

# **SIFA** **fireside**

## **Trustee**

# **Candidate Information Pack**

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**Birmingham,  
You're not alone.**

**SIFA  
fireside**

Dear Candidate

Thank you for your interest in applying for the position of trustee SIFA Fireside. I hope you find this pack useful in preparing your application.

SIFA Fireside assists adults who are homeless and vulnerably housed. Formed out of two charities; SIFA and The Fireside, we have almost 40 years' experience of supporting the most vulnerable and marginalised individuals in Birmingham. SIFA Fireside has become known as a leading charity in the city which is deeply embedded in the fabric of its community.

We are driven by our vision and values, which sit at the heart of our business. Our values are the bedrock of our decision making across the charity. SIFA Fireside is a vibrant and progressive organisation that puts people at its heart, growing and developing the individuals that are involved in its work.

We want SIFA Fireside to be in an excellent position to drive forward its strategic vision by maintaining effective succession planning. That means ensuring the people we have on our board of trustees are committed to helping the charity move forward and do the right thing by the people it exists to serve. Bringing new trustees on to our board will bring fresh ideas and help to position us as a model for excellence in good governance and best practice across all aspects of our work.

It is a privilege to be a trustee at SIFA Fireside and support Birmingham's efforts to end homelessness for good. We have a fundamental belief that every individual who comes through our doors should have options and choices about their future. We want to ensure there is a pathway to a sustainable life they want to lead, not a pathway to a life we think they should lead.

As a Trustee of SIFA Fireside, you will demonstrate your understanding of our fundamental principles and provide strategic oversight. You will reflect our values and help enhance our work with your talent and skill.

### **What we are looking for**

We currently have two trustee vacancies at SIFA Fireside. We welcome applications from people from all sections of our community. You do not need

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to have been a trustee before or have a professional background in order to apply for our roles and your skills and expertise may be drawn from multiple disciplines. We are looking for talented people who align with our values and support our mission – there are no barriers to how you demonstrate this.

The board of trustees regularly assesses its mix of skills to ensure it can manage the charity effectively. Following our most recent skill review, we particularly welcome candidates with skills or experience in:

- Strategic Financial Management/Audit
- Community led and charitable organisations

We will face policy challenges and uncertainties in the future, but we know that the work we do has real value and can transform people's lives. If you would like to be part of our journey, we want to hear from you.

Your sincerely



**Carole Wildman**  
Chair

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## About Us

We work with homeless and vulnerably housed individuals in Birmingham. Through our holistic and personalised approach, we want to ensure our clients have the best possible chance to build their lives and become active members of a community that exists beyond their traumatic experiences; an experience of homelessness should not permanently define an individual. We wish to give people the opportunity to take back control and lead healthier and more fulfilling lives.

## Our Mission and Vision

Poverty can happen to anybody.

Life leaves people behind.

Anybody can become unhappy, depressed, addicted, homeless, destitute and at-risk.

People slip through the net and are left without basic needs being met, all the time.

SIFA fireside exists not to 'throw resources at the problem' but to stand by people while they rebuild their lives with safety and dignity.

## Our Values

### INCLUSIVE

We respect diversity and equality and recognise people's individual needs

### COURAGEOUS

We believe in doing the right thing to make a difference for our clients

### DYNAMIC

We are a unique organisation and adapt our services to meet people's needs

### SUPPORTIVE

We provide holistic support to encourage people to learn and grow from their experience

