



**Evolve
Housing
+ Support**



**Board Member Recruitment
April 2021**



020 7620 3048

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www.thehousingexecutive.com

APPLICATION PROCESS

Re: Board Members for Evolve Housing + Support

Thank you for requesting information about these exciting roles.

As consultants to Evolve Housing + Support, The Housing Executive aim to provide you with comprehensive information to enable you to structure your application.

Recruitment Timetable & Process:

Closing Date: 12 noon on Monday 26th April 2021

First Interview Dates: week commencing 3rd May

Second Interview: 26th and 27th May

All Interview stages are likely to take place via video conference using MS Teams/Zoom.

To Apply:-

Please provide a **CV** together with a **Supporting Statement** (no more than 3 sides of A4 for each document) **responding to the questions below.**

We are looking for applications from :-

- a) Qualified Finance Leaders, ideally with experience of the Housing / Charity sectors.
- b) Broad housing sector experience, ideally at Chief Executive / Director level.

With this and the person specification in mind:-

- 1) What would you say were your particular skills and strengths which would enhance your contribution to Evolve's Board of Management?
- 2) What do you see as the key challenges and opportunities for Evolve and how will you help Evolve respond to them?
- 3) What is your experience of leadership and creating collaboration? What skills do you have that made this successful?
- 4) Evolve are committed to Equality, Diversity and Inclusion in everything they do. Please tell us how you will demonstrate your commitment to EDI issues.

Please also complete the confidential **Monitoring Form**. You can download a monitoring form by clicking [here](#).

Send your application (CV/Statement/Monitoring Form) by **12 noon on Monday 26th April 2021:**
By email to: rec@thehousingexecutive.com

ALL applications will be acknowledged by email or telephone within 24 hours.

If you would like to discuss any aspect of this post or the process, in confidence, please call Julie Kellaway, director at The Housing Executive, on **020 7620 3048**.

We look forward to receiving your application - do call if you have any queries

Letter from the Chair



Dear Applicant,

Thank you for your interest in becoming a Board Member at Evolve Housing and Support. I hope that after reading the recruitment pack you are encouraged to apply.

We are a homelessness charity providing accommodation and specialist support to over 1,300 vulnerable people across London each year. The Board and I are enormously proud and humbled by the work that Evolve does, to not only provide all of our customers with a safe home, but also the support that is so vitally needed to improve their life chances and break the cycle of homelessness.

You are applying to join our Board at the most interesting and yet challenging of times. Evolve has adapted well to a new world in the midst of a pandemic and it will need to remain agile to respond to what lies ahead. Our customers and staff deserve nothing less.

We are currently seeking two new Board Members to join us as we plan for a future of growth and delivery of our important charitable objectives. We are keen to increase the breadth of diversity on our Board and are welcoming applications from candidates with impressive track records of achievement, either with a finance background and/or a broad range of experience within the housing sector.

Evolve aims to ensure that all of their services, residents, staff & Board reflect, & take account of, the diverse backgrounds & beliefs of the people they work with and encourage applications from all parts of the community.

We hope that as a new Board Member you will bring not only the skills and experience that we are seeking, but also the commitment and passion to support and steer an organisation that continues to make a real difference to people's lives. I look forward to receiving your application in due course.

Yours faithfully,

Paul Perkin

Chair



Evolve Housing + Support: A place of positive change and growth

Who we are

Evolve is a leading homelessness charity in London, providing housing and support to over 1,300 people each year.

We believe in building on people's strengths, aspirations and goals to help break the cycle of homelessness and help them move forward with their lives.

Our mission is to help children, young people and adults who are homeless or at risk of homelessness reach their potential, and move on to live happy, fulfilled lives.

Our organisation began in 1861 as Croydon YMCA. We became South London YMCA in 2005 when Croydon YMCA merged with the YMCA of Lambeth, Lewisham and Southwark. We later merged with Earls Court YMCA in 2013 and Grenfell Housing and Training in 2017.

