



Trustee Recruitment Pack

Chair of the Board and Trustees

Welcome

Our mission is to make people's experience of temporary accommodation short, safe and healthy. Would you like to join our Board of Trustees and play a vital part in making this happen?

We are looking to recruit enthusiastic and dedicated individuals to serve as Trustees, along with one experienced individual to undertake the role of Chair of the Board.

The Chair will have a good understanding and experience of charity governance and leading a Board using their skills and experience to help uphold the strategic direction and achieve our mission.

Thank you for your interest in the role of Chair or Trustee at Justlife. We are delighted that you are considering joining our great team in this important and rewarding role. This pack aims to give an insight into the work, values and culture of our organisation and provide an overview of the opportunities, commitment and responsibilities that Trusteeship brings.

Established in east Manchester in 2008 Justlife began supporting homeless individuals who were hidden away from society in quite often, substandard temporary accommodation. Today this hidden community still face many challenges, particularly from the difficulty in accessing much needed support, and suitable and secure housing options.

Since 2008 we have seen continued and steady growth and now operate projects in Greater Manchester and Brighton & Hove, as well as our wider national work driven by our Research, Policy & Communications Team.

We have a truly outstanding team of passionate and dedicated staff, volunteers and Board members and I hope you will get to meet some of them as you consider this role. We are driven by our values of people, collaboration and innovation as we focus on achieving our mission, and are proud to have supported thousands of people move forward with their lives over the past 14 years.

Thank you once again for your interest in joining us, I hope you find this information helpful, and I look forward to possibly working together in the future.

Yours Faithfully,



Simon Gale, CEO

Why Justlife?

Our Vision is to make people's experience of temporary accommodation short, safe and healthy. No one should face homelessness alone, but thousands are stuck in temporary accommodation, with no understanding of their rights, no knowledge of their housing options, no access to support and no clear pathway out of homelessness. Justlife is there for the people who slip through the cracks of England's housing system.

Every time we don't act, another person living in unsupported & unsuitable temporary accommodation is at risk of losing control of their life, dropping off the bottom rung of the housing ladder or dying prematurely. Since our inception, we've played a crucial part in the prevention of this, giving people hope that their lives can change for the better along with driving for policy change at local and national levels.

A Brief history

Justlife began as a Community Interest Company in October 2008 when a small group of Manchester residents started a pilot project providing a weekly meal to people living in local B&B accommodation. The Justlife Foundation was established as a charity in 2011 and around this time we purchased our centre in Openshaw in East Manchester from where some of our work is delivered.

In 2012, the founders of Justlife, Gary and Hannah Bishop, moved back to Brighton after 12 years in Manchester and it was clear that Brighton & Hove faced similar challenges to Manchester in terms of homelessness and the Brighton service was established.

Justlife carried out a research project into the effects of temporary accommodation on people's health and wellbeing in 2013. The findings showed the negative impact that it can have, and this began the journey of developing the research and policy work, carrying out further studies, recommending solutions and building the Temporary Accommodation Action Group Network.

Justlife Now

Simon Gale was appointed as CEO in January 2020 after Gary Bishop stepped down from the role. Simon has been a long serving member of the Senior Leadership Team as Operations Manager for the Brighton project since 2012 and has been focussing on supporting the team to maintain the existing work and while preparing the organisation to increase the impact it has over the next few years.

We have seen steady and substantial growth over the last 14 years, starting with a handful of volunteers we now employ around 30 staff (including both part and full time) across the organisation. We have operations in



Brighton and Greater Manchester and a Research, Policy & Communications team.

Our growth has been responsive to the needs and has mainly been grant funded, alongside commissioned Health Engagement work in Brighton, and some fundraising. In the financial year ending March 2021 our annual turnover reached over £1 million for the first time.

We have grown our reputation by combining intensive frontline support for vulnerable individuals alongside sound qualitative and quantitative research and have published a number of reports relating to the impact of temporary accommodation on people highlighting the nature and scale of the problem across England.