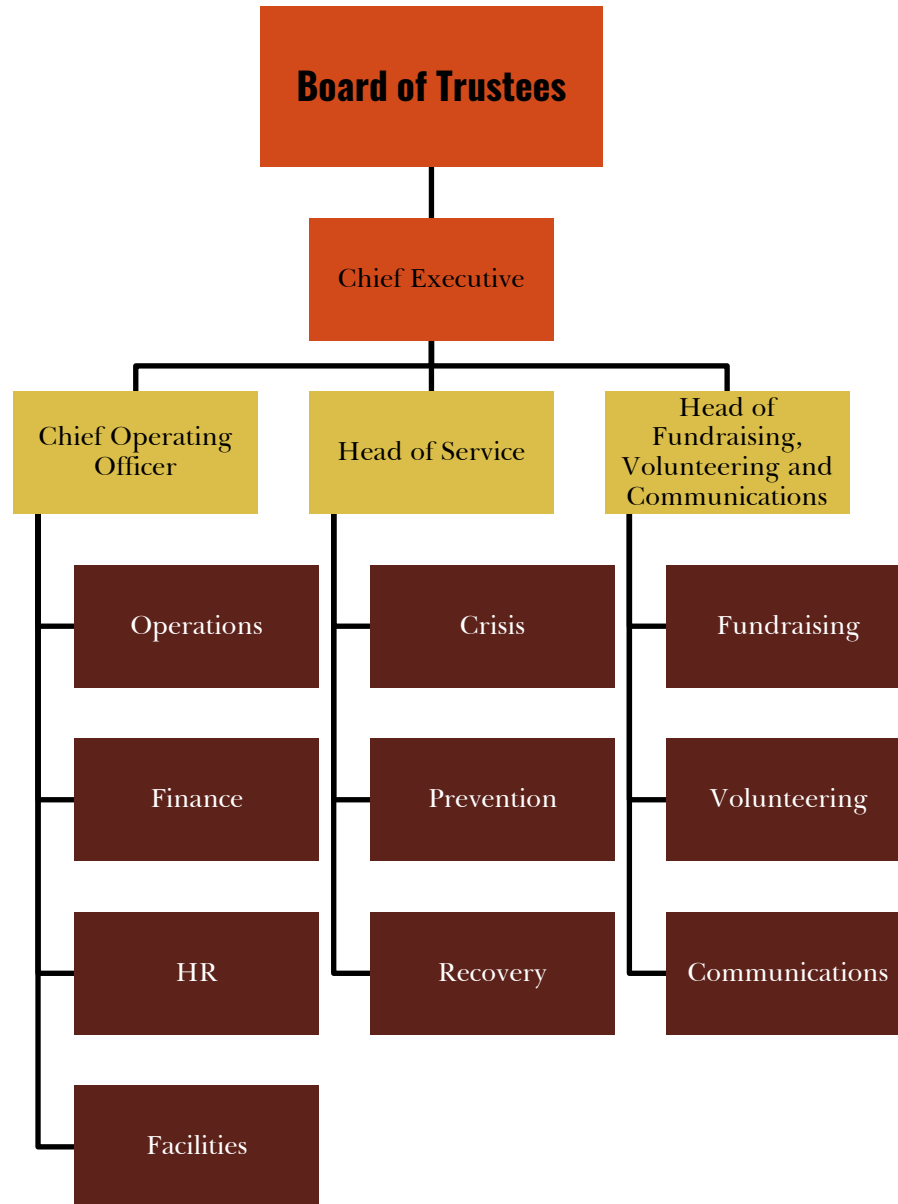
## Legal Structure

SIFA Fireside is a charity and a company limited by guarantee. We were registered as a charity in 1983 and became incorporated in 1995. The company was established under a Memorandum of Association which outlines the objects and powers of the charitable company. Our Articles of Association are SIFA Fireside's governing document.

## Our Team

SIFA Fireside is governed by the Board of Trustees. The Chief Executive is responsible for the day to day operations and supporting the board to set the strategic direction of the charity. The management team work with the Chief Executive to implement SIFA Fireside's vision alongside a team of specialist staff with a range of expertise. SIFA Fireside currently has a paid staff team of 34 individuals.

# SIFA Fireside Structure 2021



# **The Board and Senior Leadership Team**

## **Board of Trustees**

### **Carole Wildman, Chair**

Carole has 38 years' experience of work in the Social Housing Sector and retired in April 2016. Her last 20 years at work were spent as an Executive Director for Regeneration. She is passionate about assisting people and communities to become empowered through education, training, work and active citizenship. She is also chair of the Pioneer Group, a community led social housing provider in north Birmingham.

