



Making a Difference Every Day



Welcome

Dear Candidate,

Thank you for your interest in joining the Board of St Anne's Community Services. This is a great time to be joining our charity as we celebrate our 50th Anniversary in 2021 and refresh our vision and strategic objectives for the next five years.

I hope this recruitment pack will demonstrate to you our passion and commitment to making a difference every day to the lives of the people we support. We offer you a great experience and an opportunity for you to use your time and expertise to make a positive contribution to our clients, our employees and our local communities.

We are a proud organisation that has grown from its 1971 roots as a Leeds homeless charity into a £42m charity operating across the North of England. We are driven by people for people, supporting individuals with learning disabilities, mental health, substance misuse and homelessness issues. Our 1,300 staff members are committed to supporting over 1,600 clients and their families, making a huge difference to their lives and supporting their aspirations and achievements.

Looking ahead, we plan for a bright future. We have invested considerable time and resource into strengthening our foundations and improving our governance arrangements. This work will provide a strong base from which we can deliver an ambitious business strategy whilst meeting the standards expected of us by regulators and our stakeholders.

We are seeking a number of candidates, with a broad range of experience's, to join our Board of Trustees. In particular we are looking to appoint a new Chair and Vice Chair of the Board in November 2021 and March 2021 respectively. We also hope to increase the accounting and auditing experience on our Audit Committee and appoint a Trustee with strong accountancy skills to chair that Committee. As well as these specific roles, we wish to broaden our expertise generally and make our Board more diverse. We therefore particularly welcome applications from women, younger people and from the BAME and LGBT+ communities.

Your role as a trustee is to ensure that the organisation delivers on its charitable purpose. You will use your expertise to support our Senior Management Team in navigating a challenging sector that faces increasingly demanding financial pressures and regulatory expectations.



As we transition from our current business strategy to a new strategy for 2021 to 2025, you will play a pivotal and meaningful role in shaping our future, ensuring that we continue to put people at the heart of everything we do and be effective and transparent in delivering our goals.

As a board member, you will contribute to board meetings and also as a member of Board committees, where you will bring valuable skills and experience to our team, to help us face the challenges of making sure our voice is heard, and that we can continue to inspire our communities.

If you are looking for a rewarding role that will also stretch you, and you have the skills, experience and motivation to help us deliver our vision, we would like to hear from you.

We look forward to meeting you during the recruitment process.



Ian McIntosh
Chair of the Board of
Trustees



Azra Kirkby
Chief Executive
Officer



About Us

St Anne's was founded in 1971 as a daytime shelter for homeless men in Leeds. From these small beginnings we have gradually expanded over the years to become the organisation we are today.

Our very first service was shaped around people's needs and wishes and we have maintained this ethos, with the people we support at the centre of all our work, throughout all the services we provide.

We provide housing and accommodation-based support in partnership with other housing providers and deliver a range of community-based services across the North of England. We are proud to support people with learning disabilities, mental health, substance misuse and homelessness issues and to help them achieve their aspirations.

Much of our work is undertaken in partnership with local authority adult social care departments, clinical commissioning groups and community safety partnerships. We also work extensively with people whose support is funded via a direct payment or an individual service fund.



Running alongside the operational elements of the work that we undertake is our conscious intention to achieve and evidence a strong culture of openness, honesty, transparency and equity across all that we do. It is on that note that we recognise that the background and experiences of our own people and the people we support is not wholly reflected through our Board of Trustees – a balance we aim to address through this recruitment process.

Our current Vision, Mission and Values, which are currently under review with our staff and stakeholders to ensure they are valid for our renewed purpose, are as follows:

Our Vision

To be the most innovative and creative provider of care, support and housing in the North of England.

Our Mission

To be an outstanding provider of high-quality care, support and housing services that helps vulnerable members of society achieve their aspirations and lead fulfilling lives.

