

SIFA **fireside**

Trustee

Candidate Information Pack

Updated September 2024

Contents

1. Letter from the Chair
2. About us
3. Vision, Mission and Values
4. Corporate Group Structure
5. About the Board
6. Role Profile
7. Strategic Plan

Birmingham,
You're not alone.

SIFA
fireside

Dear Candidate,

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

SIFA Fireside assists adults who are at risk of, experiencing, or in recovery from the effects of homelessness. Formed 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.

The Homeless Intervention Team (HIT) is central to our vision, mission and values, acting as a pathway for all of our services. It is our unique selling point and is funded principally from unrestricted funds.

Each year fundraising is required to raise approximately £500k in unrestricted funding to cover our core costs and the running of the Support Centre. £170k of this is towards the staffing of our Homeless Intervention team.

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As this income is not guaranteed, the Board regularly explores all avenues of funding and activities that can contribute towards this target.

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.

We currently have up to 4 trustee vacancies at SIFA Fireside. We are looking for talented people who align with our values and support our mission; there are no barriers to how you demonstrate this.

SIFA Fireside is committed to equality, diversity and inclusion, ensuring its board of trustees reflects the background, experience and identity of the community we support. This includes people with lived experience of homelessness.

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

- Social media and Website design
- Marketing and Campaigning
- Income generation and fundraising
- Experience in the private sector
- Social Care and/or Mental Health

Have you got an extensive network that could add value to what we do?

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

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.

Vision

Every adult in Birmingham can live a future without homelessness.

Mission

To challenge and address the systemic causes, and effects of homelessness in collaboration with our partners.

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.

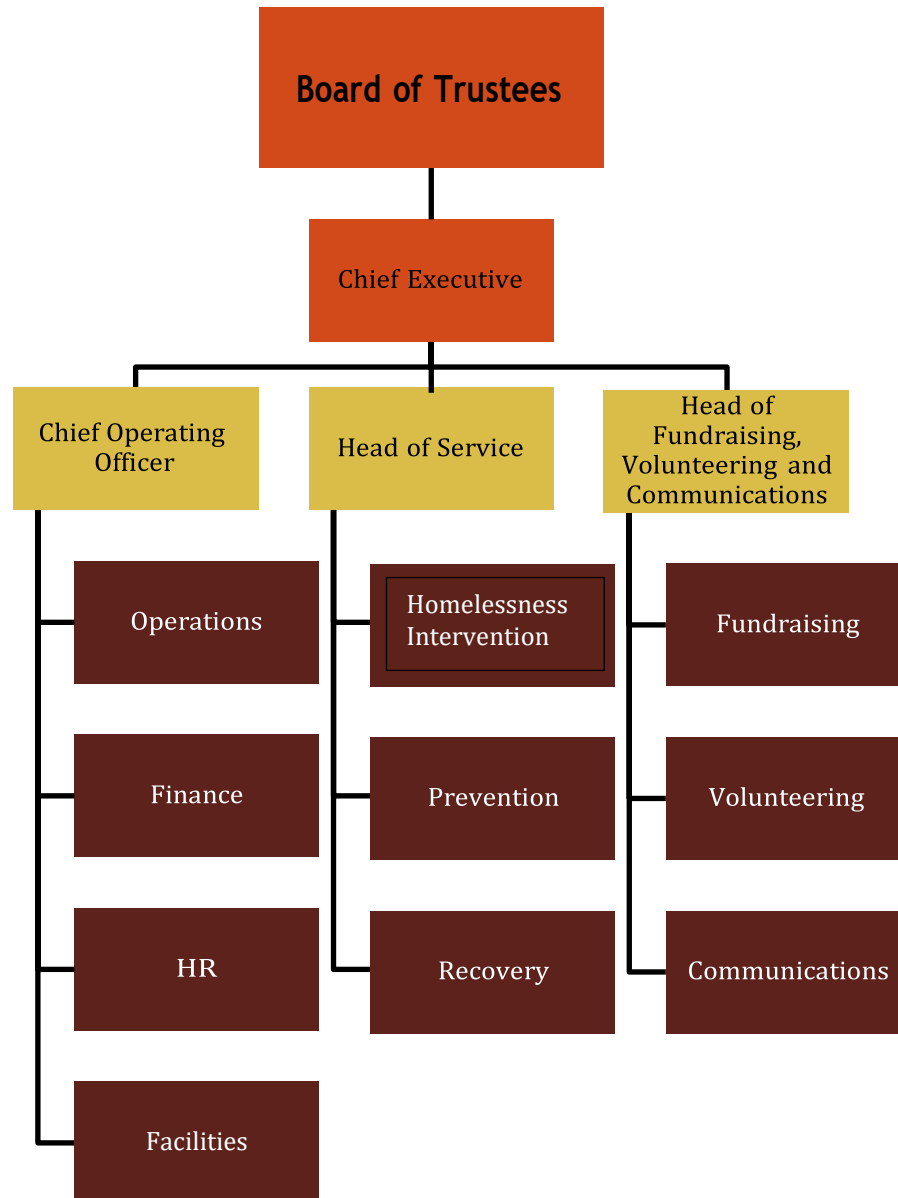
Legal Structure

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 42 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. An experienced chair, she is a Board member of the Pioneer Group, a community-led social housing provider in north Birmingham which she chaired from 2017-2023.

