



Trustee (Treasurer) Recruitment Pack

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 someone to serve as a Trustee on our Board, carrying out the role of Treasurer, who has a good understanding and experience of charity finance and can use their skills and perspective to help uphold the strategic direction and achieve our mission.

Thank you for your interest in the role of 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 will also give an overview of the opportunities and responsibilities which 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 16 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 experiences of homeless 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. Over the past 4 years he has overseen an increase in income and most importantly our impact.

We have seen steady and substantial growth over the last 14 years. Starting with a handful of volunteers, we now employ 38 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 of the communities we work with, and has mainly been grant-funded, alongside commissioned Health Engagement work in Brighton, and some fundraising. In the financial year ending March 2024, our annual turnover reached £1.5 million for the first time.

We have grown our reputation by combining intensive frontline support for vulnerable individuals alongside sound qualitative and quantitative research onto the impact of temporary accommodation on people highlighting the nature and scale of the problem across England, along with developing advocacy work and building networks.

We currently have 11 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.

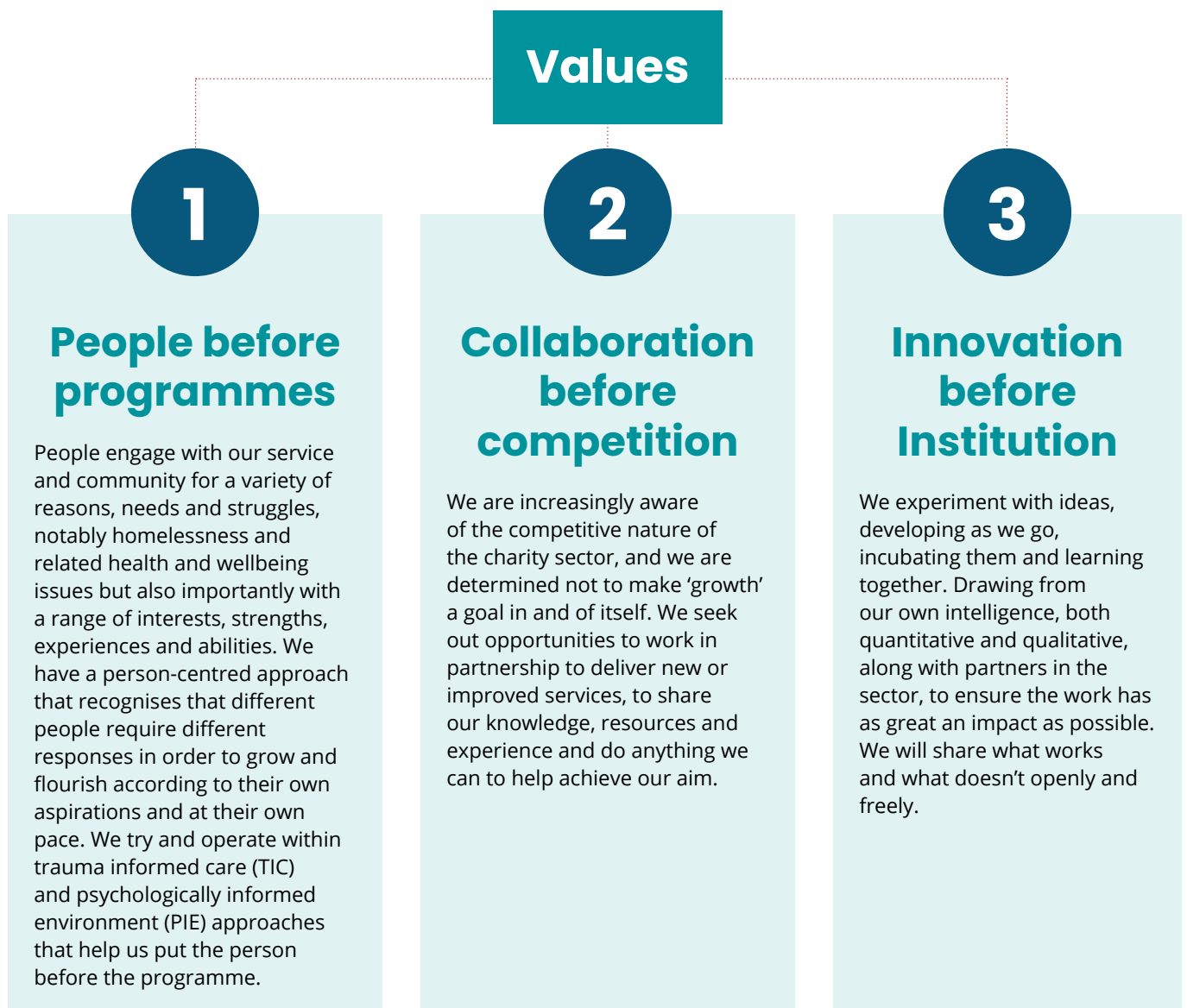
Their stay isn't temporary, they are likely to be suffering with deteriorating mental and physical health, becoming victims of crime, losing control of their life and even dying prematurely.