We currently have nine excellent Trustees leading the governance of the organisation, bringing a variety of skills and experience, living around our two frontline projects in the Northwest and Southeast of England. To see more of our work and meet the Board please visit our website www.justlife.org.uk

Our Why?

Justlife is in existence because we know thousands of people struggle to manage in poor and unsuitable temporary accommodation.

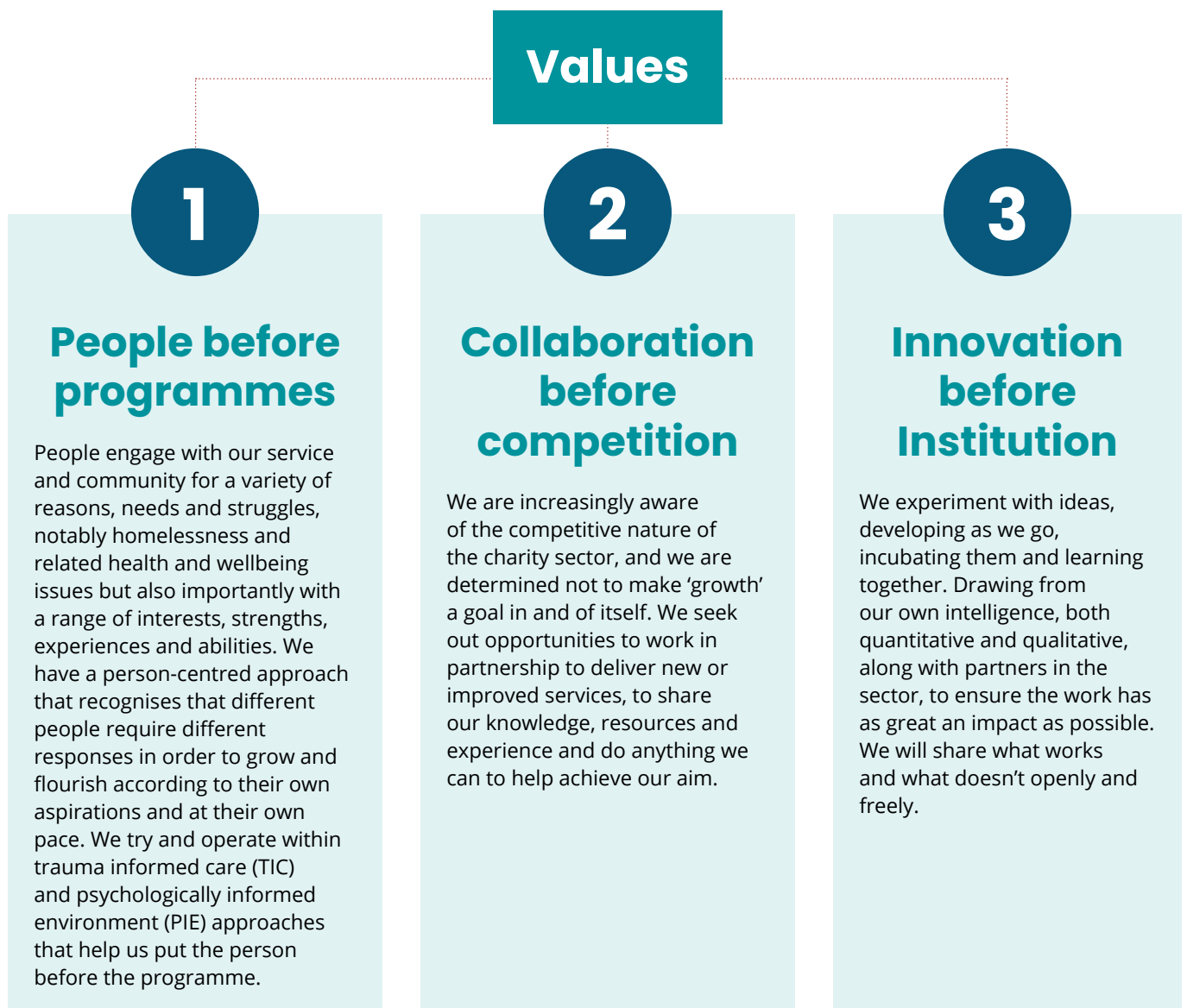
Their stay isn't temporary, they are likely to be suffering with deteriorating mental and physical health, becoming victims of crime, losing control of their life and even dying prematurely.