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.

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.

Catherine Groom, Trustee

Locally grown, Catherine is the General Manager at Fierce, an international performing arts festival in Birmingham where she does everything and anything that needs doing from HR and policy development to finance and producing events. Alongside her work at Fierce and in the arts, she freelances as a consultant and trainer for small charities.

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.

Steve Partridge, Trustee

Steve is a Consultancy Director with Savills Affordable Housing Team and is a national expert in housing finance. He has 30 years' experience in the public and private sectors in business planning, financing and development, specialising in social and affordable housing.

Holly Pyke, Trustee

Holly has 20 years of experience working with vulnerable adults and young people with complex support needs. Holly provided both strategic and operational management support across a range of third sector and NHS services to develop services that reduce health and social inequalities. Holly has spent her career ensuring that the rights of vulnerable people are respected, their voices are heard and they are empowered to live independent, socially included lives.

Stuart Young, Trustee

Stuart is a commercial lawyer working at one of Birmingham's largest firms of solicitors. He started out as a volunteer at SIFA Fireside's breakfast sessions and joined the SIFA Fireside Board in 2023.

Martin Molloy, Company Secretary

Martin joined SIFA Fireside in a voluntary capacity as Company Secretary in 2019. A former Assistant Director in the Civil Service his main responsibilities included corporate governance and finance. Prior to that he worked in urban regeneration, both as West Midlands Policy Lead on a range of Government initiatives and as Head of Corporate Services and Communications at regeneration programmes in Castle Vale and Kings Norton. Martin was also a Trustee of the Birmingham Irish Association for several years.

Senior Leadership Team

Natalie Allen, Chief Executive Officer

Natalie has worked in the homeless sector since 2014 and joined SIFA in October 2022 as CEO. She is an experienced Senior Leader with a demonstrated history of working in the charity sector within Birmingham and nationally and is committed to ending homelessness and rough sleeping,

Natalie joined SIFA Fireside from Homeless Link, where she worked as the Head of National Partnerships, working to improve local responses to homelessness and strengthen partnership working.

Prior to Homeless Link, Natalie led Birmingham Changing Futures Together, a strategic partnership led by BVSC. It focused on achieving local systems changes in the design, delivery and commissioning of services for people experiencing multiple disadvantages. As part of this work, Natalie led her team to develop a set of quality standards for Exempt Accommodation in partnership with Birmingham City Council and co-authored the West Midlands Combined Authority (WMCA) Commitment to Collaborate Toolkit to design out Homelessness.

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 completed his ACCA qualification 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

hashis 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.

Dee Reeves, Head of Service

Dee joined SIFA Fireside in December 2021 as Crisis and Prevention Manager, and in July 2022 took on the Head of Service role. Dee has 20 years' experience of working with people with multiple and complex support needs; as a frontline support worker before moving into management as deputy manager of high support mental health accommodation.

Dee's previous roles include being a CQC registered manager for Mental Health accommodation; and a Homelessness Service manager overseeing direct access rough sleeper hostels. Her experiences range from harm reduction, women's work, substance misuse, coproduction and SWEP access; as well as day centre and night shelter provision.

Melissa Roche, Head of Fundraising, Volunteering and Communications

Melissa has been working at SIFA Fireside since 2016. She started as Fundraising and Corporate Partnerships Manager but has since taken on the role of Head of Fundraising, Communications and Volunteering.

Since joining SIFA, Melissa has developed the scope of corporate partnerships from 9 to over 320 supporters and has grown the fundraising team to continue driving the increased profile of the organisation.

Melissa held a variety of previous roles within the voluntary sector, including as a Support Manager for Cara Irish Housing, Cultural Development Officer/Events organiser for Birmingham Irish Association, Development Worker for Counselling and Psychotherapy charity ICAP, as well as roles in recruitment and business development.

Principle Terms and conditions

The Board is responsible for providing strategic oversight, 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 model's 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 currently meets eight times each year with a mix of formal business meetings and seminars/workshops. While it is difficult to quantify the exact time commitments required, the annual requirements for a Board Member is 12 days per year. There are also potentially up to 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

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

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



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

Strategic Plan 2024-26

Introduction

SIFA Fireside is Birmingham's main support centre for adults experiencing or at risk of homelessness. SIFA Fireside has been central to homeless provision in the city for nearly 40 years and is well-versed in delivering services that meet the immediate needs of the individuals we support.

In a challenging post-pandemic environment, and with an increase in the cost of living and rising homelessness, we must be realistic about the challenges we face and cannot lose focus on the importance of our immediate response to those who present as homeless at SIFA Fireside's Support Centre every day. We must strive to deliver more effective services, remove barriers to accessing support, establish routes into good quality accommodation and enable people to recover from homelessness and build their resilience, to prevent it from reoccurring in the future.

However, in order for there to be a future without homelessness, we must look further than the delivery of our services. We must take on new roles in preventing homelessness at every opportunity and being a voice for change where we see this approach not being taken elsewhere. This will require us to share our learning and enable our clients to have their voices heard in shaping the support they need.

