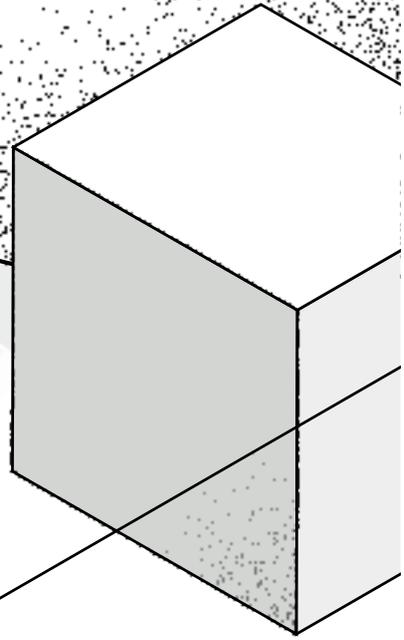
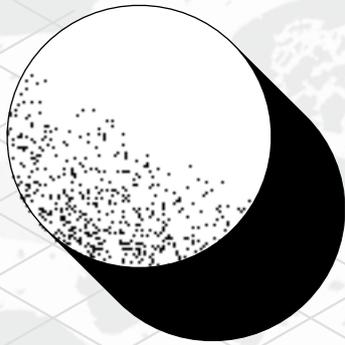
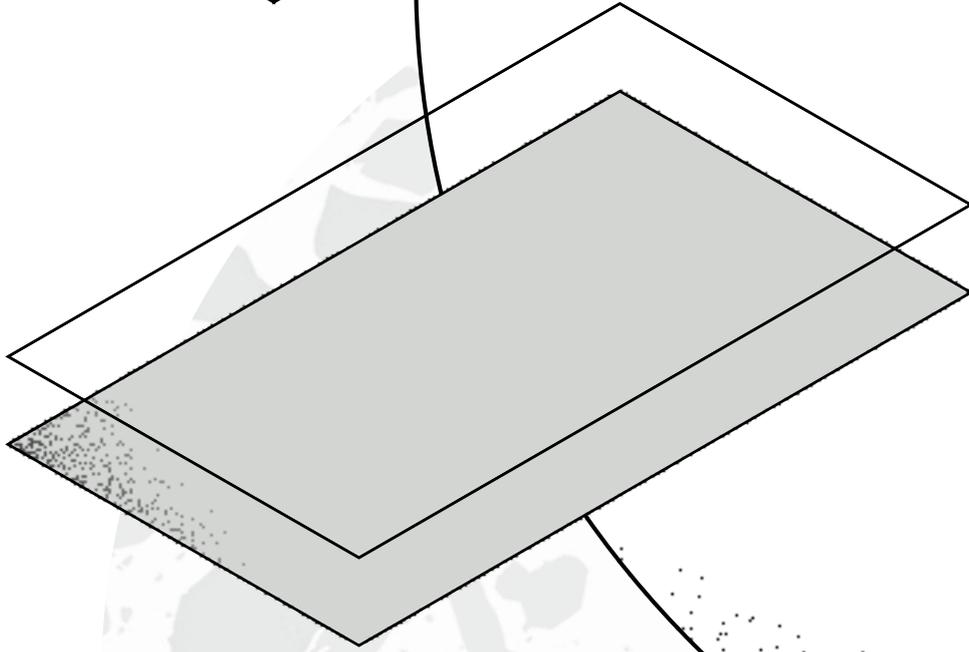
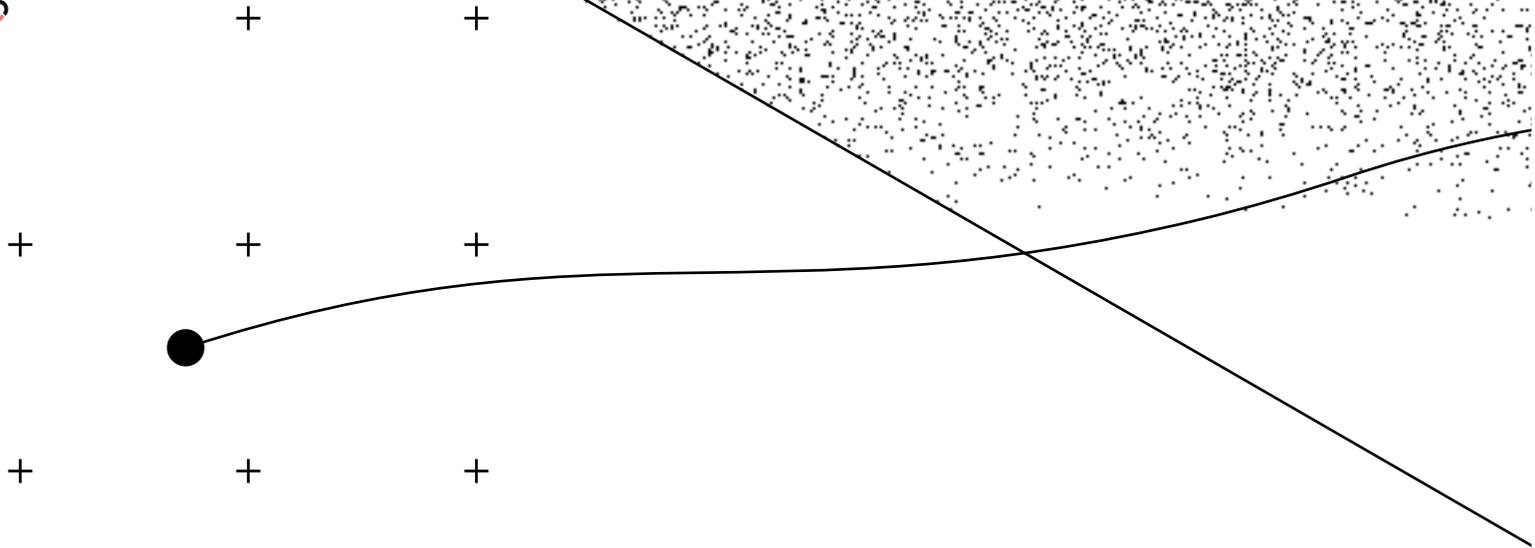