Our Vision

Our vision is for people's experience of temporary accommodation to be short, safe and healthy.

Our Values

Our three core values define how we behave and operate and keep us anchored to what is important to us over time. We are also passionate about social justice and reducing inequalities across society. We specifically believe in the importance of equality, diversity and inclusion for all, and operating in a manner which combats the worsening environmental challenges, to avoid those already excluded in our society suffering more disproportionately than they do already.





Uniquely Justlife

Over 250,000 people were living in temporary accommodation across England in June 2020, an increase of 83% since 2010. After London and Luton, the highest rates of people in temporary accommodation are in the areas we work, Brighton & Hove (1 in 78) and Manchester (1 in 93).

But these powerful statistics do not capture everyone and don't include those in what we define as Unsupported Temporary Accommodation. Our 2018 report, 'Lifting the Lid on Hidden Homelessness: A New Analysis,' estimated a UTA population based on how many households were living in Bed & Breakfasts (B&B). At the time, the official statistics recorded only 5,870 households in B&B across England, but our analysis showed the figure was closer to 51,500, almost 10 times higher than those in official statistics.

Temporary accommodation exists across the country, housing a homeless population that is hidden from the public eye, sometimes not accounted for in official statistics and for whom very few support services exist. Those living in the accommodation are often vulnerable, with support needs around healthcare, mental health, substance misuse, offending behaviour as well as the obvious housing related needs.

We have seen good examples of well-run temporary accommodation; however, our experience and research has shown that often stays can go on for months and years and can have a negative impact on people's lives in the short and long term. We have also seen some very poor conditions, abusive situations and poor management by landlords, which for people who have experienced trauma throughout their lives up to this point, is incredibly re-traumatising, and helps to continue a cycle of homelessness.

Justlife are the only organisation in England who are wholly focussed on identifying and addressing the often-hidden issues of temporary accommodation. Our unique focus and expertise in trying to help this group with targeted, assertive activities as well as raising awareness, developing policy recommendations, and working in collaboration to develop solutions.

Our Strategic Plan

Our 3-year plan (2022-25) identifies three challenges that are blocking us from achieving our vision along with four approaches we've chosen to guide and help us overcome our challenges. This is followed by a series of actions and commitments to carry out our approaches.

Challenges: Challenges that are blocking us from achieving our vision

Worsening Crisis

The numbers in temporary accommodation continue to rise, the ongoing pandemic and its consequences are increasing pressure on local authorities and options for people who are homeless.

Lack of Understanding

Temporary accommodation is too often seen as an answer to homelessness – which it isn't – and it remains hidden with little understanding of its impact on people. This leads to resources not being allocated where they are needed and the issues not improving.

Income & Resources

We remain predominantly reliant and focused on grant funding which is becoming more competitive and haven't invested resources into exploring other potential income streams.

Approaches: Approaches to guide and help us overcome our challenges

Inform

Driving positive change through Systems Leadership in the temporary accommodation sector, convening those with a common interest to build a movement that brings about lasting change.

Involve

Making sure that those we support are at the heart of our service design and development and involved across the organisation in meaningful ways through Co-Production.

Innovate

Seeking opportunities to develop our work and find new ways to increase our impact, including working with new areas, people and partners, using tools such as Human Centred Design methods.

Inspire

Focusing on our why, vision and our values, so we can be agile and responsive, striving to be as great as we can be in everything we do.



Organisational Structure



**Brighton & Hove
Service**

**Research,
Policy &
Communications
Team**

**Greater
Manchester
Service**

**Senior Leadership Team /
Business Support & Development Team**

Board of Trustees

Becoming a Trustee

What attributes and experience are we looking for?

