

Cardinal Hume Centre

Trustee Recruitment

Closing date: **Monday 11 May 2026, 10am**

Breaking the cycle of homelessness for children and young people.

Role Description: Trustees

We are looking for two additional trustees to join our Board. In particular we are seeking a person with specialist knowledge and support on estate, building and facilities strategy and another who brings expertise through lived experience of the issues our clients face. Our Board already brings a range of perspectives - including professional expertise, community insight and lived experience – and we are looking to further strengthen this mix.

All trustees – key expectations and responsibilities:

- **Help guide the Centre’s purpose and values:** All trustees should support and promote what the Centre stands for, making sure our work stays focused on helping the children, young people and families who need us most.
- **Shape the Centre’s long-term direction:** Sharing your own experiences – whether professional or personal - you should be able to contribute ideas and perspectives to our plans, policies and goals to help us make better decisions.
- **Use good judgement and ask thoughtful questions:** Take part fully in Board and committee meetings (usually five Board meetings a year, plus four committee meetings). You don’t need to be an expert on everything - what matters is your ability to listen, reflect, challenge respectfully and speak up for what’s right.
- **Make sure our resources are used well:** Trustees should work together to ensure the Centre uses its money and buildings effectively and work with staff to manage risks and ensure safety.
- **Act with integrity and support a positive culture:** Help create an environment that reflects the Centre’s values - treating everyone with respect, believing in people’s potential, and keeping our beneficiaries at the heart of everything we do.

Why we are recruiting two trustees — one with lived experience and one with strategic building/facilities expertise

- **Trustee with lived experience:** We are looking for a colleague who has direct experience of the challenges many of our clients face - such as homelessness or insecure housing, migration, financial hardship, or long-term unemployment. This role will build the lived experience already present on our board, helping us make better, more inclusive decisions. We want our Board to benefit from perspectives rooted in real experience, and to further strengthen the voice of past, current and future clients in how the Centre is run.
- **Trustee with senior building and facilities expertise**
The Centre owns a large site in central London and is beginning work on a long-term plan for how it is managed and developed. We are looking for someone who can guide and challenge our thinking in this area, offering professional insight to help the Board fulfil its responsibilities effectively.

Person Specification

We know great trustees come from many different backgrounds. You do not need previous board or governance experience to apply — we value professional expertise, community insight and lived experience equally. We are looking for people who can bring:

Values and Commitment

- A genuine commitment to the Centre's purpose: helping children, young people and families break the cycle of homelessness and poverty.
- A belief that every person has potential, and a willingness to champion dignity, and respect in all decisions. All trustees need to evidence a care for our ethos and values.
- Integrity, openness and a positive approach to working with others.

Judgement and Contribution

- The ability to listen carefully, ask thoughtful questions and speak up with confidence when something matters.
- Good judgement — whether gained through professional roles, voluntary work, community involvement or personal lived experience.
- Willingness to engage in constructive debate and support collective decision-making.

Collaboration and Communication

- The ability to work well in a team, respecting different perspectives and experiences.
- Clear and compassionate communication skills.
- Willingness to learn, reflect and adapt as needed.

Time and Participation

- Capacity to attend Board meetings (around five per year), committee meetings (around four per year) and occasional events or visits to the Centre.
- Preparedness to read papers, think ahead and participate fully in discussions.

For these specialist roles you should bring one or more of the following:

- **Lived Experience:** Insight grounded in personal experience that can help the Board see what works — and what needs to change — for people using our services.
- **Building/Facilities Expertise:** Senior-level understanding of estates, property, facilities management, redevelopment and/or long-term site planning.

Other skills and experiences we always welcome:

We welcome trustees with a wide range of experiences. **You may bring professional skills, community insight, or knowledge gained through lived experience** — all are equally valuable. You might also have:

- Professional or practical experience in fields like social services, youth work, community support, education, health, finance, HR, digital, communications, strategy or charity work.
- Understanding of Westminster's communities or other urban areas where disadvantage is common
- Experience helping organisations plan, improve, or navigate long-term change.