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.



A photograph of two men in a meeting. The man on the left has a mustache and is wearing glasses and a yellow sweater. The man on the right is also wearing glasses and is looking down at something out of frame. The background is blurred.

Uniquely Justlife

Over 300,000 people were living in temporary accommodation across England in June 2024, a figure that has been rising year on year since 2010. After London and Luton, the highest rates of people in temporary accommodation are in the areas we work, Brighton and 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 (UTA). 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

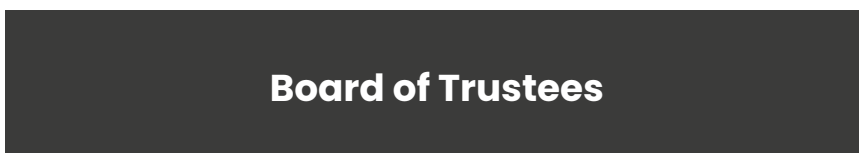
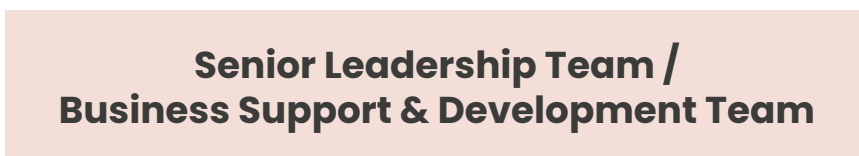
Seeking opportunities to develop our work and find new ways to increase our impact, including working with new areas, people and partners, using tools such as Human Centred Design methods.

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



Becoming a Trustee

What skills & experience are we looking for?

Below are listed the core skills we look for in all our trustees. In Appendix 1 and 2 you will see the role and responsibilities of our Board and the 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 Treasurer role description that we are specifically looking to appoint too 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 2 committees (Audit & Risk / Nominations & Remuneration)

and Trustees are encouraged to join one of these, the treasurer specifically sitting on the Audit & Risk Committee.

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.

Schedule of Meetings:

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

How to apply and the decision-making process

Step 1: Expression of Interest

Those considering a role as Chair of the Board 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 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 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 the 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.

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. The successful candidate will be advised of the decision outcome in a timely manner.

To submit your CV and Expression of Interest covering letter, or for further information related to the process, please contact Simon Gale by email – simon@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 / Treasurer

Title: Treasurer

Salary: this is an unpaid voluntary role

Responsible to: Chair of the Board

The Treasurer will support the Board to oversee the financial matters of the charity in line with good practice, the Constitution and legal requirements, and report to the Board at regular intervals about the financial position of the charity. The Treasurer will ensure that effective financial measures, controls and procedures are put in place and are appropriate for the charity. (Despite this all trustees are jointly and severally responsible for the administration of the charity).

The Treasurer is accountable to the Board.

The Treasurer should adhere to the Role Description for a Board Member, and in addition has the following responsibilities:

Main responsibilities:

- To support the Board to oversee and to ensure appropriate presentation of budgets, accounts, management accounts and financial statements.
- To ensure appropriate presentation of accounts and records, ensuring that financial resources are spent in accordance with the charity's policies, good governance, legal and regulatory requirements.

Main duties:

- Liaising, where applicable with the CEO (or other appropriate member of staff).
- Supporting the Board to monitor the financial viability of the charity.
- Creating in conjunction with relevant senior staff sound financial instruments for the control of charity assets.
- Ensuring that staff create sound financial instruments for the control of charity assets.

- Advising on the financial implications of the charity's Strategic Plan.
- Ensuring that the annual accounts are compliant with the current charities' SORP.
- Ensuring close working relationships with the internal audit team and Committees of the Board.
- Ensuring that sound financial management is maintained and ensuring expenditure is in line with the charity's objects.
- Acting as a counter signatory on charity cheques and any applications and receipts of funding (if necessary or mandated).

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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