Below are listed the core attributes or experiences we look for in all our Trustees. In Appendices 1 and 2 you will find the **role and responsibilities of our Board** and **Trustee** role description. Although all Trustees take the same level of responsibility for the organisation, it's important we have a good balance of skills and experience within our Board to enable the Board, as a whole, to carry out its functions, and in Appendix 3 you will find the **Chair of the Board of Trustees** role description that we are specifically looking to appoint to currently.



Behavioural Attributes

- A strong commitment to drive change for people living in temporary accommodation.
- An awareness and commitment to equality and diversity.
- An ability to think strategically and creatively and to challenge proposals with clear logical thinking.
- Strong interpersonal and communication skills.
- An understanding of, or a willingness to understand, the strategic, policy and political environments that affect and influence Justlife's work.
- Willingness to devote the necessary time and effort
- Good, independent judgement and willingness to speak their mind
- A willingness to learn, accept and understand the legal duties and responsibilities of Trusteeship
- Ability to work effectively as a member of a team

We are particularly keen to diversify our Board membership and actively encourage applicants from underrepresented communities. We recognise that applicants may have other strengths, or experiences not listed above, that you feel you could bring to Justlife and we are really interested in hearing about these too. Please note potential candidates are not expected to have had experience of sitting on a Board before. Newly appointed Board members are given an induction, training and ongoing support as needed to carry out their role as Trustee. There may also

be opportunities for 'buddying' or mentoring from more experienced members.

Equality & Diversity

We are committed to making sure underrepresented and minority groups in our society feel welcome, safe and at home within every area of Justlife, including our Board of Trustees. We don't believe that society can improve while people are treated unfairly because of their age, ethnicity, sexual orientation, religion, belief, gender, disability or class. We want to celebrate diversity and actively work to redress the imbalance caused by discrimination that exists within society.

We aim for our Board to become more closely representative of the communities we serve and actively encourage applications to sit on the Board from underrepresented and minoritised groups, those within the immediate geographical communities we work in and those with lived experience of temporary accommodation and homelessness.



Terms of Appointment

Remuneration:

All Trustee roles are voluntary and unpaid although expenses incurred in fulfilling your duties will be reimbursed.

Duration:

All appointments are for an initial three-year term, renewable by agreement with the Board for a maximum of two additional three-year terms.

Trustee Commitment:

Justlife operates a 12-month rolling Board Plan of Work with meeting dates set for the year and Trustees must be available to attend all meetings. Meetings may be held online or in person at a convenient location. There are also two committees (Audit & Risk / Nominations & Remuneration) and Trustees are encouraged to join one of these.

Trustees are requested to be available to attend occasional 'unscheduled' meetings or engage in email

communications which address urgent business as they arise, join working groups when needed and spend time preparing for meetings by reading and considering the papers circulated beforehand.

The role of the Chair has additional commitments of conducting regular one-to-ones with the CEO (online, by phone or in person), making themselves available for occasional major fundraising or networking events, signing contracts or fundraising agreements, and conducting annual reviews with each of the Trustees. This may equate to between half a day and a day in total per month in addition to the core commitments as a Trustee as outlined above.

Schedule of Meetings:

- 1 Board away day each year, generally in London on a Saturday.
- 4 Board meetings plus 2 additional Committee meetings for each committee each year. Currently meetings take place on Wednesday evenings from 5.30pm until 7.30pm

How to Apply

Step 1: Expression of Interest

Those considering a Trusteeship or Chair of the Board role are encouraged to submit an up-to-date CV and Expression of Interest covering letter (one side of A4) which will be shared and considered by our Nominations and Remuneration Committee.

In your covering letter please briefly outline your reasons for wanting to become a Justlife Trustee along with any specific experiences or skills that you feel are relevant; and why you feel they will be beneficial to Justlife and its beneficiaries.