We now work in the London Boroughs of Bromley, Croydon, Lambeth, Sutton, Merton and Lewisham, and the Royal Borough of Kensington and Chelsea. Our customers and staff include people of all ages, men and women from a diverse range of cultures, faiths and backgrounds.

After consulting with customers, staff and other stakeholders, we rebranded in late 2015, disaffiliating from the national YMCA Federation at that time. We are now Evolve Housing + Support – a brand and name that accurately represents our work and the full diversity of our customers, and speaks to their aspirations for the future.

Our purpose

Our purpose is to make a lasting difference to lives and communities by providing housing, support and community services to enable people to contribute to society and achieve their full potential.

We believe in:

- Getting involved
- Getting the basics right
- People
- Embracing diversity
- Being ambitious
- Empowering others

We are:

- Passionate
- Honest
- Creative
- Optimistic
- Determined
- Inclusive



What we do

We offer a programme of support tailored to meet people's individual needs, including housing, employment and skills training, mentoring and counselling. We work with young parents and children at risk of exclusion to build the skills and resilience that can help prevent homelessness. We campaign to end street homelessness. We build affordable homes to help people move on to an independent life.

We are a place of positive change and growth for people of all ages, cultures and backgrounds. We empower people who have experienced homelessness to build their independent living skills. Our solution-focussed approach looks at strategies customers can use to overcome problems to achieve lasting impact.

This approach is built in to all of our housing services as well as our community-based services, including our Work + Learning and Health + Wellbeing programmes, and our Horizons Mentoring scheme.

Our customers

Customers are at the heart of everything we do. We support people to achieve their potential: whether it's helping people move on to independent living (80% of our customers gain independent tenancies after they leave us), improve their health and wellbeing (100% of our customers with mental health issues manage them better after our support) or to get into work or training. We've had real success helping people set up their own businesses, move on to university and in some cases, come to work for us.



Sharon's story

'Before I came to Alexandra House, I was very low, I lost a lot of weight and I knew that I could not carry on with the life that I was leading. Now I'm healthy and very happy – I love my studio flat.'

Since moving in, Sharon has taken every opportunity to get involved. She has participated in breakfast clubs, a women's group, cooking and baking workshops, gym classes and karaoke nights.

'I like to keep occupied. When I move out I will definitely come back to help with the breakfast club as I love to be busy and I get on so well with the staff here.'

With our support, Sharon has grown in confidence and self-esteem and is now ready to live independently. Sharon is now in our step-down programme and is looking forward to moving into independent accommodation.

'The team here have been very kind and supportive. I feel prepared and ready to move on.'

95% of our customers are satisfied with the support they receive, one of the highest results in the sector.



Our Board

Our Board meets 5 times a year, at the end of January, March and June, mid September and early December. Meetings are usually on a Thursday and run from 5pm to approximately 7pm. The Board meets either at our Head Office in South Wimbledon, or in central Croydon*.

Our Audit Committee meets 4 times a year, usually two weeks prior to the March, June, September and December Board meetings. Meetings are usually on a Thursday from 4pm to approximately 6pm, in either South Wimbledon or central Croydon*.

In addition to the meetings above, we usually hold an away day once a year.

BOARD AND COMMITTEE MEETING TIMETABLE 2021

(*All meetings to be held virtually by video conference until further notice)

MONTH	AUDIT (Thursdays 4-6pm)	BOARD (Thursdays 5-7pm)	AWAY DAY (Venue, timings and date all TBC)
January		21 Jan – seminar meeting	
February			
March	11 March	25 March	
April			
May			
June	10 June	24 June	
July			
August			
September	9 September	23 September	
October			
November	25 November		
December		9 December	

Current Board Members

Paul Perkin Chair

Paul is the Chief Executive of the British Home and Hospital, a Royal Charity providing specialist care and research to improve the lives of people living with neuro-disability. Paul graduated from Lancaster with a BA Hons in Urban Development and began his career in publishing across a range of commercial titles and media.

Motivated by the increasing visibility of rough sleepers across London during the late 90's, Paul made a career change and began working within homeless hostels. Paul's most previous role was Director of Operations at Look Ahead Housing and Care with responsibility for a large portfolio of mental health and homeless services.