**Centre for
Homelessness Impact**



Chair of Trustees Appointment brief

October 2018



Background and Introduction

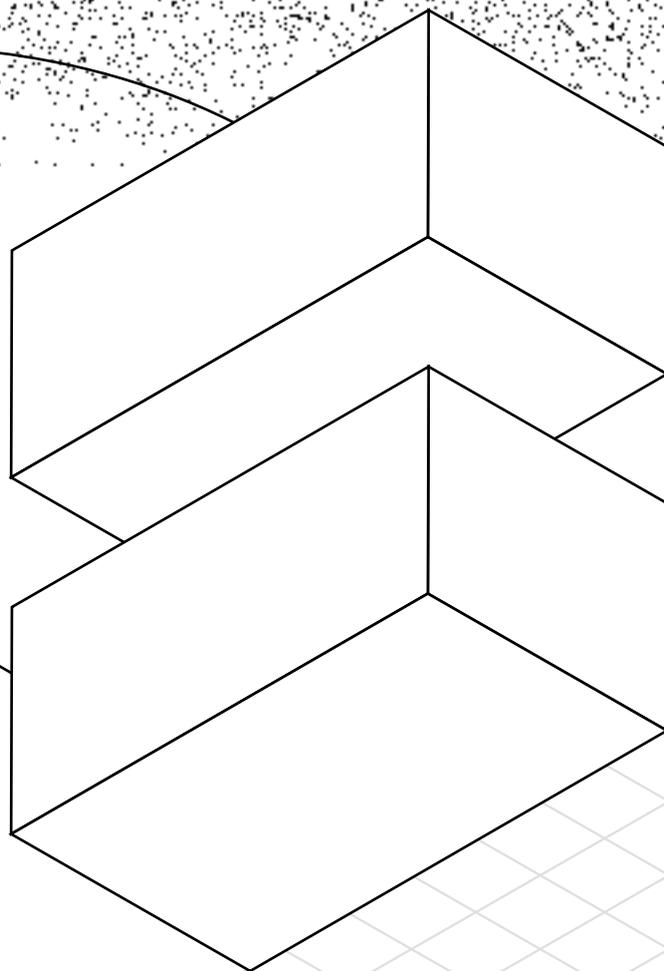
Thank you for your interest in becoming the Chair of the Board of Trustees of the Centre for Homelessness Impact.