### **Glen Bate, Trustee**

Glen is a marketing and communications specialist with more than 15 years experience of working for the commercial sector in a range of management positions. Glen has been on the board at SIFA Fireside since 2016 and brings extensive knowledge around effective marketing and profiling of the charity including online and digital techniques.

### **Fraser Battye, Trustee**

Fraser Battye has 20 years of experience providing analysis and advice to improve public policy. He works in the NHS for the Strategy Unit, where he helps organisations and initiatives use evidence to achieve better results for the people they serve. Fraser cares deeply about reducing health inequalities; the work he is proudest of has helped to do this.

### **Martin Chidgey, Trustee**

A former Head teacher and voluntary sector Chief Executive Martin has been closely involved with SIFA Fireside since 2015. Martin has nearly 20 years experience in the voluntary sector working with organisations that support vulnerable people and their families. Martin was previously Company Secretary for SIFA Fireside and prior to that had worked in partnership with SIFA Fireside in the delivery of Criminal Justice services. He was also heavily involved in staff training.

### **Dave Ollier, Trustee**

Dave has a background in teaching and has been with SIFA Fireside since the two charities merged more than ten years ago. In addition to his extensive professional experience, Dave also runs SIFA Fireside's AA group every Friday and is a strong advocate for ensuring that the voice of our clients is present around the board table.

### **Marcia Springer, Trustee**

Marcia has a communications specialism and has worked across a range of organisations including the voluntary and public sectors. Marcia is on the board of governors for a local school in Birmingham and was previously the Senior Communications Manager for the MAC (Midlands Arts Centre). She currently

works as a Communications Manager for the Princes Trust and has been an active member of the SIFA Fireside board since 2018.

### **Martin Molloy, Company Secretary**

Martin Joined SIFA Fireside as a volunteer in June 2019 and was confirmed as Company Secretary in December 2019. He was previously a Trustee of the Birmingham Irish Association and its Treasurer for several years. His 32-year Civil Service career was primarily in urban regeneration, both as West Midlands Policy Lead on a range of Government initiatives and also as Head of Corporate Services and Communications at flagship regeneration programmes in Castle Vale and Kings Norton. As Assistant Director at the Government Office for the West Midlands his main responsibilities were for corporate governance and finance.

## **Senior Leadership Team**

### **Carly Jones, Chief Executive**

Carly has been CEO of SIFA Fireside for over four years, doubling the turnover of the charity in that time. She has extensive experience in the voluntary sector across a range of organisations from local grassroots services to international development. Prior to joining SIFA Fireside, Carly was the National Director for an international development charity that provided community based support programmes for those living in the six poorest countries in Eastern Europe.

Carly has a degree in International Relations and Peace Studies and has spoken at national conferences on subjects including modern slavery, impact of government policy on homelessness, rough sleeping and the role of the commercial sector in sustainable employment for those who have experienced homelessness.

Carly sits on Birmingham's Homelessness Partnership Board and Birmingham's Health and Wellbeing board. She is also a member of the Women President's Organisation and has recently been co-opted onto the board of The Haven, a women's domestic abuse and homelessness charity in Wolverhampton.

### **Chris Ashcroft, Head of Service**

Chris joined SIFA Fireside in January 2021 as a Crisis Lead Worker and in August this year took on the Head of Service role. Chris's early career included a brief stint teaching history at Hodge Hill Secondary School before working in a hostel, first as a volunteer and shortly after that as a project worker.

Chris has more than 20 years' experience of working with people with multiple and complex support needs having worked in a drug and alcohol rehabilitation centre as well as managing St Paul's, a 46-bed direct access hostel in Worcester. After 12 years as hostel manager, Chris became Chief Executive of St Paul's, a role which he held for a further 6 years. In addition to being accountable for the hostel, Chris was also responsible for a 6 person countywide street outreach team, 14 units of move on accommodation, an 8 bed dry house, counselling service and a subsidiary charity, Second Chance Furniture which employed homeless and formerly homeless



individuals.

