



Southend's Homeless Charity

Helping local people overcome homelessness for good.



LEST WE FORGET'S

**WORK WITH US**



# CONTENTS

3. Welcome to HARP - a foreword from Chief Executive Jackie Bliss
4. About HARP
5. Mission, Vision, Values
6. A note from outgoing Chair of Trustees Richard Hair
7. HARP Case Study - Lindsey's Story
8. Strategic Plan 2018-2023
- 9-11. A Summary of HARP's Business Plan 2021/22
- 11-12. HARP's Board of Trustees
12. HARP's Senior Management Team
- 13-18. Role Description
- 18-19. Person Specification
19. How to Apply
20. Contacting Us

## WELCOME TO HARP

I'm delighted you're considering the role of Chair of Trustees for HARP.

Since I became HARP's Chief Executive in 2018, I've been blown away by the passion, enthusiasm, professional expertise and sheer dedication of the amazing staff team here. I am hugely proud of the progress we have already made as a team in reducing homelessness in Southend-on-Sea, and in particular levels of rough sleeping. That team consists of employees, volunteers and Trustees, who work brilliantly together in order to best help our homeless clients.

If you do decide to apply for this role at the charity, I wish you well in your application and hope I can look forward to welcoming you to HARP some time in the future. Thank you for your interest in HARP.



**Jackie Bliss**  
Chief Executive



## ABOUT HARP

HARP is Southend-on-Sea's leading homelessness charity.

On average we help around 1,000 local people every year to overcome or avoid homelessness.

In addition to providing essential short-term emergency shelter, food, clothing and washing facilities, we work to identify the root causes of homelessness, creating tailored support for each person's circumstances.

We achieve success by providing structure, purpose and training opportunities, and by providing longer-term supported housing, empowering people to take steps to leave homelessness behind and ultimately live independently in the community.

## MISSION, VISION & VALUES

### Mission

To reduce homelessness by providing emergency housing and long-term solutions. This enables people to rebuild their lives and live independently back in the community.

### Vision

To be in a position by March 2023 whereby nobody who wishes to engage with HARP's services has to be turned away due to lack of our resources (ie: accommodation, specialist staff or funding).

### Values

#### Personal integrity

Honesty, openness, reliability, accountability and confidentiality

#### The importance of every individual

Respect, caring for people, treating people as we would want to be treated, equal opportunities, valuing differences and working in a non-discriminatory way with all people, non-judgmental, non-exploitative, holistic in our approach

#### Outstanding service to people

Honouring and empowering the people we serve, creating an environment where people can take control of their own lives, offering choice wherever possible, being flexible and creative in responding to needs

#### The importance of working together

Being supportive and working as a team, recognising that we can achieve more by working in harmony - both within the organisation and with our partners - than we can on our own

#### Professional competence

Getting the basics right, being highly regarded in our field, delegating, empowering and developing our staff, giving best value for money, offering quality services.



## A NOTE FROM RICHARD HAIR

After a wonderful 16 years I am standing down as Chair of Trustees at HARP, hoping that my wife Anita and I will soon be moving away from Southend to retire .

It has been an absolute privilege to have the honour of acting as Chair and a huge pleasure to work with such a talented team and see the extraordinary work that happens at HARP. It has also been a very humbling experience, and lovely to see how HARP makes such a huge difference to so many peoples' lives. I can't count the number of times I've heard the all too familiar Service User expression - "HARP saved my life".

I leave HARP in a strong position, with many exciting projects on the horizon, not least the Bluebird project which is set to house a further 50 formerly homeless people. HARP doesn't just have wonderful staff and volunteers but we also have a great team of trustees so I'm delighted to leave in the certain knowledge that HARP is in very safe hands.

If you do decide to apply for the position of Chair of Trustees, I wish you well in your application.

## LINDSEY'S STORY

Lindsey\* came to HARP following a rollercoaster journey that started with a violent sexual assault in the early 2000s which triggered severe mental illness, addiction, and homelessness.

*"I just didn't see the point in living and couldn't cope with idea of living with these symptoms for the rest of my life.*

*"Living on the street was making the symptoms of my psychosis worse because it was triggered by the trauma of my attack, which took place at night. Sleeping outside at night brought it all back."*

Thankfully Lindsey was referred to HARP. She stayed with us for five months, before moving on to independent living. She's now going from strength to strength.