We were created in 2018 in response to the need for an independent voice that champions better use of rigorous evidence in developing and delivering policies and programmes that aim to prevent or tackle homelessness in the UK. We believe that evidence informed policy-making and practice can, and does, improve the lives of people affected by homelessness. Working collaboratively with others we hope to help people working to end homelessness achieve even better results.

Calls for better use of reliable evidence in policy in practice when tackling homelessness are more pressing than ever before given renewed efforts to end homelessness, limited resources and concerns that any new gains won't result in real lasting change. There is a financial as well as moral imperative to act. In other fields a whole movement has emerged to help find more ways to link research to policy and practice. Through our new Centre, homelessness is now catching up.

For the past twelve months we have been hosted by our founding partners Crisis and GHN and supported and guided by our own Shadow Board, but aim to become a fully independent organisation by Summer 2019.

We believe there is a need for an improved infrastructure to trial, assess and continually act and learn on what works in homelessness and over the past few months have released the first version of a series of evidence tools that will help build the necessary evidential foundations. With our initial groundwork behind



us and encouraged by the very positive response to our work, we are now ready to move to the next phase of setting up the new Centre.

To help us achieve our mission and help ensure a smooth transition to becoming a fully independent organisation we are looking to appoint new Chair of the Board of Trustees. We ask that any candidates are passionate about the value of rigorous evidence, doing the most good possible with limited resources and committed to improving services for people affected by homelessness or at risk.

In the following pages you will find information about the Centre for Homelessness Impact, our values, plans and how to apply.

Thank you for your interest in our organisation. We hope you are seriously interested in joining us to shape the next chapter of this organisation and help us achieve our potential.



What is the Centre working to achieve?

Our vision is of a society in which the experience of homelessness, is rare, brief and non-recurrent. Currently too many people remain without a home. This has long-term consequences for both the individuals and children affected and for society as a whole.

The aim of the Centre for Homelessness Impact is to be a force for evidence-informed change: to strengthen insight into what works, for whom, when, where and why - and then to promote and support action by policymakers, commissioners and practitioners based on this insight.

The Centre will pursue this aim through a series of objectives that are reflected in the mnemonic 'HOME':

- **H**elping everyone work towards a future without homelessness - by making better use of evidence when designing and delivering interventions, and by bringing fresh thinking to the challenges and opportunities we face
- **O**ptimising outcomes by building an evidence base about the behaviours, practice, policies and programmes that achieve the most effective and cost-effective results – and by directing funding to the ones with the best evidence behind them
- **M**obilising and supporting a strong, nonpartisan, cross-sector coalition of leaders who are strongly committed to an 'invest in what works' policy agenda
- **E**mpower by creating an environment that enables people with diverse experiences of homelessness to be part of the conversation and approach.



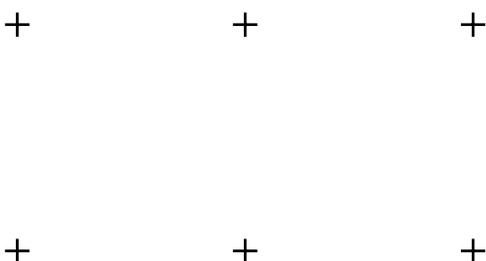
Pursuing this strategy will ensure we are connecting evidence and change - ensuring that we encourage change only where it is founded in evidence, and that we always see the generation of better evidence as a necessary but not sufficient condition of change (no change without evidence, and no evidence without change). The ultimate test of all our work will be whether it helps to bring about improvements in the life chances of people affected by homelessness or at risk.

What is our approach?