Step 2: Informal chat

Once your expression of interest has been considered you may be invited for an informal chat to provide an opportunity for both parties to talk about the work of Justlife, what being a Justlife Trustee means and involves, and an opportunity to discuss and understand more about your skills and experiences.

Step 3: Interview

Following Step 2 you may be invited to attend an interview with Vice Chair of Trustees and other representatives from the Board and the CEO. The interview is designed to delve a little deeper into candidates' skills and experiences but also to gain an insight in to how an individual may best fit the ethos and culture of the organisation.

Step 4: Observe a Board meeting

Following a successful interview you will be invited to attend a Board meeting as an observer. The purpose of this is to give candidates the opportunity to meet all members of the Board and provide first-hand insight into the workings of our Board and meetings. This meeting will be in September 2022.

Following this both parties will enter a brief 'cooling off' period of 48 hours allowing each party to reach a fully considered decision as to whether to continue with the appointment process.

Step 5: Decision Process

Once a candidate has observed a Board meeting; and expressed their wish to continue with the process; the Board will be asked to vote to formalise the decision. Successful candidates will be advised of the decision outcome in a timely manner. The newly appointed Chair and Trustees will be given an induction as soon as possible and will be expected to start their duties as soon as possible, with their first formal Board meeting being early in 2023.

To submit your CV and Expression of Interest covering letter, or for further information related to the process, please contact Andy Morris, Business Support Manager, by email - andy@justlife.org.uk

Appendix 1: Role & responsibility of the Board

The role and responsibilities of the Board are to:

- Work to our values, and to the Board Code of Conduct
- Determine the mission and strategic direction, and ensure that the organisation stays within its remit and within the law
- Drive Strategic Planning and review in accordance with Justlife's constitution and defined values
- Ensure that the activities of Justlife, and the policies to support those activities, are in line with the mission, aims and objectives, and that these arrangements are kept under continuous review
- Provide leadership and oversee the delivery of results
- Involve and take into account the views of all stakeholders as appropriate when defining strategic direction and managing risk
- Ensure effective planning and control, approve the annual business plan and budget, agree targets, including financial, and monitor performance against them
- Develop and approve clearly defined financial management, control and expenditure policies and procedures for the purposes of ensuring transparent and authorised use of resources. This will necessarily include the setting of appropriate expenditure limits, which will be subject to periodic review
- Approve and ensure effective corporate governance arrangements are in place, and that these are fit for purpose
- Ensure that Justlife follows governance best practice
- Review and assess the effectiveness and impact of governance arrangements on an ongoing basis
- Ensure that Board Members have the appropriate suite of skills to comprehend and use financial and governance information they are asked to review. The Board should enable this through appropriate recruitment, induction and development processes
- Ensure that Justlife meets all of its statutory and legal requirements, and that it acts in accordance with its constitution document
- Ensure that effective audit takes place, approve the annual accounts prior to publication, and take on Board any recommendations of the auditors
- Select and remunerate the CEO, and ensure good management
- Ensure that adequate finance is in place, and that productive relationships are maintained with representatives of financial support organisations
- Ensure that the public is adequately informed of the work of Justlife, through the media, annual report etc.
- Ensure a high standard of corporate governance and personal behaviour throughout Justlife, including approving policies and procedures, and overseeing an appropriate risk management system
- Board Members should always be clear about the most significant strategic risks facing our organisation and ensure mitigation steps are in place. They should receive regular reports on risk management, and ensure Board input to the process
- Review and approve strategic partnerships with other organisations

Appendix 2: Role Description / Trustee

Title: Trustee

Salary: this is an unpaid voluntary role

Responsible to: Chair of the Board

Each of our Board Members is jointly and severally responsible for the overall governance and strategic direction of the charity and financial health, probity of its activities, developing the organisation's aims, objectives, and goals in accordance with the Constitution, legal and regulatory guidelines. All Board Members should be aware of and understand their individual and collective responsibilities and should not be overly reliant on one or more Members in any particular aspect of the governance of the charity.