Our Values

Person Centred

People are at the centre of all we do, whether this is promoting client choice or ensuring staff are consulted on changes we make. We aim to promote inclusion and always put our people first.

Dignity and Respect

We respect the choices of our clients and the contribution each of our colleagues makes. We respect the opinions and beliefs of each other and treat everyone with dignity.

Quality

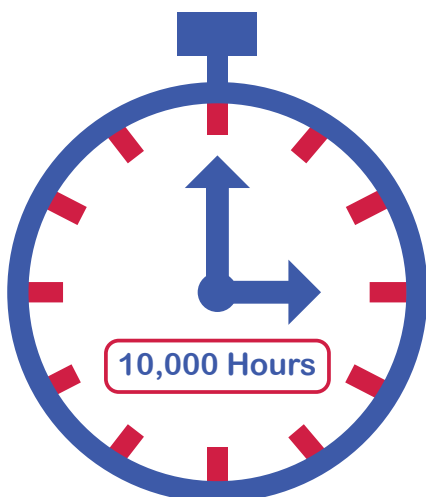
We strive to provide services of the highest quality and challenge each other to develop and improve.

Caring

We are a caring organisation that is considerate of our actions, we support people to grow and achieve.



The 2020 Picture



St Anne's Community services delivered 10,000 hours of support every single month in the last year, making a difference to people's lives every day.

We currently support over 1,600 people across our services in Yorkshire and the North East. Each client is supported in a way which is personalised to their needs, goals and aspirations.



Annual
income
£42.2m
2019/20

We provided life changing services worth £42million, working in partnership with 30 different local authorities and health bodies, and ensuring all work is delivered in a cost-effective manner

The 2020 Picture

We delivered over 3,000 accredited courses and certified qualifications to St Anne's staff members and external organisations; ensuring sector leading support is delivered in all services.

**3,000
Courses
completed**



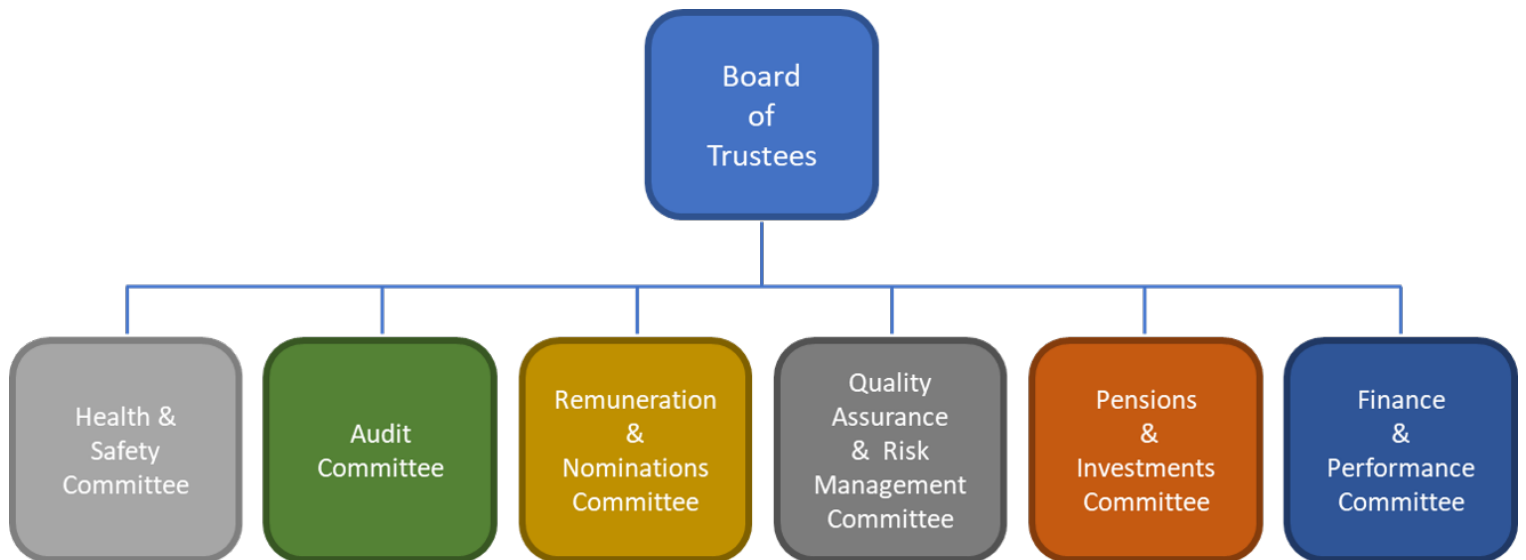
St Anne's employs over 1,300 staff members. This includes frontline Support Workers, qualified Nurses, Care Managers and specialist office based teams across the North.