To achieve our mission, we will undertake work in three main areas, which support and inform each other:

- 1 elevate standards by creating a consistent basis to compare the relative effectiveness of interventions and building the reliability of existing evidence (both directly and indirectly)
- 2 implement evidence of effective interventions, and focus on other issues that matter to people: identifying risk, how to assess need effectively, staff practices, and local conditions and systems
- 3 mobilising change-makers to ensure better use of rigorous evidence becomes the 'new normal' and that a society without homelessness is a shared goal.

In all of our work, we want to bring the voices of those who have experienced homelessness to bear. An initial focus of our work needs to be to ensure there is high quality evidence in place to help tackle homelessness effectively. But we will also support change-makers to act on the best evidence available more promptly.





Our 5 year plan

Championing the creation and using of evidence and evaluation to improve the outcomes of people experiencing homelessness by ensuring policy and practice are underpinned by reliable evidence is the overarching aim of the Centre. It sets us apart from others in the field and is a significant lever for change. Our impact on this objective over the next five years will be both direct – through supporting programmes which reach thousands of people – and indirect, through influencing the decision-making of commissioners, policymakers, practitioners and others.

To maximise our impact on both fronts, three key priorities for the next five years will be:



Generating high quality new evidence: Synthesise existing evidence and test the impact of new and existing programmes to fill gaps in the evidence base. Ensure evaluations and other trials are useful to commissioners, practitioners and others.



Scaling / dissemination activity: Building on our work so that evidence is increasingly used – particularly through engagement with our website as well as in person support and guidance – to inform decision-making, and so that effective approaches reach more people affected by homelessness.



Applying for What Works Network membership: Membership of the network would enable us to maximise impact and drive homelessness prevention upstream.



As a small organisation we will focus our energies where we think we can make the biggest difference. To deliver our objectives we will develop models of scaling evidence-informed based approaches in the system, including through campaigns and other models of implementation and dissemination.

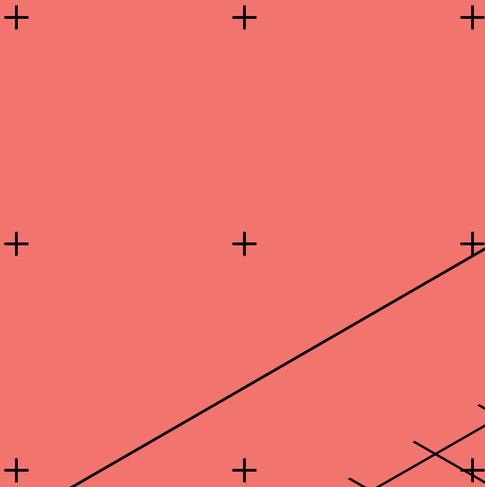
Beyond these two priorities, to achieve our ambitions we will also need to:

Build a highly effective team - The Centre will continue to be a lean and flexible organisation, building staff capacity as particular needs arise, and ensure we attract and retain the best talent available.

D

Diversify funding - We have begun to imagine where we would like the Centre to be in 5 years' time but recognise it is crucial to plan for its longer term future.

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Our values

We place great importance on our values, which are:



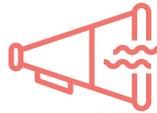
Rigour and Intellectual integrity



Creativity + inquisitiveness



Transparency



User voice



Showing by doing



Being responsive



Collaboration



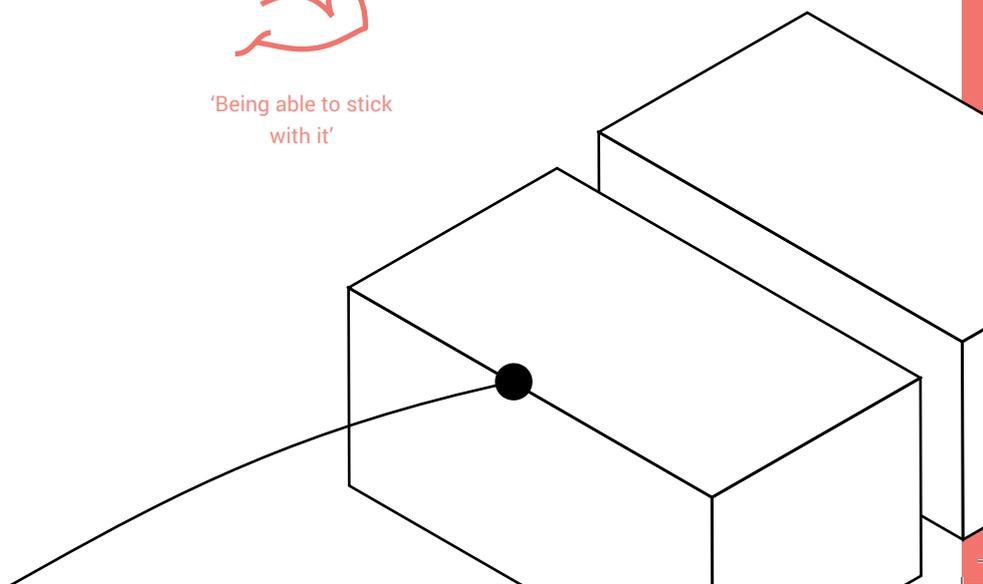
Taking ownership



Humility



'Being able to stick with it'





We make decisions by...

- Listening
- Valuing different perspectives and building an environment where they're heard
- Drawing on what we're learning
- Making good use of resources
- Paying heed to our values are
- Drawing on bodies of knowledge

We continue to learn as an organisation by...

- Learning fast and acting quickly around what's not working
- Realistic but opportunistic when it makes sense
- Learning from things that don't work
- Looking beyond the homelessness sector
- Investing in the team
- Working with the best
- Really listening and seeking to understand



Governance & Structure

Legal form

While the Centre is in its initial phase of development has no independent legal standing, we have made a public commitment to spin out of Crisis by July 2019. Over the next few months the Centre for Homelessness Impact will be registered as a charitable company limited by guarantee and as a charity in Scotland with OSCR.

Governance arrangements

A Shadow Board is overseeing the setting up of the new Centre which is being funded by a philanthropist. This group is providing guidance to the Centre Director during the Centre's initial phase of work and its membership will serve as the basis for membership of a Board for the Centre once it becomes fully independent.

Staff team

The Centre for Homelessness Impact is led by Dr Ligia Teixeira who over the past year has been building a small agile team that is setting up and positioning the new organisation. Currently in addition to the Director the core team comprises three other members of staff and two associates (one of whom works two days a month), working closely with a network of academic partners and consultants.

We envisage the core team will grow to no more than 9-10 FTEs in the next three years. We are committed to a flexible organisational model that enables us to maximise our impact so will continue to nurture a core team while working with a trusted network of associates and academic partners.

Shadow Board Members

The Centre has been fortunate to attract extremely capable and well-respected individuals to join the shadow board and we envisage that most of the current members will become Trustees/Directors of the new Charity.

In recruiting a Chair for the new organisation, we are keen to appeal to people of similar standing, and who are able to lead the Board and support the Centre Director in the next exciting phase of our development as we become a fully independent organisation.

Margaret-Ann Brunjes - Chair

Director, Glasgow Homelessness Network

Stephen Aldridge

Director for Analysis and Data at the Ministry of Housing, Communities and Local Government

Humphrey Battcock

Funder and Philanthropist

Lesley Fraser

Director for Housing and Social Justice, Scottish Government

Prof Ken Gibb

Director, Collaborative Centre for Housing Evidence

Jon Sparkes

Chief Executive, Crisis

James Turner

Deputy Chief Executive, Education Endowment Foundation

Dr Rebekah Widdowfield - Vice Chair

Chief Executive, Royal Society of Edinburgh



Chair Role Description

Remuneration

The role of Chair is not accompanied by any financial remuneration, although reasonable out-of-pocket expenses may be claimed.

Location

Board meetings are held in Edinburgh, Glasgow and London

Time commitment

Approximately two days per month. Four Board meetings (lasting two hours) and an away day per year and the Chair is also expected to have regular meetings with the Centre Director and represent the Charity at certain events.

