

TRUSTEE RECRUITMENT PACK



STAYING PUT

Trustee Recruitment Pack

Contents	Page number
Message from the Chair of the Staying Put Group board	1
About Staying Put	3
Background to the roles	5
Role description and recruitment timetable	7
How to apply	11

Message from the Chair of the board

Thank you for your interest in becoming a board member for the Staying Put. We hope this board recruitment pack is helpful and informative.

As a charity, we aspire to be an outstanding provider. To help us achieve our goals we are now seeking three additional board members to join our existing board. In particular, we are looking to fill two key positions:

- Deputy-Chair
- Treasurer, who will also be responsible for Chairing the Finance and Fundraising Sub Group.

As a board member, you will bring the capability and enthusiasm to support our ambitious vision in this significant period of change for all third sector organisations.

Staying Put has over 22 years of solid expertise in helping those affected by domestic abuse and sexual violence to stay safely in their homes or community or, if necessary, to move into our emergency accommodation providing sanctuary for up to 38 families at any one time. Our head office remains in Bradford and we continue to deliver across the Bradford district.

At Staying Put, we put survivors of domestic abuse and sexual violence at the centre and at the heart of what we do and are continually looking for ways to make survivor's experience the very best that it can be whilst accessing our services. We provide a holistic package of integrated support for persistently targeted and vulnerable people suffering from domestic abuse and sexual violence in the Bradford district. We deliver services with a focus on the following priorities: Protection - Prevention - Provision.

We have continued to be proactive in raising the profile of these terrible crimes. At the heart of delivery is our 'trauma informed'¹ and 'think family'² approach. We are proud to be the first point of contact, and remain at the heart of the solution for people harmed by domestic abuse and sexual violence.

Our organisational culture consists of a deep passion for the charity, a cultural diversity that is second to none, a high level of integrity and trust, plus a commitment to our people's development and the development of all our services. In this fast-changing environment our culture has evolved with stronger values and principles which underpin everything we do.

You will be joining Staying Put at an exciting time of strengthening and consolidating our significant growth. Although for many charities it remains a challenging environment, Staying Put has seen growth of activity, supporters and income over the past three years. We are determined to strengthen and consolidate whilst focusing on planned growth as we broaden our approach to supporting people harmed by domestic abuse and sexual violence.

¹ <https://www.mentalhealth.org/get-help/trauma>

² <https://www.scie.org.uk/publications/guides/guide30/introduction/thinkchild.asp>

In 2022 we revisited our strategic plan and priorities to ensure that we maximise our impact for all beneficiaries. This will require us to grow a sustainable income and find creative solutions to strategic income generation. It is very rewarding to feel that due to the generosity of our donors and the work that our charity does, we are able to make a positive difference to the lives of people affected by abuse.

We would welcome you to the Staying Put board to help us achieve our ambitious targets. Our board is a collegiate one, whilst driving good governance and ensuring strong accountability, we work together as a board and with the leadership team, to achieve the very best for our beneficiaries.

If you believe you have the skills, experience, and commitment to Staying Put's vision, mission and values, I would very much like to hear from you.

Paula Gardner
Chair

About Staying Put

Staying Put is a domestic abuse and sexual violence charity working across the Bradford area. We support women, men and children who are survivors of domestic abuse and sexual violence.

In 2019 we joined forces with charities Family Action and WomenCentre to create a one-stop-shop for survivors of domestic and sexual abuse. The new consortium, named Bradford Survive & Thrive, launched in October 2019, transforming services in Bradford and the surrounding area.

Together we provide early intervention and prevention, specialist work with children and young people, recovery and confidence building and packages of practical and emotional support, work with perpetrators, counselling to children and adults and access to high quality crisis support, accommodation and housing, also moving away from support model to advocacy model with our practitioners trained as either Independent Domestic Abuse Advocates (IDVAs) or Independent Sexual Abuse Advocates (ISVAs).

Staying Put remains at the heart of the solution for people affected by domestic abuse and sexual violence across Bradford and will continue to be proactive in raising the profile of these terrible crimes.

Our five-year strategic plan incorporates sustainability, growth, development and replication models to assist our growth. This strategic plan will ensure we are better placed to secure new business during a challenging economic climate.

Our impact

In the year 2022-23, we took **21,692** calls for help through our **One Front Door** helpline,

5,988 were referred to our Community Hub Team and **91** clients and 131 children were supported by our Accommodation Team.

Our vision, mission and values

Vision Statement

To lead the way in quality service provision to victims of abuse and violence, to remove the barriers that prevent people from speaking out and seeking help.