More about the Cardinal Hume Centre and this role

The Cardinal Hume Centre believes each person matters: We support young people, children and families facing homelessness to break its cycle and limit its future cost on people's lives. Based in Westminster, we helped more than 1400 people last year.

Why we do it:

The biggest risk factor for adult homelessness is experiencing poverty and trauma as a child. That's why we support children, young people, and families who are facing these challenges today — to help prevent homelessness in the future. Our approach is proactive and based on solid evidence.

What we do:

There's no one-size-fits-all solution to homelessness. We offer personalised support based on each person or family's unique situation. By building trust and long-term relationships, and combining this with professional help, we aim to create lasting, positive change.

How we do it:

We offer a wide range of services to meet the full needs of individuals and families. This includes a family centre, accommodation for young people, expert advice in housing, welfare, immigration and employment and also therapeutic support. We also invest in research and data to make sure our approach truly works.

What we aim to achieve:

Our work reduces the immediate harm of poverty and homelessness, while helping young people, children and families build the skills, confidence and sense of security they need for a more positive future. To do this, we offer wrap-around support to tackle housing need and help people thrive across four key areas:

Housing Stability. We prevent and alleviate homelessness by supporting children, young people, and families to secure and maintain the safest and most suitable accommodation possible, working towards long-term housing stability.

Financial Security. We support children, young people, and families to meet their immediate needs — such as food, clothing, and household essentials — while working towards longer-term financial security through benefits and/or paid work.

Learning and Development. We help children, young people, and parents to build skills, knowledge, and confidence at every stage of life — from supporting children's early development to helping young people and parents pursue their long-term goals — so they can make meaningful progress towards the future they want.

Community and Inclusion. We support children, young people, and families to secure the rights and opportunities they need to participate fully in their communities, enabling them to access services and build social networks beyond the Centre that provide lasting stability.

Our Vision, Mission and Values:

The Centre's vision is a society where everyone has a safe place to live and the opportunity to reach their full potential.

Our mission is to enable children, young people and their families to overcome poverty and avoid homelessness. This is rooted in the belief in the value and potential found in every individual.

Our grounding values: Each person matters, each person has potential

At the Centre we will:

- Value each person
- Welcome and include
- Encourage potential
- Work together
- Learn reflect and improve

Our values are consistent with the Benedictine tradition of our founder, Cardinal Basil Hume and the social teachings of the Catholic Church. Our Board has a critical role in protecting them and shaping their implementation across the Centre. We believe we are at our most effective when they are embedded in everything we do.

Our Strategy 2023 – 2028:

For children, young people and families. Tackle homelessness and poverty now, to break its cycle into later life:

Strategic Goals:

1. Support young people at risk to reach their full potential, equipped to thrive in adult life.
2. Prevent homelessness and improve outcomes for children and young people by providing tailored support to families at risk.
3. Welcome and help people in crisis to secure effective support.

Enabler Goals:

1. Harness evidence and insight to improve long-term outcomes for children, young people and families. Use our experience and networks to influence practice elsewhere.
2. Maximise the Centre's efficiency and effectiveness.

By the end of 2028, we aim to increase our client reach by circa 40% and strengthen our impact through the development of an innovative and scalable model that attracts external investment and sector-wide interest.

Our people:

Our clients:

Our clients guide everything we do. We're here to help children, families and young people experiencing or at risk of homelessness, or clients who have urgent needs that can be met at the Centre and not elsewhere. We value every person; this is central to our work. We seek to develop trusting relationships with our clients. We rely on them to help us improve and develop our services so we include them wherever possible in our work.

Our staff and volunteers:

Our staff and volunteers are diverse in their backgrounds, their skills, and experience. Many have lived experience of the challenges our clients face. We are proud of our warm welcome and our team's commitment to support disadvantaged people escape the cycle of poverty and homelessness.