Reporting to

CHI Board

Objective

The Chair will hold the Centre Director to account for the Centre for Homelessness Impact's mission and vision, and provide inclusive leadership to the Board of Trustees, ensuring that each trustee/non-exec director fulfils their duties and responsibilities for the effective governance of the organisation.

The Chair will also support, and, where appropriate, challenge the Centre Director and ensure that the Board functions as a team to achieve agreed objectives. He or she will act as an ambassador and the public face of the charity in partnership with the Centre Director.

Principal responsibilities

- Strategic leadership
- Provide leadership to the charity and its Board, ensuring that the Centre for Homelessness Impact has maximum impact
- Ensure that Trustees fulfil their duties and responsibilities for the effective governance of the Centre for Homelessness Impact
- Ensure that the Board operates within its charitable objectives, and provides a clear strategic direction for the organisation
- Ensure that the Board of Trustees is regularly refreshed and incorporates the right balance of skills, knowledge and experience needed to govern and lead the charity effectively, and which is also diverse
- Ensure that the Board fulfils its duties to ensure sound financial health of the organisation, with systems in place to ensure financial accountability
- Help ensure Centre diversifies income

Governance

- Ensure that the governance arrangements are working in the most effective way for the Centre for Homelessness Impact
- Develop the knowledge and capability of the Board of Trustees
- Appraise the performance of the Trustees and the Board on an annual basis
- Ensure that the Board of Trustees is regularly refreshed and incorporates the right balance of skills, knowledge and experience needed to govern and lead the charity effectively, and which also reflects the wider population
- Work within any agreed policies adopted by the organisation

External Relations

- Act as an ambassador for the Centre for Homelessness Impact and its mission



- Represent the organisation at external functions, meetings and events
- Facilitate change and address any potential conflict with external stakeholders

Efficiency and effectiveness

- Chair meetings of the Board of Trustees effectively and efficiently, bringing impartiality and objectivity to the decision making process
- Ensure that Trustees fulfil their statutory duties and responsibilities for the effective governance of the Centre for Homelessness Impact
- Foster, maintain and ensure that constructive relationships exist with and between the Trustees
- Work closely with the Centre Director to give direction to Board policy-making and to ensure that meetings are well planned, meaningful and reflect the responsibilities of trustees
- Monitor that decisions taken at meetings are implemented

Relationship with the Centre Director

- Establish and build a strong, effective and a constructive working relationship with the Centre Director, ensuring she is held to account for achieving agreed strategic objectives
- Support and challenge the Centre Director, whilst respecting the boundaries which exist between the two roles
- Ensure regular contact with the Centre Director and develop and maintain an open and supportive relationship within which each can speak openly about concerns, worries and challenges
- Liaise with the Centre Director to maintain an overview of the Charity's affairs, providing support as necessary
- Conduct an annual appraisal and remuneration review for the Centre Director in consultation with other

Trustees

- Ensure that the Centre Director has the opportunity for professional development and has appropriate external professional support

Additional information

The Vice-Chair acts for the Chair when the Chair is not available and undertakes assignments at the request of the Chair.

The above list is indicative only and not exhaustive. The Chair will be expected to perform all such additional duties as are reasonably commensurate with the role.

Person Specification

In addition to the qualities required of a Trustee of the charity, the Chair must also meet the following requirements:

- Demonstrate a strong and visible passion and commitment to the Centre for Homelessness Impact, its strategic objectives and cause
- Ability to devote sufficient time and effort to the charity, including travel and attending events out of office hours
- Influence and networks within your sector or field and willingness to leverage this for the charity
- Demonstrable strategic vision, gained at senior level within an organisation
- Sound, independent judgement
- Experience of entrepreneurship – gained in a social enterprise, SME, charity or other organisation
- Passion for high quality research and its application to policy and practice



Experience

- Experience of operating at a senior strategic leadership level
- Experience of charity governance and working with or as part of a Board of Trustees
- Experience of external representation, delivering presentations and building and maintaining effective relationships with stakeholders
- Significant experience of chairing meetings and events

Knowledge and skills

- Broad knowledge and understanding of similar 'what works' type of organisations in social policy fields and current issues affecting them
- Strong leadership skills, ability to motivate and bring people together
- Financial management expertise and a broad understanding of charity finance issues
- Good understanding of charity governance issues

Terms

The Chair (and trustees) can serve two three-year terms and are eligible for re-appointment for one additional term.