We launched a unique, real-time electronic tool, which allows clients, staff and circles of support to see how care is delivered to individuals, and measure its effectiveness via smartphone or tablet

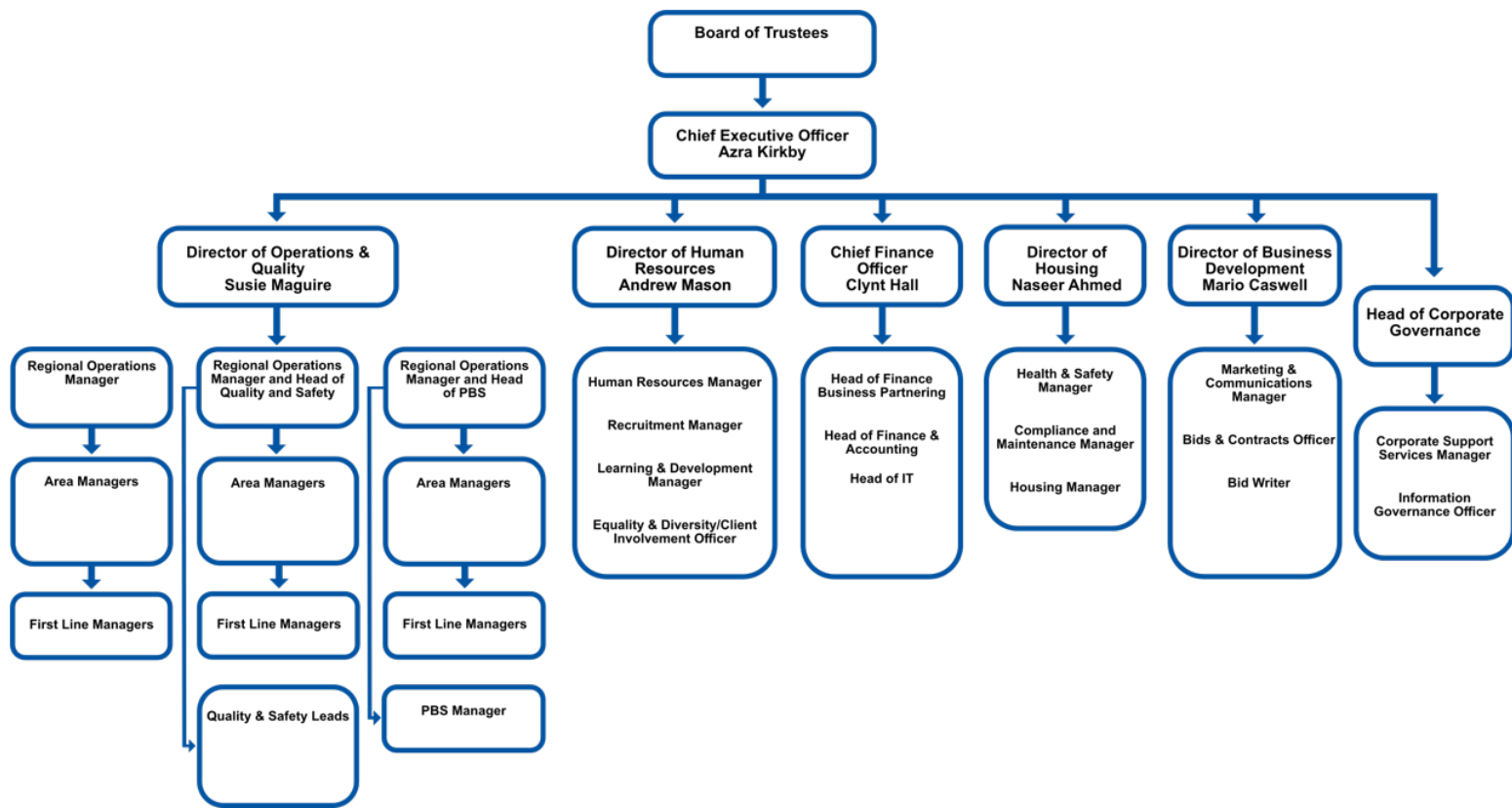




Board Committees



Management Structure





Strategy 2021-2025

We are currently in the process of developing our new strategy for the period 2021 to 2025. We are also taking this opportunity to review our vision, purpose and values to ensure that they remain relevant and that our vision and purpose continue to provide us with an inspirational direction over the next five years.

In early 2019 an employee wide survey was undertaken and was later followed by a research project which focused on culture and values. We have used the findings from both projects to inform the case for change and re-engagement.

The projects identified five key issues:

- **Process and systems** – That refinement would provide opportunity to improve efficiency.
- **Communications** – That strengthening our approach would have greater benefit in terms of humanity and humility.
- **Improved “buy in”** to the values and how they connect to staff appraisals and how staff are assessed – Would inform connectivity and achievability.



- **Increased clarity around vision, mission** - Would improve “know-how” around how the strategy is achieved.
- **Learning & development** - That there is room for improvement.

The key question that underpinned much of the feedback was how do we effectively achieve and measure against our values, and how do we know when we have done that? This message has become a forceful motivation for Directors and the wider Senior Management Team to commence a strategic review which will be centred around three key commitments:

- **Our commitment to our people, communities and the environment**
- **Our commitment to excellence and innovation in delivery**
- **Our commitment to business sustainability, value for money and good governance**

