

# **SIFA** **fireside**

## **Chief Executive Candidate Information Pack**

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Dear Candidate

Thank you for your interest in applying for the position of Chief Executive Officer of 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.

Over the last circa 4 years, SIFA Fireside has increased its services and has worked with its partners to develop a comprehensive city-wide response to homelessness. Our financial turnover has doubled, and the workforce has grown from 24 in 2017 to almost 50 in 2022.

The team at SIFA Fireside has transformed the profile of SIFA Fireside from one that simply supported people in crisis to an organisation that creates long term sustainable opportunities for its clients. Today, SIFA Fireside has become recognised as a leading charity in Birmingham and the go to organisation assisting adults who are homeless and vulnerably housed.

SIFA Fireside has been awarded the contract to deliver the adult prevention hub for Birmingham and pioneered the nationally recognised anti-slavery and homelessness pathway.

During the pandemic it is widely recognised that the team at SIFA Fireside kept services running and ensured that face to face support was always available to those who needed it most.

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

A person with exceptional leadership skills  
A team player and a great communicator  
Conversant with the Homelessness and housing sector  
Strong governance skills  
Political savvy

*This position is not for the faint hearted! If you relish a challenge and have the drive and passion to advocate for some of the most vulnerable people in Birmingham, then why not make an application and you are welcome to an informal conversation with our Trustees.*

Your sincerely



Carole Wildman  
Chair SIFA Fireside

## 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

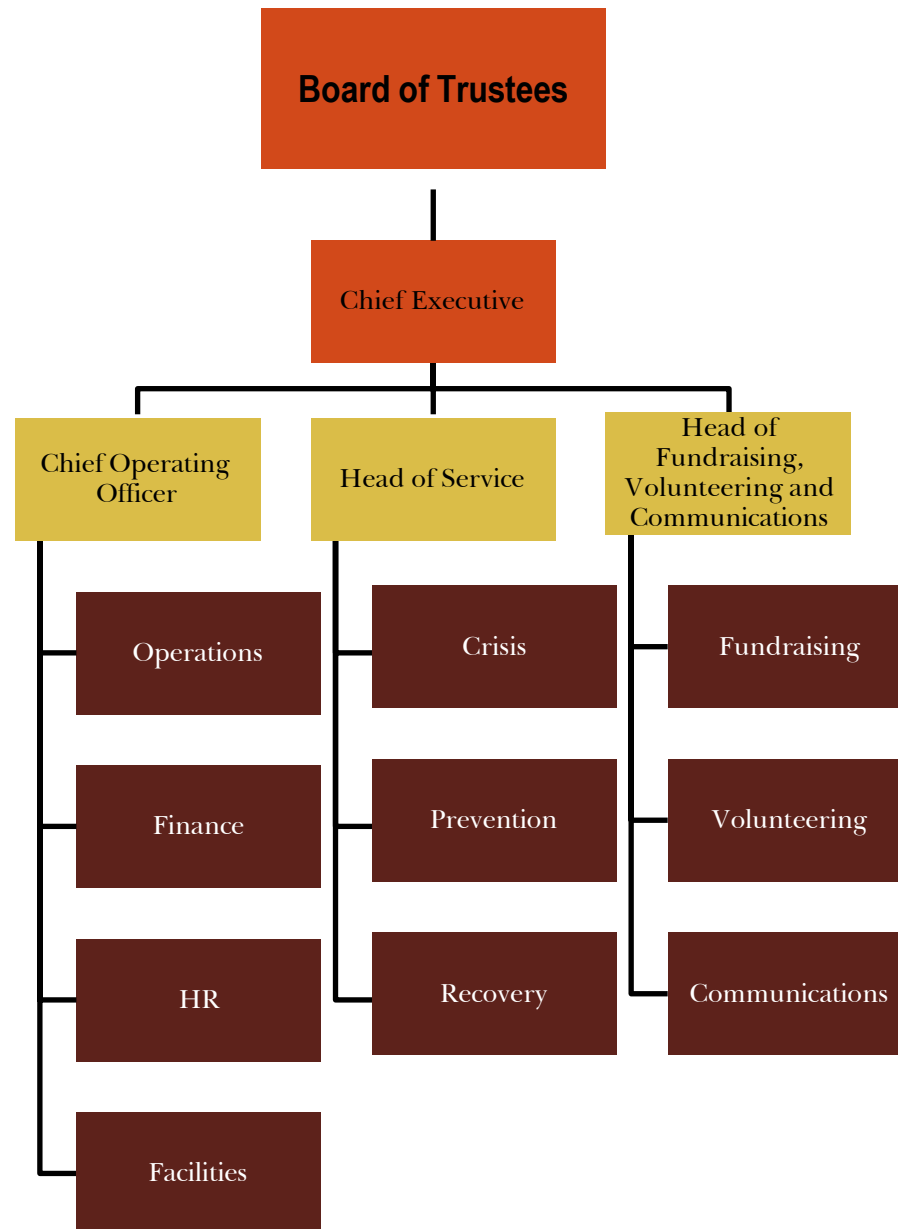
## Legal Structure

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 teamwork 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 2022



## **The Board and Senior Leadership Team**

### **Board of Trustees**

#### **Carole Wildman, Chair**

Carole is a retired Social Housing Executive and has a track record in investing in people and communities and large capital building programmes. She is passionate about assisting people and communities to become empowered through education, training, work and active citizenship. She has been a Trustee of SIFA Fireside since July 2016 and became chair in 2018. 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 works for the Strategy Unit, an NHS team that specialises in strategic analysis and advice. He has over 20 years of experience in public policy and currently leads training programmes on decision making, strategy, critical thinking and leadership. In addition to his roles at SIFA Fireside and the Strategy Unit, Fraser is a Policy Fellow at the Centre for Science and Policy (University of Cambridge), and a Senior Research Associate at the Jesus College Intellectual Forum.