Our commitment to building a more inclusive Board:

We want to be a Centre that welcomes and includes. For us this means that we want to actively celebrate the diversity found in our local community and to strengthen the diversity found in our teams. We therefore want to do everything we can to encourage people from minority ethnic groups to apply to be part of our trustee team.

Around 85% of our clients are from black and minority ethnic groups, typically around 20% report disabilities within their family. We benefit from trustees with a range of professional, personal and lived experiences, and we are committed to continuing to broaden and deepen this representation over time.

As part of this we commit to:

- Paying for any travel costs or other expenses associated with attending meetings or Centre events. This can include costs to cover child or other caring responsibilities. *This will include any meetings as part of the selection process.*
- Making reasonable adaptations to ensure the operation and meetings of the Board are accessible for those with any disability. For instance, ensuring sign language interpreters are in place for meetings or changes or adaptations to papers or other material prepared for meetings.
- Providing an introduction, training and support programme for all new trustees.

While the Centre is confident in its Catholic roots, it is not a requirement for all trustees to be Catholic. The Board's current composition reflects the Centre's policy of supporting clients from all faiths and none. Nonetheless, it is essential that all trustees can commit to the protection and development of the Centre's values.

The role of a trustee:

Trustees are volunteers who play a key role in ensuring a charity is run well, in the interests of the people it is there to support.

Trustees ensure their charity has a clear strategy and its work and goals are in line with its vision. They are the guardians of the charity's purpose, making sure all decisions put the needs of the beneficiaries first.

They safeguard the charity's assets – both physical assets, including property and money and intangible ones such as its reputation. They make sure these are used well and that the charity is sustainably run.

Trustees don't do the day-to-day running. Usually - as is the case at the Cardinal Hume Centre – this is delegated to a team led by a Chief Executive. Trustees play the role of a 'critical friend' to the Chief Executive by giving support and challenge, to help the staff team manage the charity effectively.

There is more information from Reach Volunteering [here](#) and more formal guidance from the Charity Commission [here](#)

Trustees and Safeguarding:

The Charity Commission provides guidance for charities [here](#).

All trustees share ultimate responsibility for ensuring the Centre is safe and that people who come into contact with it are not harmed. This includes beneficiaries, staff, volunteers, and anyone else affected by our work.

Even though we have a trustee with lead responsibility for safeguarding and delegate responsibilities to the Centre's Designated Safeguarding Lead, all trustees must retain oversight and ensure that safeguarding duties are met. The Centre's current safeguarding policy is [here](#).

About our facilities, building and site:

The Centre owns its site in central London between Parliament, St James Park and Pimlico. It is made up of our main building (including our office, supported accommodation for young people and family and advice centre), a small block of step-down flats for care experienced young people, gardens and a GP clinic leased to a specialist practice for homeless people and a small church leased to Westminster Cathedral. We want to retain full ownership of the site and are developing longer term plans to consider its future regeneration. We are working with an architect to agree a 10-to-15-year strategy to optimise the use of the site and support our aims to increase our reach and impact. This should also provide a context for more immediate repair and maintenance decisions. This recruitment is linked to this work.

How to apply

To apply please submit a CV and a letter which explains your interest in becoming a Centre trustee. Please also show how you may meet the relevant parts of the person specification on page 3.

The closing date for applications is Monday 11 May, 10am

These should be sent to jessicajenningstredell@cardinalhumecentre.org.uk

If you would like a confidential discussion about the role and the Centre's work in advance please do contact its Chief Executive on georgeoneill@cardinalhumecentre.org.uk.

We are looking for new Board members to strengthen the overall mix of skills across the board, to add to the experience and knowledge of the existing Board members. We will therefore be considering what applicants bring both individually and collectively with other candidates.

“Each person matters. No human life is ever redundant.”

Cardinal Basil Hume, Centre Open Evening, March 1994

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www.cardinalhumecentre.org.uk

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