Paul Infield Vice Chair

Paul joined the Board in January 2019. He is a barrister specialising in family finance law based at chambers in London, a mediator and family arbitrator. He has been involved in voluntary work all his adult life including as a Samaritan volunteer, as chairman of his synagogue, as a member and then chairman of the Board of Visitors of HM Prison Wandsworth and, most recently, as a trustee and then chairman of Suzy Lamplugh Trust.

David Shrimpton Board Member

David joined the Board in 2013. Before retiring he was a partner with BDO, a major firm of chartered accountants, and helped set up social housing provider Affinity Sutton, for which he was also Chair for a number of years.

Diana Coman Board member

Diana joined the Board in 2017. She has a background in community engagement, volunteer development, project management and politics, which dates back over 30 years. She was also the Chair, Trustee and Director of Grenfell Housing and Training until March 2017, and is the Chair and Company Secretary for Christchurch Place Limited. Other roles include being a Trustee and Director of Greenshaw Learning Trust, Chair of Sutton Together and Councillor for Sutton council.

Bukky McGlynn Board Member

Bukky joined the Board in 2020. She has over 20 years leadership experience in the private, public and charity sectors. Bukky has a BA Hons in Philosophy, an MBA and a Post Graduate degree in Shared Services. Bukky has spent her career managing, leading and improving services for residents and staff. She has held leadership roles at the Natural History Museum, Surrey County Council, London Borough of Hounslow and Sapphire Independent Housing. She also initiated and led on the successful Customer Service Excellence (CSE) programmes at Surrey County Council and Sapphire Independent Housing.

Simon McGrath Board member

Simon joined the Board in 2017. Simon has a background in human resources dating back over 20 years and has delivered international grand-scale projects. He was also a former school Governor and the Treasurer and a Board member of Grenfell Housing and Training until March 2017. Other roles include Global Head of Compensation and Benefits for Newedge and Willis and a Compensation Manager for KPMG.

Current Board Members continued

Mark Rowe Board member

Mark joined the Board in 2019. His background is in financial services regulation where he is currently head of compliance for an insurance firm. Mark has held senior compliance roles in banking, investments, pensions and payments. Mark is a Trustee of the Disabilities Trust and Unlock. He has a degree in Law from The London School of Economics and is an Associate Member of the Institute of Chartered Secretaries and Administrators; the Chartered Insurance Institute; the Chartered Institute of Bankers and a Member of the Chartered Institute for Securities and Investments

Isabel Sanchez Board member

Isabel joined the Board in 2016. With a background in tech and the third sector, her roles have revolved around working with people: fostering cross-company partnerships, establishing collaboration with teams and developing others. She is currently the Partnerships Advisor for the Bank of England, establishing third party relationships to increase public awareness and drive higher public engagement. She has over four years' experience being Chief of Staff at Zoopla and the Royal Mencap Society. She also held partnership roles at JustGiving, leading on corporate partnerships.

Vicky Wallace Board member

Vicky joined the Board in 2018. She has worked for 17 years in the Financial Payments sector and has in depth operational and strategic experience on a wide range of Corporate and Financial matters. Vicky is a certified accountant and holds a BA Hons in Management from the University of Leeds. She serves as a governor of a Primary School and sits on the Board and Committees of other charities.



Role description: Board member

Role summary

The Board is crucial to the successful running of the organisation. The Board, in partnership with the leadership team, ensures that the organisation operates effectively, setting its strategic vision and delivering its Business Plan. The Board is responsible for upholding and demonstrating excellence in governance, and ensuring that the organisation works within the parameters laid down by its Articles of Association and all regulatory requirements.

Main responsibilities

Leadership, governance and strategy

1. To review and approve the strategic Business Plan, Annual Plans and Budgets.
2. To contribute to the effective leadership and governance of the organisation.
3. To contribute to ensuring that the affairs of Evolve Housing + Support are carried out effectively and in compliance with its Articles of Association, the Charities Act, the Companies Act and all regulatory bodies.
4. To contribute to ensuring that effective internal controls are in place and to ensure compliance with internal financial regulations, standing orders and delegated authorities.
5. To monitor all aspects of performance to ensure services are delivered to the highest standards and in line with Evolve's vision and values.