Chris has worked closely with local authorities and other statutory and non-statutory agencies developing services locally in Worcester and across the county. Chris was also a trustee of Maggs homeless day centre for two years.

**Dan Wakely, Chief Operating Officer**

Dan joined SIFA Fireside in 2018 as Finance Manager before progressing to Head of Finance and then his current role of Chief Operating Officer. He is working towards his ACCA qualification which is due to be completed in 2023. Dan is on the board of Compass Support, a local charity based in Castle Vale and sits on the Audit and Assurance Committee for Pioneer Group Housing Association.

Dan studied Politics at University of East Anglia and has previously spent time football coaching with Arsenal in the community in London and Singapore. Dan has his level 2 AAT qualification and developed his own business between 2012 and 2018, carrying out a wide range of accounting processes for a number of SME's in Birmingham.

## **Principle Terms and conditions**

The Board is responsible providing strategic oversight and for ensuring the success of the organisation and its compliance with legal and regulatory obligations by setting and monitoring its strategic direction. It has adopted the Charity Commission models rules and code of governance to encourage the highest standards of governance and accountability while responding to change and risk.

## **Remuneration**

This is a voluntary position.

## **Time commitment**

The Board meet monthly and alternate meetings between formal business meetings and seminars. It is difficult to quantify the exact time commitments required, however, the annual requirements for a Board Member is 12 days per year. SIFA Fireside schedules two away events each year to enable the Board to have strategic discussions outside of the formal board business and all Trustees are expected to attend.

## **Training and development**

The organisation has a learning and development programme in place to support all Board Members to develop their skills and support good governance practice. Successful candidates will undergo an induction period and may be offered a mentor if they would find this useful.

## **Meetings and Board Papers**

The board business is conducted during formal meetings which are usually face to face. We provide the option of joining meetings on Microsoft Teams when it is necessary. However, we strongly encourage board members to attend in person as far as practicable. Successful Candidates will receive a copy of the Board and Committee dates schedule on appointment.

## **Terms of Office**

The maximum term a Board Member can serve is 9 years consisting of 3 terms of 3 years.

## **How to apply**

Please send a current CV (max 3 pages) with a covering letter (max 2 pages) to the Company Secretary [martinmolloy@sifafireside.co.uk](mailto:martinmolloy@sifafireside.co.uk) demonstrating how you meet the above skills requirements and the competencies below. All applications are welcome and training will be provided for successful candidates.

# Board member role profile

## Overall Purpose

To ensure that SIFA Fireside Board sets and achieves its strategic aims and objectives, is accountable to the community it serves, and operates in accordance with legal and regulatory requirements.

## Exclusions

Please note you cannot become a trustee if any of the following apply due to legal requirements concerning charity governance:

1. Are a minor (below the age of 18)
2. Have been convicted of an offence involving deception or dishonesty (or any such conviction is legally regarded as spent) in the UK or outside of the UK.
3. Have been responsible for, been privy to, contributed to or facilitated any serious misconduct or mismanagement in the course of carrying out a regulated activity or providing a service elsewhere where, if provided in England, would be a regulated activity.
4. Have been involved in tax fraud or other fraudulent behaviour including misrepresentation and / or identity theft.
5. Have made compositions or arrangements with creditors from which you have not been discharged.
6. Have been removed/ or disqualified from serving as a charity trustee, or been stopped from acting in a management position within a charity.
7. Have been disqualified from serving as a Company Director.
8. Have an undischarged bankrupt or have an estate that has had a sequestration awarded in respect of it and has not been discharged.
9. Are under a moratorium period under a debt relief order (applies under part VIIA (debt relief orders) of the Insolvency Act 1986).
10. Are subject to a bankruptcy restriction.
11. Are on the DBS Children's or Adults barred list.
12. Have been erased or struck off a register of professionals maintained by a regulator of health care or work professionals. (A verification will take place).
13. Are a person in respect of whom a registered medical practitioner would state, has become physically or mentally incapable of exercising their rights as a Board Member and may remain so for more than three months