Vision

To live in a world free from abuse and violence, to be the change and inspire others to follow our example.

Mission Statement

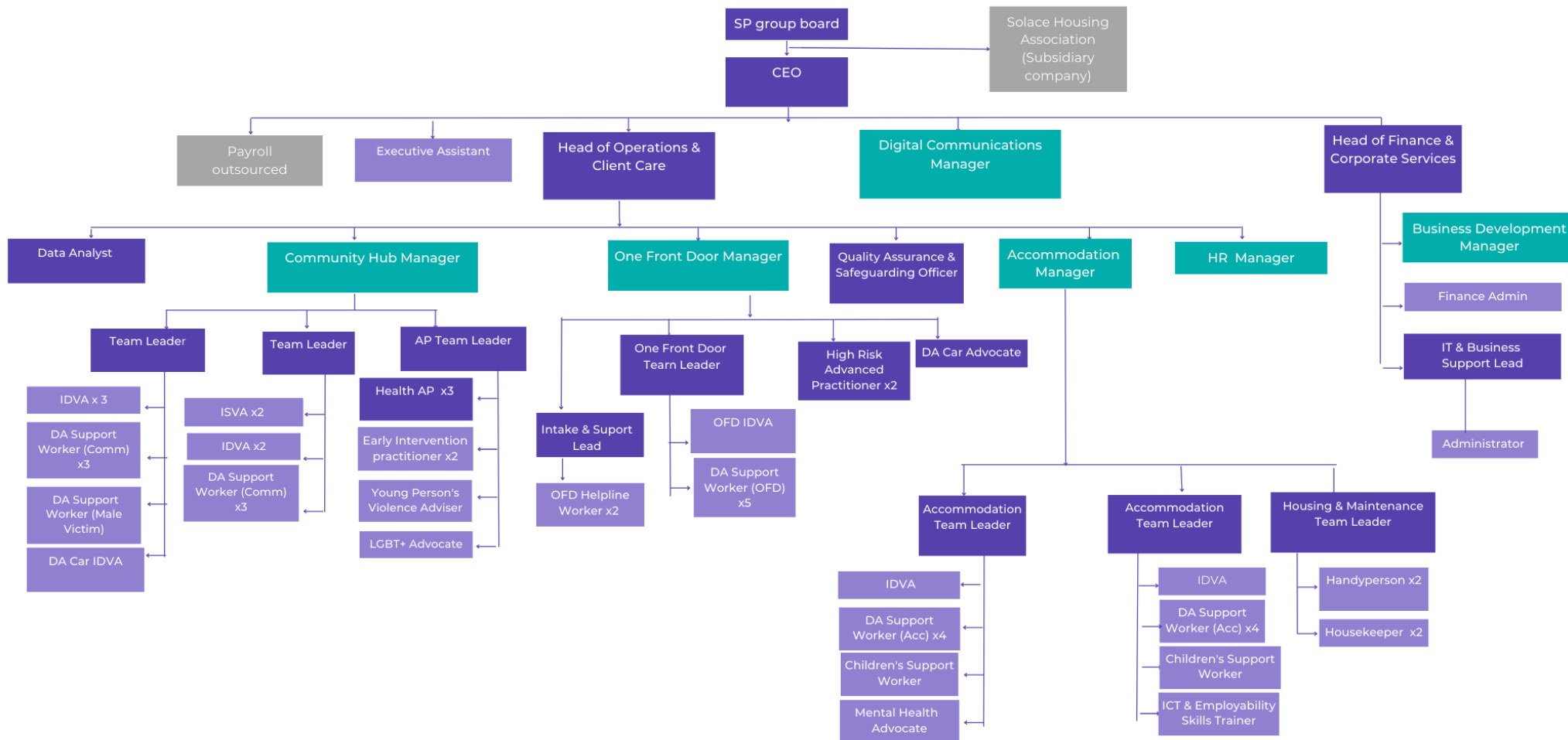
We listen to the voices of survivors, believe in them and act to protect them.



STAYING PUT

ORGANISATIONAL CHART W/O NAMES

WE LISTEN
WE BELIEVE
WE ACT



Background to the role

Our board works with the CEO and leadership team to take overall responsibility for the Staying Put Group consisting of Staying Put which is the parent body and Solace Housing Association (“Solace”) which is its subsidiary, acting collectively and effectively in its interests by playing a much-needed oversight role and providing strategic direction vis-à-vis the organisational mission, vision and values.

The leadership team takes decisions required for its proper control and management, ensuring compliance, good governance and adequate financial resources for our activities, and protects our assets. They also ensure we manage risks prudently, act as a responsible employer, and uphold the principles of equality and diversity.