Attending meetings

6. To attend Board meetings, including Away Days or similar, and contribute effectively in accordance with guidelines set by the Chair.
7. To maintain confidentiality and be aware of any possible conflicts of interest, declaring same in advance.
8. To prepare for meetings in advance to enable a full contribution and appropriate decision making.
9. To carry out specific functions as delegated by the Chair, including attending sub committees on a regular or ad hoc basis.
10. To attend an annual appraisal meeting with the Chair.

Internal relationship management

11. In conjunction with any Remuneration Committee, to help determine executive remuneration and deal appropriately with succession planning and recruitment.
12. To assist with hearing any appeals as required under HR, complaints and other internal procedures.

External relationship management

13. To represent and promote Evolve Housing + Support in the wider community, acting as an ambassador for the organisation.
14. To network and promote the work, achievements and future plans of the organisation.
15. To be an excellent role model exhibiting good governance practices and behaviours.



Person Specification: Board member

Core competencies:

1. Able to contribute effectively to the work of the Board, providing appropriate strategic oversight and scrutiny of the organisation's work.
2. Strong communication and interpersonal skills, able to liaise effectively with a wide range of stakeholders and audiences.
3. Strategic thinking, able to analyse complex information, demonstrate clear analytical intellect and guide rational decision making.
4. Ability to proactively support the values of Evolve Housing + Support.

Knowledge and experience:

5. Governance experience or knowledge of good governance practice.
6. A strong track record in a relevant sector, with empathy for our core customer group.
7. Business acumen: offering a commercial focus will be an advantage.

Skills and abilities:

8. Skilled at working together to generate a strong team spirit, able to work collaboratively, achieving consensus in decision making.
9. Able to assess risk and promote risk awareness without being risk averse.

Personal behaviour and style:

10. Actively role models the professional conduct expected of a Board Member.
11. Strong commitment to equality and diversity; social justice and inclusion.
12. Passionate about service improvements; strongly champions the right of customers to have influence and access to excellent services.
13. Enabling and supportive management style that motivates the executive and other staff and Board colleagues to deliver the best.
14. Has the time and commitment to effectively discharge the responsibilities of the role: based in London or the South East; and able to attend all meetings as required.



**Evolve
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+ Support**

NEW BOARD MEMBERS AND CHAIR OF AUDIT (UNREMUNERATED)

Evolve is a leading homelessness charity in London, providing housing and support to over 1,300 people each year. We believe in building on people's strengths, aspirations and goals to help break the cycle of homelessness and help them move forward with their lives.

Our accomplished and dedicated team offer a programme of support, tailored to meet people's individual needs, including housing, employment and skills training, mentoring and counselling. We work with young parents and children at risk of exclusion to build the skills and resilience that can help prevent homelessness and are proud that during this difficult year, over three quarters of our residents have moved into independence.

We have recently welcomed a new Chair to our Board and are now looking for two new Board Members to join us at this exciting time. We seek to represent the community that we serve and actively encourage applications from all sections of society.

Whilst these roles are voluntary positions, you will have the satisfaction of joining a dynamic, thriving organisation. We want people who share our vision and passion for serving customers and making a lasting difference to lives and communities. We are looking to strengthen our highly skilled Board with the addition of the following skills:

- Finance (qualified and ideally with experience in the housing /charity sector).
- Broad housing sector experience at Chief Executive / Director level.

Equality, diversity and inclusion are key objectives for Evolve and we reflect this in our recruitment, actively seeking applications from all parts of the community regardless of race, religion or belief, sex, sexual orientation, gender identity, age, or disability.

The application pack, including further information on the organisation and how to apply, please contact Julie Kellaway at The Housing Executive on 020 7620 3048 or email jk@thehousingexecutive.com.

The Housing Executive can also arrange for an informal discussion with Paul Perkin, Chair of the Board.

Closing date: Monday 26th April, 12 noon