We are currently in the midst of engaging with our staff members, the people we support and other stakeholders to ensure that we capture the views and aspirations from across our organisation.

With a high level of engagement and input we are confident that we will produce a business strategy for 2021 to 2025 that is creative, innovative in its approach and people focused while ensuring business sustainability.



Roles Profile

Profiles for the various roles we are seeking to fill, as outlined on page 2, are set out below.

Post:	Trustee
Key Relationships:	Senior Management Team External stakeholder, Client user groups
Location:	Leeds
Salary:	Un-remunerated (reasonable expenses will be reimbursed)
Time commitment:	1.5 days a month

Role Description:

- Provide leadership of St Anne's within a framework of prudent and effective controls which enable risk to be assessed and managed.
- With the Senior Management Team, set St Anne's direction and strategy, ensuring that the necessary financial and human resources are in place for it to meet its objectives.
- Review executive and management performance.
- Set standards and ensure that organisational legal and regulatory obligations are understood and met.
- Ensure the long-term viability of St Anne's.
- Ensure Trustees work together and with the Chair to provide guidance, support and challenge to the executive team.
- Bring individual professional expertise and experience to ensure the organisation benefits from a range of rigour, innovation & commerciality.
- Approve St Anne's business plans including long term financial projections.

- Carry out statutory duties to include approving our annual report and accounts, and an appropriate statement for inclusion in the annual report on the effectiveness of the organisation's systems for risk management and internal control.
- Ensure our corporate governance arrangements and systems are fit for purpose, and effective for the management and control of St Anne's.