## Key Competencies

The successful trustee will demonstrate the competencies:

| Competency area                            | Trustee Competencies  | Behaviours  | Linked values  |
|--|---|---|--|
| <b>Problem Solving<br/>Decision Making</b> | <ul style="list-style-type: none"> <li>➤ Thinks strategically</li> <li>➤ Seeks information/analysis</li> <li>➤ Makes judgements &amp; balances risk</li> </ul>  | <ul style="list-style-type: none"> <li>➤ Contributes ideas and new perspectives to discussions</li> <li>➤ Evaluates the written and numerical data and information</li> <li>➤ Analyses data to determine key issues, spots omissions, identifies trends, evaluations options</li> <li>➤ Recognise when complex information being presented is helpful/un-helpful and seek further clarification where required</li> </ul>   | <ul style="list-style-type: none"> <li>➤ Dynamic</li> <li>➤ Courageous</li> </ul>    |
| <b>Commitment</b>                          | <ul style="list-style-type: none"> <li>➤ Demonstrates leadership</li> <li>➤ Develops skills and knowledge</li> <li>➤ Shares our Values</li> </ul>   | <ul style="list-style-type: none"> <li>➤ Works in accordance with our Values.</li> <li>➤ Promotes fairness, respect for individuals and is committed to equality and diversity.</li> <li>➤ Works within the framework of policies and procedures applicable to Trustees.</li> <li>➤ Keeps up to date with relevant issues</li> <li>➤ Considers own learning &amp; development needs and identifies opportunities to improve knowledge</li> <li>➤ Motivates others to achieve their own potential</li> </ul> | <ul style="list-style-type: none"> <li>➤ Supportive</li> <li>➤ Inclusive</li> </ul>  |
| <b>Contributes</b>                         | <ul style="list-style-type: none"> <li>➤ Exercises independent judgement</li> <li>➤ Considers the strategic long terms goals &amp; how best to support the charity in achieving those goals</li> <li>➤ Has strategic oversight</li> </ul> | <ul style="list-style-type: none"> <li>➤ Contributes actively to discussions at meetings. Asks questions, listens to, and acknowledges the contribution of others, and expresses own views and ideas.</li> <li>➤ Contributes ideas, suggestions and information using own areas of knowledge and expertise.</li> <li>➤ Contributes to the decision-making process and supports decisions once made.</li> </ul>  | <ul style="list-style-type: none"> <li>➤ Supportive</li> <li>➤ Courageous</li> </ul> |

|                               |  |   |   |
|-------------------------------|--|---|---|
|                               |  | ➤ Attends board away events and other events if appropriate.  |   |
| <b>Personal Effectiveness</b> | <ul style="list-style-type: none"> <li>➤ Confidence &amp; control</li> <li>➤ Builds capacity and capabilities</li> </ul> | <ul style="list-style-type: none"> <li>➤ Prepares for meetings by reading papers.</li> <li>➤ Declares any potential or actual conflicts of interest promptly</li> <li>➤ Helps/advises staff on matters relating to own areas of knowledge/expertise.</li> <li>➤ Attends promotional and corporate events and promotes the SIFA Fireside positively.</li> <li>➤ Uses own contacts and networks to promote the organisation.</li> </ul> | <ul style="list-style-type: none"> <li>➤ Dynamic</li> </ul> |



## **Trustee Role Description**

**Trustee Role: Generic**

**Last updated: August 2020**

### **Duties and Responsibilities**

The duties of a trustee are to:

- Ensure that the organisation complies with its governing document (Memorandum and Articles of Association), organisation law, and any other relevant legislation or regulations.
- Ensure the organisation applies its resources exclusively in pursuance of its objects, i.e. the organisation must not spend money on activities which are not included in its own objects, no matter how worthwhile or charitable those activities are.
- Contribute actively to the board of trustees' role in giving firm strategic direction to the organisation, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets.
- Safeguard the reputation and values of the organisation.
- Represent the organisation at functions and meetings as appropriate.
- Declare any conflict of interest while carrying out the duties of a trustee.
- be collectively responsible for the actions of the organisation and other trustees.
- Ensure the effective and efficient administration of the organisation.
- abide by the equal opportunities policy.
- Ensure the financial stability of the organisation.
- Protect and manage the property of the organisation and to ensure the proper investment of the organisation's funds.
- Make sure the organisation is properly insured against all reasonable liabilities.
- Appoint the Chief Executive and support other Director level appointments.
- the Chair will monitor the performance of the Chief Executive engaging views of other trustees.

In addition to the above statutory duties of all trustees, each trustee should:

- Use any specific knowledge or experience they have to help the Board of Trustees reach sound decisions. This will involve scrutinising board papers, contributing to discussions, focusing on key issues, and providing advice and guidance requested by the board on new initiatives, or other issues relevant to the area of, the organisation's work in which the trustee has special expertise.
- Attend Board as appropriate and read papers in advance of meetings.
- participate in other tasks as arise from time to time, such as, Task and Finish Groups and attending key events.
- Keep informed about the activities of the organisation and wider issues that affect its work.

## **Trustee Person Specification**

Each trustee must have:

- Integrity
- A commitment to the organisation, its objects and values
- An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- A willingness to devote the necessary time and effort to their duties as a trustee
- Strategic vision
- Good, independent judgement
- An ability to think creatively
- Willingness to speak their mind and challenge others an ability to work effectively as a member of a team

# SIFA fireside

## **SIFA Fireside 2020 – 2023 Strategy**

### **Context**

In 2019, it was estimated that there were 17,528 people who experienced homelessness in Birmingham. This includes those in temporary or unstable accommodation or sleeping on our streets. Many of these individuals have complex and un-met needs, including poor mental health, substance misuse and experience of the criminal justice sector.

Many individuals who find themselves homeless have experienced high levels of trauma, often from a young age. However, it is important to remember that homelessness can affect anyone, at any time – situations including the loss of a job, a relationship break down or mental health issues can quickly see someone's life spiral out of control.

The impact of homelessness on individuals, local communities and businesses is profound.

In 2018, based on do nothing projects, KPMG estimated that the cost of supporting the immediate presenting needs of homeless households in the West Midlands by 2020, to be £278m up from £100m in the previous year.

This includes:

Cost of homeless applications - £50.7m

Temporary accommodation for single homelessness - £11.1m

Temporary accommodation for homeless families - £208m  
Additional cost of rough sleeping - £7.6m

SIFA Fireside plays a unique role in Birmingham. We offer a safe place to over 3,600 individuals annually and see a footfall of around 140 individuals daily. For those in immediate need this starts with providing food and warmth but more than



this, we offer the opportunity for individuals to access the support they need to start rebuilding their lives. A core part of SIFA Fireside’s support is recognising an individuals’ vulnerability and risk of becoming homeless early on helping them to avoid crisis by providing wraparound support and access to key services like mental health, tenancy support, addiction services, legal advice, employment opportunities and wellbeing activities.

## A 10-year vision

**Our vision** is for homelessness and rough sleeping in Birmingham to be eradicated and to ensure that the people we work with have the opportunity to lead healthy, happy lives, achieve their aspirations and contribute to society.

We believe that the challenge for Birmingham in eradicating homelessness and rough sleeping is everybody’s business. A key part of our vision is the recognition that eradicating homelessness starts with prevention – either preventing homelessness from occurring in the first place or preventing an individual’s return to homelessness. We are committed to working with organisations and individuals across the public, private and voluntary sectors; bringing together the strengths of each and harnessing the potential of all.