*"I can't thank HARP enough. Whatever needed to be done, it was never too much for the staff. When you have a mental health problem you feel like you don't have a voice. People are quick to categorise and diagnose but my psychosis is not a 'text book' case. At HARP I was treated as an individual."*

*\*In order to protect the privacy of the people we help, names have been changed and models used for this article.*

To read more stories like Lindsey's, go to [www.harpsouthend.org.uk/stories](http://www.harpsouthend.org.uk/stories)



# STRATEGIC PLAN 2018-2023

HARP's approved Strategic Plan for 2018 to 2023 has five key aims, which also form the foundation for the more detailed Business Plan for 2021/22.

1. to increase HARP's available property across all aspects of our three-stage process of accommodation, from emergency beds to move-on flats, in order to support service users' journeys from the street to full independence
2. to expand HARP's ability to work with more complex and entrenched rough sleepers, partly through growing our accommodation available for our Transitions service (indirectly through the Bluebird Project, and via the new Building Bridges service for drug and alcohol addiction clients
3. to continue to grow the Charity's unrestricted (and restricted) income through a combination of Covid-safe fundraising events, targeted applications for grant funding, increased income generated from corporate and individual donors, increasing profitability of our charity shops and by continuing to grow our Make a Smile weekly lottery membership
4. to maintain HARP's financial security through constantly reviewing the Charity's funding strategy, internal controls, risk management, the balance of freehold versus leasehold premises occupied and an ongoing property maintenance / replacement programme
5. to monitor, evaluate and measure the impact of HARP's work to ensure that local need is properly identified, planned for and - within the Charity's available resources - appropriately met, and that value for money is obtained from the funds we have obtained from the public sector or from our donors.

# A SUMMARY OF HARP'S BUSINESS PLAN 2021/2022

## Governance

*Aim: "No one turned away by 2023"*

- Continue to improve HARP's financial controls, especially cash handling, maximising payment of resident service charges via AllPay.
- Continue to review HARP's equality and diversity, seeking to identify and address any barriers to equal opportunities including in our services.
- Enhance Trustees' training, engagement, skills mix and understanding of homelessness.
- Refresh the Charity Commission Code of Governance self-assessment checklist review and draw up plans to address any issues identified.

## Services

*Aim: To maintain and develop quality services to meet the needs of homeless people in Southend.*

- Continue to work with Southend Council to move former rough sleepers housed in local B&Bs into HARP accommodation or the wider community.
- Continue to embed a trauma-informed and strengths-based approach into service provision, in order to best support our homeless clients.
- Continue to bed-in and expand HARP's new Housing First service funded by Henry Smith Charity.
- Seek renewed MHCLG Rough Sleeper Initiative (RSI) grant funding for 2021/22, to be able to continue HARP's outreach service and to operate our new five bed-spaces at Heath House for rough sleepers in place of our former "sit-up" service.
- Continue to invest in a training programme to help our staff to provide an outstanding service, and to enhance their career development.
- Continue to develop new services which move HARP towards its vision by 2023 of "no-one turned away" and, ideally, to help end rough sleeping altogether.

## A SUMMARY OF HARP'S BUSINESS PLAN 2021/2022 (continued)

### Services (continued)

- Bid for continued funding for our Day Centre and Heath House from the Council's new Community Investment Fund.

### Property

*Aim: To increase HARP's property portfolio to meet the need of homeless people in Southend.*

- Complete the snagging work from the 2019/20 extension of Ceylon Road.
- Complete the purchase of the three leasehold flats, and freehold, of 49 Southchurch Avenue.
- Complete the planned new build for the Bluebird Project in Southchurch Avenue, due to commence on site in February 2021, making use of Homes England grants and borrowing from Charity Bank and St Clements PCC.
- Subject to funding, carry out the refurbishment and extension of 117 and 162 York Road, producing five extra bedrooms.
- Lease a replacement property for Building Bridges to replace Whitefriars Crescent.
- Lease a new five bedroomed low-needs property for Floating Support West.

### Finance and Fundraising

*Aim: To increase HARP's financial stability through developing income generating methods and careful budget planning.*

- Continue to develop profitability of HARP's charity shops, including by moving the furniture shop to a better location.
- Continue to develop fundraising activities within the confines of Covid-safety measures, to fund current and future capital and revenue activities.
- Continue to grow membership of HARP's weekly draw (Make a Smile).
- Continue to rebuild HARP's free reserves, via budgets that move the Charity closer to the Trustees' approved reserves policy.
- Aim to build up a maintenance reserve sufficient to keep...

## A SUMMARY OF HARP'S BUSINESS PLAN 2021/2022 (continued)

### Finance and Fundraising (continued)

- ...HARP properties in good condition, whether owned or rented, funded by housing benefit.