The board of Staying Put group currently comprises five trustees and one advisor with a skill-base including:

- HR
- Legal
- Health and social care
- Charity communications
- Operational/strategic planning
- Finance
- Adult and children’s safeguarding

During 2021/22, the board worked closely with the CEO to redesign the way the charity works in order to meet some significant challenges. These included finding adequate funding to run our business, in the face of Covid-19 pandemic and the cost of living crisis.

We are proud to have successfully won the domestic and sexual abuse contract with our partners Family Action and Women Centre; jointly we deliver Bradford Survive and Thrive.

We are keen to align ourselves more closely with new government policies to join up domestic and sexual abuse and social care services through the violence against women and girls (VAWG) agenda and interpersonal violence against men, and to seize new opportunities to work more closely with local voluntary and statutory partners to provide ‘wrap around’ services to overwhelming women but also men subjected violence and abuse.

In this rapidly changing environment, the board has set key priorities, developed a clear strategic focus and fulfilled its oversight function effectively.

Twenty-two years ago, Staying Put was formed as a unique service to support women and their children fleeing domestic abuse, no one knew that it would become one of the most valued, niche service providers in the North of England.

We celebrate 22 years of work without which, lives would not have been transformed, families rebuilt, and children and young people kept safe in the moment and for the future. It is because of this potential life-changing impact that the staff, board with the Staying Put past and present have worked tirelessly to effect

lasting change. We constantly strive to create new ideas, new developments and new opportunities for our beneficiaries while strengthening our existing partnerships.

As an organisation we are solution focused keeping prevention and resilience at the heart of everything we do. We ensure survivors are never silenced, we listen to them and we respond.

Over the few years we have changed and seen significant growth moving away from being victim focussed to adopting the whole family approach, becoming more person-centred and less service-focused, and investing in new staff roles. By developing new funded services, we plan to extend service reach and at the same time create a sustainable business model.

We are now actively seeking new board members, with a particular interest in the following skill areas:

- Finance
- Experience of income generation and fundraising
- Commercial/business development skills
- Marketing and social media
- EDI

New board members will be joining a board with energy and expertise in many areas, who work with and support the charity's leadership team to achieve the growth and sustainability required to meet the needs of our beneficiaries.

The position of board members is voluntary and unpaid; however, any reasonable out of pocket expenses will be reimbursed.

Board members are expected to attend quarterly meetings, lasting around two hours and join at least one sub-group meeting per quarter, currently meetings are held during the day. Board meetings are hybrid and sub-group meetings are virtual. In addition, board members occasionally act as advisors to staff leads on specific projects related to their areas of special expertise, and represent our charity at events and meetings.

In return we offer a full induction, and the opportunity to work with talented board members and staff team to build a portfolio of high-quality, relevant services that improve the lives of people affected by domestic and sexual abuse.

Role description – Board Member

In broad terms, the five key responsibilities for Staying Put board members are:

1. To ensure that the charity has a clear vision, mission and strategic direction and is focused on achieving these
2. Being responsible, with the CEO and other trustees, for the charity's performance and culture
3. Ensuring the charity complies with all legal and regulatory requirements
4. Acting as guardians of the charity's assets by taking due care of their security and proper use
5. Ensuring that the charity's governance is of the highest possible standard

These are laid out below with indicative activities.

1. To work with other board members, and the leadership team to ensure that:

- The charity has a clear vision, mission and strategic plan agreed by the board, and board members and staff share a common understanding of these
- The business, operational and other plans support the vision, mission and strategic priorities
- Decision-making by the board and staff reinforce the vision, mission and strategic priorities
- The CEO's annual objectives and longer-term targets support the achievement of the vision, mission and strategic priorities
- Board policies support the vision, mission and strategic priorities
- There are effective mechanisms in place to:
 - Listen to the views of current and future beneficiaries
 - Systematically review the external environment for changes that might affect the charity
 - Regularly take stock of the needs met by the charity's services
 - Regularly review its strategic plans and priorities

2. Being responsible, with the leadership team and other board members, for the charity's performance and culture by:

- Agreeing objective measures for the charity's progress in relation to its vision, mission and priorities
- Commissioning regular reports on the charity's performance, including from the director
- Helping articulate the charity's values and ensuring these are expressed and reflected in all its work
- Ensuring clients' views on the charity's effectiveness are regularly gathered and considered by the board
- Appointing the CEO, setting their terms and conditions and investing in their ongoing professional development
- Holding the CEO to account for the management and administration of the charity
- Giving the CEO regular, constructive feedback on their performance in managing the charity and in meeting their objectives and targets
- Helping develop a learning organisation in which all staff and volunteers regularly receive feedback
- Ensuring clients, beneficiaries, employees, volunteers, other individuals, groups or organisations can bring to the trustees' attention any activities that threaten the probity of the charity