Induction

An induction programme will be developed to ensure that the new Chair receives support on all matters necessary to enable them to perform their duties effectively. This will be tailored to their specific needs depending on their experience, but might include:

- meetings and introductions to other trustees, staff, etc.
- invitations to events, meetings and presentations
- buddying, coaching or training
- a trustee pack

Joining an established board can feel intimidating. The current Chair or Vice-Chair will be available to speak to, or meet with, to answer any questions that may arise.

Board meeting dates

6th December 2018

15th February 2019

24th May 2019

5th July 2019

13th September 2019

6th December 2019



How to Apply

To apply in confidence to become the Chair of the Board of Trustees of the Centre for Homelessness Impact please email Ashley.muhammad@crisis.org.uk a copy of your CV or extended biography with a supporting statement (no more than two sides of A4). Do list any Directorship or Trusteeships that you currently hold.

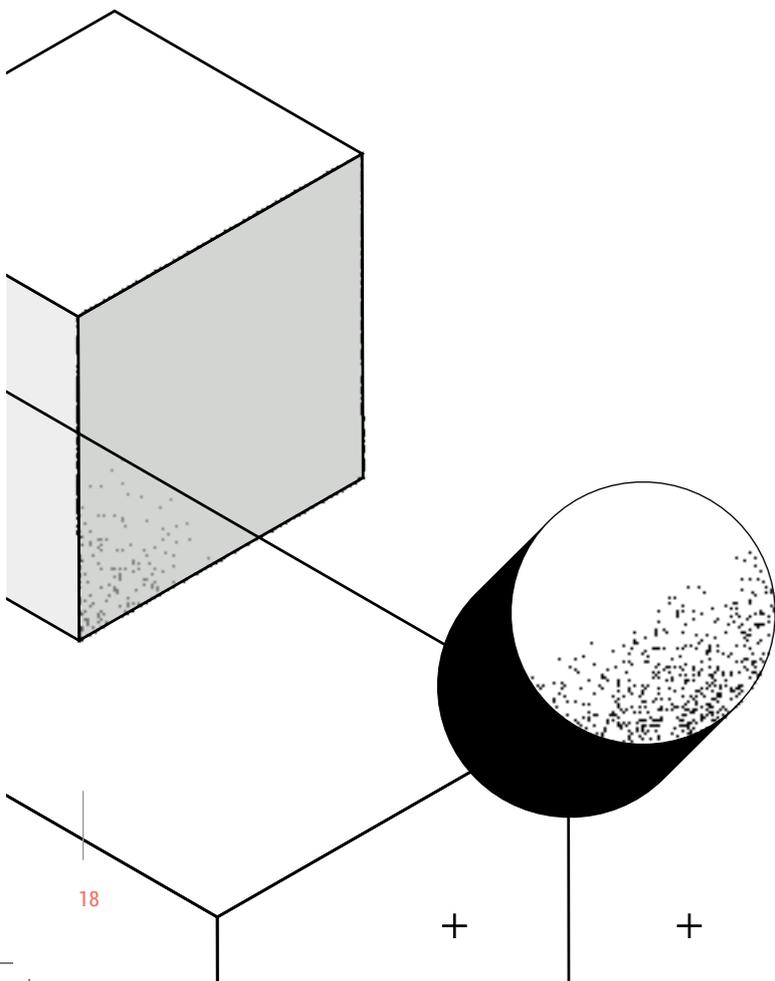
Please also provide the names, positions, organisations and telephone contact numbers of two referees. References will only be taken once your permission has been granted.

Please let us know if you have any special provision or access requirements should you be invited for interview.