#### **Martin Chidgey, Trustee**

Martin Chidgey: A former Head Teacher and voluntary sector Chief Executive, Martin has been closely involved with SIFA Fireside since 2015. Martin has over 20 years' experience in the voluntary sector working with organisations that support vulnerable people and their families. Before joining the Board of Trustees, Martin was Company Secretary at SIFA Fireside and prior to that had worked in partnership with SIFA Fireside in the delivery of Criminal Justice services.

#### **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 is a communications specialist 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) 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**

#### **Dan Wakely, Interim Chief Executive**

Dan joined SIFA Fireside in 2018 as Finance Manager before progressing to Head of Finance and then Chief Operating Officer, before stepping up as Interim Chief Executive 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 SMEs in Birmingham.

#### **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 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.

**How to apply**

Please [follow this link](#), click the 'Apply for this Job' button and fill out the required fields. All applications are welcome and training will be provided for successful candidates.



## JOB DESCRIPTION

Job Title	Chief Executive Officer
Location	Digbeth, Birmingham
Reporting to	Chair of the Board

Job Purpose
Full responsibility and leadership of SIFA Fireside, enabling growth and profit maximisation against targets and to provide strategic and operational leadership, driving behaviours in line with core values.

Main Duties & Responsibilities
<p><b>STRATEGIC LEADERSHIP</b></p> <ul style="list-style-type: none"> <li>• Think strategically to set strategy development, performance management and reporting.</li> <li>• Ensure that the plans and resulting strategies and budgets are executed successfully.</li> <li>• Working with the board, the chief executive must develop a shared vision for the future of the organization, build understanding around the mission, and develop appropriate goals and strategies to advance that mission.</li> <li>• Have joint responsibility with the board for developing and maintaining a strong working relationship and a system for sharing information that enables the board to effectively carry out its governance role.</li> </ul> <p><b>ORGANISATIONAL AND PEOPLE LEADERSHIP</b></p> <ul style="list-style-type: none"> <li>• Lead, influence and build a team of exceptional performers aligned to and demonstrating positive behaviours supporting the company core values.</li> <li>• Create a sector leading, success oriented, people and client focused environment.</li> <li>• Have overall responsibility for the day-to-day operations of the organisation. You will work with staff to develop, maintain, and use systems and resources that facilitate the effective operation of the organisation toward the objectives of the strategic plan.</li> </ul> <p><b>FINANCIAL RESPONSIBILITY</b></p> <p>Drive top line revenue growth through existing channels as well as new channel development.</p> <p>Support the diversification of income and extend the operation and influence of the vital work we do.</p> <ul style="list-style-type: none"> <li>• in partnership with the board and appropriate staff, be responsible for developing and implementing fundraising systems and strategies that enable the organisation to meet its financial development goals and carry out its programs and operations.</li> </ul> <p><b>MARKET FOCUS</b></p> <ul style="list-style-type: none"> <li>• Be the public face of the organisation effectively promoting the organisation, advocating for the mission and work of the organisation, and building relationships with constituent or stakeholder groups critical to the success of the organisation.</li> </ul> <p><b>CONTINUOUS IMPROVEMENT</b></p> <p>Develop a commercially-driven continuous improvement #challengeyourself ethos throughout the Charity.</p>

## PERSON SPECIFICATION

Skills & Key Competencies	<p>Ability to drive business development and strategic planning.</p> <p>Highly commercially focussed with commercial acumen and the ability to apply this to strategic and operational planning.</p> <p>Strong interpersonal, professional and influencing skills.</p> <p>Strong people management skills and experience in leading, performance managing, motivating and developing teams.</p> <p>An inspirational leader passionate about getting the best out of their team.</p> <p>Ability to operate in a fast moving, agile, entrepreneurial business.</p> <p>Gravitas, confidence and ability to gain credibility both internally and externally.</p>
Knowledge	<p>Exceptional understanding of how the Charity Sector successfully operates to ensure viability and growth.</p>
Experience	<p>Relevant experience as a leader, preferably within the Charity Sector.</p> <p>Proven track record of leading and developing highly engaged performing teams.</p> <p>Proven track record and an ability to think strategically, to set strategy development, performance management and reporting.</p> <p>Experience of building and maintaining effective stakeholder relationships, both internal and external.</p> <p>Working in a complex multi-channel environment of change and balancing a focus on the organisation, team and delivery.</p>
Qualifications	<p>Degree or equivalent level qualification, ideally with a recognised management qualification.</p>
Other	<p>Aligned to SIFA Fireside's core values: Inclusive, Courageous, Dynamic and Supportive.</p> <p>A can-do #challengeyourself attitude and outlook.</p> <p>Evidence of and/or commitment to continuous professional development.</p>



## 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 individual's 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:

### **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 experiences

## 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.