Additionally for the Chair role:

- Chair Board meetings and lead Trustees in making decisions about the governance and strategic direction of St Anne's.
- Lead the Board in supporting the Chief Executive and Senior Management Team and holding them to account in delivering St Anne's strategy.
- Ensure the Board has the right expertise and experience to act with integrity and in the best interests of St Anne's and our charitable purpose.

Additionally for the Audit Committee roles:

- Ensure we are complying with best practice in our approach to internal audit.
- Ensure the Board is properly advised on all matters relating to St Anne's accounting principles and policies.
- Lead responsibility for the external audit process.
- Examine and review all systems and methods of financial and non-financial controls.
- Ensure that the internal audit arrangements provide sufficient coverage of St Anne's activities and regulatory requirements.
- Oversee the effective co-ordination between internal and external audit.
- Recommend the approval of the Annual Report and Financial Statements to Trustees.



Person Specification

Knowledge and Experience

We welcome applications from the broadest range of knowledge and experience. In particular the following experience will be welcomed:

- Recent experience in a senior board level position or as a board member in an organisation of comparable scale.
- Experience of providing strategic direction to an organisation.
- An understanding of governance and how boards can best add value.
- Experience of providing strategic overview of complex budgets and financial plans and their impact on strategic direction.
- Experience in social housing or in health and social care.

Additionally for the Chair role:

- An experienced leader with good Board experience, and a strong belief in St Anne's mission.
- Credibility with internal and external stakeholders, and strong relationship building skills.
- An excellent understanding of governance and the responsibilities of trustees.

The Chair and Vice-Chair roles carry additional time commitments commensurate with the roles.

Additionally for the Audit Committee roles:

Candidates can be at any stage of their career or personal development but will need to be a CCAB Chartered Accountant and to have developed expertise in:

- Internal audit
- Financial management
- Risk management frameworks and internal control models
- The Chair of the Audit Committee is also likely to have chairing experience

For all roles: Skills and Abilities

- Ability to assimilate and interpret varied information from different sources and apply an analytical approach.
- Ability to and reason logically and objectively and to think laterally.
- Be committed to the mission and strategic objectives of St Anne's.
- Ability to challenge the Senior Management Team in a constructive and collaborative way and with a focus on reaching good quality shared decisions.
- Have the enthusiasm, ability and time to review and comment on detailed papers and reports.
- Understand and accept the legal duties and responsibilities of an independent member.
- Be of good character and integrity.
- Communicate effectively, with good listening and speaking skills and be able to build and sustain good working relationships with fellow committee members and senior staff.
- Use information technology confidently and be willing to communicate and share information electronically.

Process and Timescales

Closing date for applications:

7th December 2020

Preliminary interviews with GatenbySanderson:

December 2020 & January 2021

Final panel:

From 18th January 2021

How to apply

To apply for this post, please submit:

- A comprehensive CV.
- A supporting statement that addresses the knowledge and experience criteria of the person specification (maximum 3 sides of A4) and tells us why you are particularly interested in this role.
- Details of two referees who we would be able to contact at shortlist stage.
- Please also tell us about any dates provided in this pack on which you would not be available to participate in the selection process.

Please also ensure you have completed and submitted the equal opportunities monitoring form that appears on the GatenbySanderson website as you submit your application. The information you provide will be treated as confidential and used for statistical purposes only. The form will not be treated as part of your application.

The closing date for applications is Monday 7th December 2020

The How to Apply section of the website provides clear instructions; if, however, you have any queries in relation to the application process, or you experience difficulties uploading your application, please do not hesitate to telephone the GatenbySanderson team on 020 7426 3961.

If you have any queries about any aspect of the appointment process, need additional information or wish to have an informal and confidential discussion, please contact our recruitment advisers Mark Bate or Robin Staveley at GatenbySanderson on 0113 205 6288

GatenbySanderson will respect the privacy of any initial approach or expression of interest in this role, whether formal or informal.