Our strategic priorities are a shift towards prevention and influencing change, whilst retaining a focus on delivery. This will require us to work with new partners and be more courageous in order to be a voice for change.

We are on a journey; work with us to create a future without homelessness.

Vision

Every adult in Birmingham can live a future without homelessness.

Mission

To challenge and address the systemic causes, and effects of homelessness in collaboration with our partners.

Values

At SIFA Fireside, our values define us and are embedded in everything that we do.

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

Strategic Priorities 2024-26

1. The occurrence of homelessness is reduced by addressing the systemic causes

To reduce the occurrence of homelessness, we have to address the systems that create it. This complex network of systems includes healthcare, criminal justice, welfare, housing and immigration.

Many people who present at SIFA Fireside are homeless as a result of being let down by the services and systems set up to support them. This can include homelessness as a result of discharge from hospital or prison, people not in receipt of the benefits they are entitled to, lack of good quality and affordable housing, and a complex immigration system that traps people and makes it difficult for them to move out of homelessness.

In order for us to reduce homelessness, people must be able to access and benefit from the services and systems set up to support them. This includes effective immigration pathways, a welfare system that provides sufficient resources to support the cost of living, and a route into employment for those seeking it to enable them to move on from homelessness.

In order to make this a reality we will:

- Influence local and national policy and commissioning, share our learning through campaigning and amplify the voice of lived experience with a particular focus on housing, welfare, benefits and immigration.

- Build relationships and pathways with key partners to ensure people have access to legal advice and any financial help they are eligible for.
- Increase staff knowledge on existing pathways and statutory duties including healthcare, criminal justice, welfare, housing and immigration, ensuring that people benefit from the services and support that they are entitled to.
- Create Peer Mentor routes into employment.
- Provide digital/IT and pre-employment skills.
- Develop pathways into work for non-UK Citizens.

2. People experiencing homelessness can benefit from routes that relieve their current situation and prevent reoccurrence

In the event that homelessness does occur, we must respond quickly and effectively to relieve the circumstances, whilst simultaneously taking action to stop it from happening again in the future. Our mechanism to achieve this is through the services we and our partners provide from our support centre. We will provide advice and support on routes out of homelessness, ensuring that people understand the options available to them, giving them both information and choice. We will work with partners from other parts of the system such as health, substance misuse and adult social care to provide wrap-around support that meets the often-complex needs of the people we work with, and prevent them falling through the net.

If we want to both relieve and prevent homelessness, people must be accommodated in safe, good quality housing that they can afford. Birmingham is the epicentre of Exempt Supported Accommodation, with vulnerable individuals often housed in poor quality accommodation and receiving none of the support they are entitled to. The number of people living in Exempt accommodation has more than doubled in the last 3 years and abandonments makes up the largest proportion of rough sleepers. We will look to build on our work supporting people living in exempt accommodation, ensuring they receive support during their transition into accommodation. We will do this whilst also driving up standards of exempt accommodation working in partnership with Birmingham City Council and BVSC to encourage providers to sign up the quality standards.

In order to make this a reality we will:

- Deliver housing advice, including for those not owed a statutory duty.
- Provide support and navigation including safe handover to other services.
- Escalate individual cases that fall through the gaps and identify trends to influence commissioning.
- Report exempt accommodation providers who do not meet the standards.
- Improve standards of exempt accommodation by working with providers to achieve the quality standard.

3. People at risk receive the support they need as early as possible to prevent homelessness from occurring in the first place

Homelessness can affect anyone, but it is important to recognise that some people are more at risk than others. Homelessness is rarely the outcome of a single event or a circumstance. It comes about as a result of the interplay between structural issues and personal circumstances.

We need to ensure that people are able to access support that meets their needs, enables them to find and sustain accommodation and build their resilience. This support must be available when people need it, at a time and place that is suitable to them, where staff have the knowledge and skills to provide effective support.

A combination of funding, policy choices and local circumstances determine the ability of the system to provide the necessary support to prevent homelessness and decrease pressure on crisis services.

There are some key areas of prevention that we are well placed to focus on based on the experiences of our clients. Homelessness as an outcome from interactions with statutory services must be reduced: this can include discharge from hospital or prison for example, or as a result of eviction or abandonment from exempt accommodation. In order for this to be achieved, people need to be accessing support that meets their needs, as early as possible.

In order to make this a reality we will:

- Train staff to deliver services that are person-centred and trauma-informed.
- Upskill staff from other parts of the system including hospital discharge and exempt accommodation support workers.
- Take our services to where people need them and increase our offer outside the Support Centre.
- Provide support and navigation including safe handover to other services.
- Provide support for people to engage in activities and build resilience in their local communities.

Our commitment

In order for there to be a future without homelessness, organisations like SIFA Fireside must commit to making it happen. This strategy cements our ambition to grow in the key areas required for us to affect change and to ensure that our infrastructure is sufficient in supporting our delivery. This will allow us to improve our delivery of essential services as well as influence future policy, commissioning and service delivery by being a voice for change in collaboration with our partners and clients.