated
- To act as appropriate as a spokesperson for the Charity in its relations with the regulator(s), commissioners and other key stakeholders. To ensure that this is carried out in a professional manner and in the best interests of Hestia's service users
- Ensure that Trustees fulfil their duties and responsibilities for the effective governance of the charity
- Ensure that the Board is able to regularly review major risks and opportunities and that structures are in place to take advantage of opportunities and manage and mitigate risks

Guiding and supporting the CEO by:

- Building and maintaining a constructive working relationship, whilst holding the CEO to account
- Setting objectives in line with Hestia's Business Plan, and monitoring progress towards those objectives through regular one-to-one meetings
- Conducting the CEO annual appraisal and setting yearly targets and reporting and discussing these with the board
- Ensuring that the CEO's training and development needs are identified and acted upon
- Fronting public events and engaging with key influencers, as required by the Board and the CEO
- Ensuring effective visibility of The Chair and Trustees amongst Hestia's Staff and service users
- Ensuring that there is clarity about the respective roles of the Chair, the Board and the CEO so that the possibility of overlap and confusion is avoided





“At Hestia we support adults and children in times of crisis..”

Person specification

Knowledge and Experience

- Experience of operating at a senior level (ideally executive and/or non-executive) within an organisation in a relevant sector
- Non-executive or governance experience (ideally with experience of chairing boards or committees) with knowledge of good governance practice
- Awareness of and interest in current national and policy issues affecting the charity, mental health and care and support sectors.
- An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship and a willingness to devote the necessary time to their role
- Experience of leading or managing an organisation through a period of change

Skills and Abilities

- Strategic thinking ability
- Financial / budgetary management skills and experience
- Leadership skills and qualities – e.g. clarity of purpose, holding people accountable, acting with integrity, service orientation
- The ability to think creatively and criticise constructively
- The ability to probe facts, challenge assumptions, and identify the advantages and disadvantages of proposals
- The ability to work as part of a team
- A high level of written and oral communication skills, including the ability to represent the organisation to stakeholders and the public

Style and Behaviour

- Commitment to Hestia's ethos, values and objectives
- Sound independent judgement and a willingness to speak their mind
- Openness to change

Ideally the Board should reflect the ethnic diversity of the population of the areas it serves. It should have roughly equal numbers of men and women, people of different ages, different religious beliefs (or none), and of differing sexuality.

Terms of appointment

- This role is voluntary and is not remunerated, although expenses for travel and other expenses reasonably incurred may be claimed.
- The term of office is 5 years.
- The Board of Hestia meets 6 times per year and the AGM is also held separately for an additional hour before the final board meeting each December.
- In addition to attending board meetings, it is expected that our new Chair will also sit on the Governance & Remuneration Committee which meets at least twice a year.
- Main board meetings will be a mix of in-person and virtual meetings for the foreseeable future. The main board meetings for 2023 are:
 - 14th February (virtually)
 - 28th March (in-person)
 - 23rd May (in-person)
 - 25th July (virtually)
 - 17th October (virtually)
 - 5th December (in-person)

Legal status: Hestia Housing and Support is a registered charity and Company Limited by Guarantee. Charity registration number 294555. Company number 2020165.

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Hestia on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **RAQAQB**

Click on the 'apply' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring* form.

The closing date for applications is noon on **Wednesday 8th February 2023**.

Longlisting meeting will be on Thursday 16th February after which we will inform those who will be interviewed by SaxBam.

Shortlisting meetings will be on Tuesday 7th March after which we will inform those who have been successful to meet the panel. Shortlisted candidates will then have the opportunity to meet informally via Zoom with Terrie Alafat (Chair) week commencing 13th March. Candidates will also have the opportunity to meet with Patrick Ryan (CEO) and visit Hestia services to learn more about our work on week commencing 27th March.

In person panel interviews will be held on 13th April at Hestia's offices; Beaufort House (15 Saint Botolph Street, London, England, EC3A 7QU)

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

Saxton Bampfylde

LONDON

9 Savoy Street
London WC2E 7EG

EDINBURGH

46 Melville Street
Edinburgh EH3 7HF

saxbam.com

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