3. Ensuring the charity complies with all legal and regulatory requirements:

- To be aware of legal, regulatory and statutory requirements and ensure that the charity complies with these
- To ensure the charity complies with its rules and constitution, reviewing them regularly
- To agree any levels of delegated authority and reporting lines, and ensure these are recorded (e.g. in minutes, terms of reference for board committees and sub-committees, role descriptions for honorary officers, trustees and key staff, etc)
- To ensure that the responsibilities delegated to the Leadership Team are clearly expressed and understood, and directions given to them come from the Board as a whole

4. Acting as guardians of the charity's assets by taking due care of their security and proper use:

- To ensure the charity has sound procedures for safeguarding all monies, properties and other assets
- To ensure that monies are invested to the charity's maximum benefit, within the constraints of the law and ethical and other policies laid down by the board
- To ensure that any major risks to the charity are reviewed annually, along with mitigation systems
- To ensure that the income and property of the charity is applied only for the purposes set out in its governing document, and with complete fairness between persons who are qualified to benefit
- To act reasonably and prudently in all matters relating to the charity and always to act in its interests
- To be accountable for the charity's solvency, continuing effectiveness and preservation of its endowments
- To exercise effective overall control of the charity's financial affairs
- To ensure that the way in which the charity is administered is not open to abuse
- To ensure control systems are rigorous, regularly evaluated and improved in the light of experience
- To ensure that intangible assets (e.g. organisational knowledge and expertise, intellectual property, the charity's good name and reputation, etc) are properly valued, utilised and safeguarded
- If the charity owns land, to monitor its condition, boundaries and use, and to ensure that any permanent land endowment is preserved and invested to produce a good income while safeguarding its capital
- To ensure that all income due to the charity is received and that all tax benefits/rating relief due are claimed

5. Ensuring that the charity's governance is of the highest possible standard:

- To ensure the charity's governance structure is appropriate to a charity of its size/complexity, stage of development, and charitable objects, and that it enables the trustees to fulfil their responsibilities
- To reflect annually on the board's performance
- To ensure that the board has the skills required to govern the charity well, and has access to relevant external professional advice and expertise
- To ensure that there is a systematic, open and fair procedure for the recruitment or co-option of board members/advisors
- To put in place clear succession plans for the chair and CEO
- To participate in individual and collective development and training as appropriate
- To abide by the code of conduct of the charity
- To ensure that major decisions and board policies are made by the board acting collectively

As well as board meetings (all meetings are held in Bradford) you are expected to sit on at least one of the committees. Committees help maximise the board's productivity by matching members with particular expertise to appropriate areas. They allow members to engage with issues more deeply and consistently than the board could as a whole. Committees can research and break down complex issues and present their findings to the board, which can then move forward to making decisions.

- The finance and fundraising sub-group (FFSG) is a principal group of the Staying Put board. Its principal objective is to assist the board to fulfil their functions by providing timely advice on areas within its remit. It is responsible for reviewing and overseeing the management and strategy of all finance and fundraising matters of the Staying Put group and includes the areas of audit and organisational risk.
- The Human Resources & Quality Assurance sub-group (HR & QAS) is a principal group of the Staying Put board as its parent company. Its principal objective is to assist the board to fulfil their functions by providing timely advice on areas within its remit. To assist the board in fulfilling its obligations relating to human resource and compensation matters and to establish a plan of continuity and development of the senior management team (SMT).

NB Under English law, statutory duties for all board members are as follows:

1. Duty of trust
2. Duty to comply with the charity's Constitution
3. Duty to act in the best interests of the charity's present and future beneficiaries
4. Duty to avoid conflicts of interest
5. Duty to safeguard the charity's assets

Role Description – Deputy Chair

Main duties and responsibilities:

In addition to the role description of a general trustee the deputy chair will also:

- Deputise for the Chair and chair meetings of the Board or represent Staying Put to external stakeholders as required.
- Assist and support the Chair in providing leadership to the Board, act as a 'sounding board' and confidante to the Chair in the execution of their role.
- Act as a 'sounding board' and critical friend' to the trustees of the Board in order to facilitate stimulating, excellent, well-rounded and carefully considered strategic decision-making.
- Ensure that the organisation pursues its objects as defined in its governing document, charity law, company law and other relevant legislation/regulations.
- Work in partnership with the Chair, CEO and senior staff members to support the employees, helping them achieve the aims of the organisation; and to optimise the relationship between the Board and the staff.
- Determine, in conjunction, with the Chair, meeting agendas, helping to monitor that they are forward looking, focused on strategic matters and include all matters of concern to all meeting attendees.
- In conjunction with the Chair, take a leading role in finalising any changes to the structure and composition of the Board.