Our main responsibilities are:

- To promote the vision, mission, and values of the organisation.
- To ensure that the charity and its representatives' function within all legal and regulatory requirements applicable, and in line with the Constitution, continually striving for best practice in governance.
- To maintain the fiduciary duty invested in the position, undertaking such duties in a way that adds to public confidence and trust in the charity.
- To take appropriate professional advice in all matters where there may be a material risk to the charity, or where the Members may be in breach of their duties.
- To determine the overall direction and development of the charity through good governance and clear Strategic Planning.
- To avoid any personal conflict of interest.
- To manage and use the resources of the charity so as to optimise its potential.
- To ensure robust systems are in place for internal financial control and protection of the charity's funds and assets.
- To undergo a thorough induction upon appointment, and ongoing training to remain alert to, and aware of, our duties and responsibilities, and of the environment in which we operate.
- To achieve the purpose of the charity and to pursue the charitable objects and provide public benefit.

Our main duties are:

- Ensuring the charity complies with legislative and regulatory requirements and acts within the confines of the Constitution and in the furtherance of its charitable objects.
- Acting in the best interest of the charity, beneficiaries, and future beneficiaries.
- Promoting and developing the charity to help it grow and maintain its public benefit, recognising that there may be a situation when it is more appropriate to wind the charity up, where there is no longer a need for its services or because the charitable objects are no longer relevant to contemporary social situations.
- Maintaining sound financial management and control of the charity's resources.
- Ensuring a fully effective and appropriate system for the recruitment, appointment and monitoring of the work and activities for the CEO and the Members of the Senior Management team.
- Ensuring the effective and efficient administration of the charity and its resources, striving for best practice in good governance.
- Maintaining absolute confidentiality about all aspects of Trustees' business.

Appendix 3: Role Description / Chair

Title: Chair of the Board of Trustees

Salary: this is an unpaid voluntary role

Responsible to: Chair of the Board

The key responsibility of the Chair is to provide support, direction and leadership to the Board and Chief Executive, to ensure that the Board is effective in its task of overseeing both conformance and performance.

The Chair will ensure that:

Main responsibilities:

- Justlife operates within the law, and according to its constitution and its commitments to stakeholders, and is adequately resourced to meet its commitments
- Justlife develops an effective strategy in line with the core values of the organisation
- All Board Members are fully involved in discussions and decisions, and the contribution of individual Members is monitored. The Chair will encourage group decision-making, teamwork, and a sense of shared purpose, and will foster a sense of inclusivity and shared mission by informing the Board at each meeting of any 'Chair's business' which has taken place since the last meeting
- The Board's agenda is appropriate and focuses on the key strategic issues, all planned business is dealt with in an equitable, fair manner and a conclusion is reached in each case, and that decisions are clearly and accurately minuted
- The Board continually monitors Justlife progress, and that Board Members have regular, timely and relevant information on strategic and financial issues and key risks
- Board Members have a proper knowledge and understanding of their roles and responsibilities
- The Board delegates as appropriate to its Committees and to its Chief Executive
- Regular reviews of Board, Committee and Chief Executive performance are undertaken, and a programme of development processes for the Board, its Members, and the Chief Executive is established
- Periodic reviews of the composition and workings of Justlife are undertaken to ensure it continues to respond appropriately to changes in the wider environment
- Effective use is made of the Board's time within, and between, meetings
- The Board receives professional advice when necessary
- The support and commitment of Justlife partners and key stakeholders are developed and sustained
- They represent Justlife as required and foster positive relationships with a range of stakeholders. The Chair will ensure that a high profile is maintained for the organisation, and that stakeholders are kept informed of our work
- Positive working relationships are maintained among Board Members and with the Chief Executive to enable an appropriate balance of challenge and support to be provided

Data Protection Statement:

Please note that it is our policy that all recruitment documents, including application paperwork for unsuccessful applicants, are kept in secure conditions for a period of 6 months, after which they will be securely destroyed. If you are successful in your application, in accordance with UK GDPR, we will keep your personal data for 6 years after your term has ended.



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