Together, we can make the change.

## Our values

Our values underpin everything that we do. We are:

|  |
|--|
| <p><b>INCLUSIVE</b></p> <p>We respect diversity and equality and recognise people’s individual needs</p>                 |
| <p><b>COURAGEOUS</b></p> <p>We believe in doing the right thing to make a difference for our clients</p>                 |
| <p><b>DYNAMIC</b></p> <p>We are a unique organisation and adapt our services to meet people’s needs</p>                  |
| <p><b>SUPPORTIVE</b></p> <p>We provide holistic support to encourage people to learn and grow from their experiences</p> |

## A 3-year plan

As part of our journey toward our 10 year vision, we have developed a three year strategy centred around three key strategic aims underpinned by objectives.

### **Strategic Aim 1: Be the best that we can be**

Like many organisations working in this complex arena, we often find ourselves reacting to situations on a day to day basis and ‘making do’ with what we have. Developing this strategy has allowed us to think about the things that will strengthen our organisation and ensure that the service we offer our clients is the very best it can be. We will:

- Ensure strong and effective board governance and a sound infrastructure to support our operational delivery
- Work with corporate partners to enhance and develop our human resource, training, marketing and communication infrastructure
- Explore, plan for and respond to potential changes to our physical location with a long-term aim to own a building to ensure that we can continue to offer support to individuals who are already homeless or who are at risk of becoming homeless
- Ensure our working environment and infrastructure, both physical and in terms of personnel, is fit for purpose
- Focus on the effectiveness and efficiency of our current service delivery model to ensure we are doing the very best we can within the resources we have
- Further develop our service offer to ensure excellence in service delivery that responds to identified need
- Engage our service users and volunteers in the design, development, delivery and evaluation of our services

### **Strategic Aim 2: Support, develop and celebrate our workforce**

Our staff and volunteers are the backbone of our organisation, but we know that we can do more to give them the tools and support they need. We also believe that we have much we can offer our partners in the public and private sector, both in terms of offering high quality volunteering opportunities, and in sharing our knowledge and expertise around issues of homelessness. We will:

- Ensure we have a clearly articulated mission and a set of organisational values that are ‘lived out’ in the organisation and in our dealings with others
- Review our current HR processes and – supported by our corporate partners - implement a robust, blended learning and development programme for staff and volunteers, underpinned by appropriate supervision and support.
- Recognise the expertise of our team members and foster an environment of shared learning and team-working
- Develop an offer for corporate and public service partners to support them to raise awareness about mental health and well-being within their workforce
- Strengthen, develop and broaden the volunteering opportunities offered to

corporate and public sector staff – as individuals, teams and departments.

- Develop and promote pathways for our service users and volunteers to become part of our staff team

### **Strategic Aim 3: Grow our business and influence to increase our reach and impact**

We know that in order to achieve our longer-term vision of eradicating homelessness and rough sleeping, there is still much more work to be done. Therefore, over the next three years we want to grow our business to ensure that the right support is available, at the right time. As part of this ambition, we will:

- Work with corporate partners to review and refresh the SIFA Fireside brand
- Strengthen our external ‘voice’ and develop with support from partners the marketing tools to promote our work, share our successes and garner future support.
- Implement, monitor and achieve against a business development strategy that maintains a wide portfolio of funded and commissioned services and supports a core management infrastructure
- Develop effective partnerships across the public, private and third sector that advance our charitable aims and objectives
- Develop key messages for corporate and public sector partners and the wider public about the role everyone must play in eradicating homelessness and rough sleeping
- Seek out opportunities to influence and contribute to city strategies
- Work with corporate partners to ensure a long-term strategy for engaging individuals into pathways for recovery, including employment
- Ensure a focus on evidencing outcomes and sharing our learning
- Position ourselves to respond to changes, debate and discussion in the homelessness and wider adult social care and health arenas.