The Deputy Chair will also sit on one of the committees – HR and Quality & Safeguarding or Finance & Fundraising.

It is expected that the Deputy Chair is a Chair-in-waiting and will assume the role of Chair when necessary.

Skills, abilities and personal qualities required

Essential

- Demonstrate a strong and visible passion and commitment to the charity
- Significant experience of operating at a senior strategic leadership level within an organisation
- Understanding of charity governance
- Experience of chairing meetings/events and working with or as part of a Board
- Experience of working with external stakeholders
- Exhibit strong interpersonal and relationship building abilities,
- Demonstrate tact and diplomacy with the ability to foster and promote a collaborative team environment
- Ability to be a 'thought leader', articulate and discuss related 'bigger picture' concepts.
- Self-motivated with excellent organisational skills.

Desirable

- Experience within the field of domestic and/or sexual abuse or safeguarding
- Experience within social housing.
- Excellent written and oral communication skills
- Experience with Microsoft 365.

Role description – Treasurer

Main duties and responsibilities

In addition to fulfilling the duties of a trustee, the Treasurer will maintain an overview of the organisation's financial affairs in line with good practice and in accordance with the governing document and legal requirements. The Treasurer will ensure that effective and appropriate financial measures, controls and procedures are put in place and report to the Board at regular intervals about the financial health of the organisation.

Key tasks

- Overseeing, approving and presenting budgets, accounts, financial statements and financial reports to the Board after discussion with the CEO and other senior staff.
- In conjunction with the CEO and Finance Manager to plan the annual cycle of financial reporting to the Board and (where appropriate) to sub-committees and to set the agendas for the finance component of meetings.
- Advising the Board on the financial implications of strategic and business plans.
- Providing assurance to the Board that the financial resources of the organisation meet its present and future needs, and recommending corrective action where this is not the case.
- Lead work on the development and implementation of financial policies, including reserves and (where appropriate) investment
- Ensuring equipment and assets are adequately maintained and insured
- Liaising with the charity's auditors and advising the Board on the appointment or re-appointment of auditors
- Making a formal presentation of the accounts at the annual general meeting and drawing attention to important points in a coherent and easily understandable way
- Liaising with the company secretary and director of finance and resources to ensure that the charities annual accounts are compliant with the current Charities SORP
- Keeping the board informed about its financial duties and responsibilities

The Treasurer also Chairs the finance and fundraising sub-group. FFSG is a principal group of the Staying Put board. Its principal objective is to assist the board to fulfil their functions by providing timely advice on areas within its remit. It is responsible for reviewing and overseeing the management and strategy of all finance and fundraising matters of the Staying Put group and includes the areas of audit and organisational risk.

Skills, abilities and personal qualities required

- Demonstrate relevant experience in financial management, preferably with a recognised accounting qualification.

- Ability communicate financial matters to non-financial colleagues so that all Trustees are able to fully understand the organisation's finances, review options and make informed choices.
- Ability to analyse proposals and examine their financial consequences.
- Excellent communication and interpersonal skills
- Analytical ability and good independent judgement and strategic thinking which ensures continual improvement and may challenge the status quo.
- A willingness to speak their mind and engage in open debate while working effectively as part of a team
- To be honest and objective in their scrutiny of the organisation, seeking to ensure that the quality of service to clients remains paramount at all times.
- Understanding and acceptance of the role of a Board for a charitable organisation (including the legal duties, responsibilities and liabilities of trusteeship) and of the respective roles of the Chair, Trustees and the Chief Executive Officer.
- A commitment to the organisation and a willingness to devote the necessary time and effort to the role.
- A capacity to understand and empathise with the issues of concern for CAB.
- A commitment to Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

Recruitment Timetable

Action	Date
Closing date	5pm Tuesday 2 nd April 2024
Interviews	TBC
Appointment start date	TBC

How to apply

If you think you could help us meet the challenges of the future as a member of our board, please visit stayingput.org.uk/board-members-trustees complete our board application form and send it by email to sprecruitment@stayingput.org.uk

For an informal chat, please contact Yasmin on the following:

Yasmin's email – Yasmin@stayingput.org.uk

Telephone: 01274 666742

Mobile: 07503734388