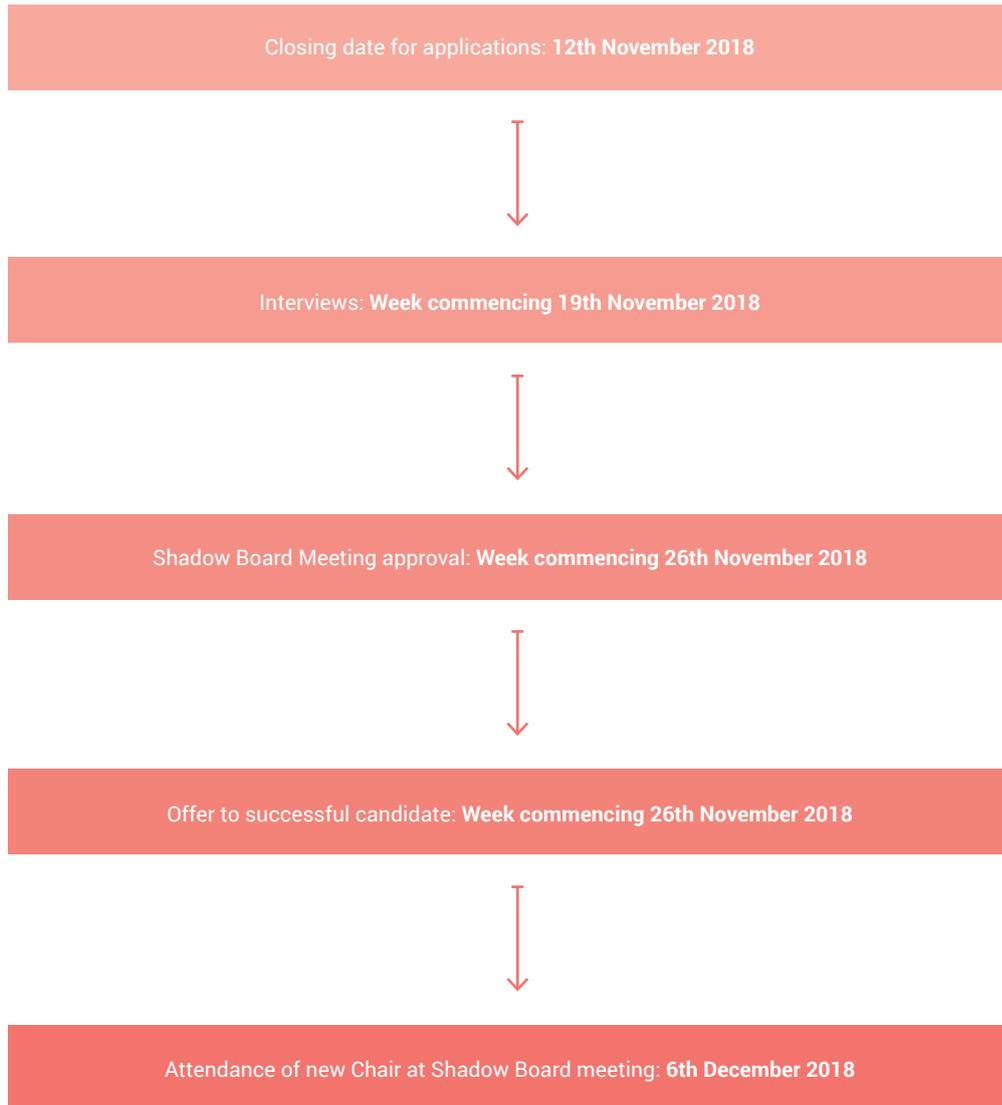
Lastly, please ensure that you include mobile and home telephone numbers as well as any dates when you will not be available or might have difficulty with the indicative timetable.

If you'd like to speak to someone about the role, feel free to contact us to arrange a call with either Ligia Teixeira, ligia@homelessnessimpact.org,

Maggie Brunjes, Mbrunjes@ghn.org.uk or Jon Sparkes, Jon.sparkes@crisis.org.uk



Timetable





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