## HARP'S BOARD OF TRUSTEES 2021

### Chair:

**Richard Hair**

### Sub-Committees:

Premises (Chair)  
Governance (Chair)

### Honorary Treasurer:

**Alistair Barr**

### Sub-Committees:

Finance (Chair)  
Governance

### Trustee:

**Iain Campbell**

### Sub-Committees:

Fundraising & Communications  
(Chair)  
Personnel & Services  
Finance

### Trustee (Volunteers Champion):

**Lilias (Mac) Felton**

### Sub-Committees:

Personnel & Services (Chair)  
Premises  
Governance

### Trustee:

**Alex Kaye**

### Sub-Committees:

Personnel & Services  
Fundraising  
(Also serves on the Health & Wellbeing Working Group)

<b>Trustee:</b>	<b>Mike Nevin</b>
<b>Sub-Committees:</b>	Finance Premises (Chair)
<b>Trustee:</b>	<b>Joanne Prestidge</b>
<b>Sub-Committees:</b>	Personnel & Services
<b>Secretary:</b>	<b>Mark Rothman</b>
<b>Sub-Committees:</b>	Personnel & Services
<b>Trustee:</b>	<b>Dr Haroon Siddique</b>
<b>Sub-Committees:</b>	Health & Wellbeing Working Group (Chair)
<b>Trustee (Anti-Bullying Champion):</b>	<b>Debbie Stanton</b>
<b>Sub-Committees:</b>	Fundraising & Communications
<b>Trustee:</b>	<b>Peter Thorn</b>
<b>Sub-Committees:</b>	Fundraising
<b>Trustee:</b>	<b>Yvonne Vickers</b>
<b>Sub-Committees:</b>	Finance Premises

## HARP'S SENIOR MANAGEMENT TEAM

<b>Chief Executive</b>	Jackie Bliss
<b>Director of Finance and HR</b>	Jacqueline Saxby
<b>Director of Services Operations</b>	Gary Turner
<b>Director of Fundraising &amp; Comms</b>	Steve Mansfield
<b>Director of Property Development</b>	Nicky Houston

## ROLE DESCRIPTION

<b>POSITION:</b>	Chair of Trustees
<b>RESPONSIBLE TO:</b>	HARP's Trustees and Stakeholders
<b>RESPONSIBLE FOR:</b>	The leadership and strategic direction of the Charity

### SUMMARY OF OVERALL PURPOSE:

The Board of Trustees are jointly and severally responsible for the overall governance and strategic direction of HARP, its financial health, probity and effectiveness of its activities, for developing its aims, objectives and goals in accordance with HARP's Memorandum and Articles of Association, and compliance with all relevant legal and regulatory requirements.

The Chair of Trustees provides leadership and direction to HARP's Board. The aim of the role is to enable the Trustees to fulfil their responsibilities for the overall governance and strategic direction of HARP, as a charity and a company limited by guarantee. The Chair will ensure that the organisation complies with its governing documents, with charity and company law, and with any other relevant legislation or regulations. He or she carries the ultimate responsibility for ensuring that HARP pursues and fulfils its charitable objects as defined in its governing documents. The Chair achieves this by overseeing the work of the Chief Executive and his or her staff team as they work together to achieve HARP's aims.

### MAIN RESPONSIBILITIES:

As Chair:

- To ensure that HARP complies with its charitable objects and with all relevant aspects of legislation or regulations.
- To lead the Board of Trustees, ensuring it is fit for purpose to deliver the strategic plans of the Charity.
- To ensure that decisions taken by the Board of Trustees are duly

- implemented by the Chief Executive and/or by his or her staff team.
- To support the Chief Executive whilst holding him or her accountable, and to carry out the CEO's annual performance review.
- To ensure there is a clear delegation of powers and responsibilities between those duties which the Board holds exclusively to itself and those which are delegated to the Chief Executive and staff team.
- To ensure an effective relationship exists between the Trustees and the Charity's staff and volunteers, and between the Board and HARP's external stakeholders.
- To maintain effective oversight of the effectiveness of the Trustee Board, ensuring HARP's governance meets the Charity Commission's best practice guidelines.
- To uphold and promote the Charity's agreed values, culture, mission and aims, ensuring that appropriate policies and mechanisms are in place to safeguard HARP's service users, staff and volunteers against harm whether from internal or external risks, and ensuring that effective whistleblowing procedures, complaints policies and grievance mechanisms are in place and communicated appropriately.

#### **As a Trustee generally:**

- To maintain the fiduciary responsibility invested in the Trustee position, undertaking duties in a way that adds to public confidence and trust in HARP.
- To take appropriate professional advice in all matters where there may be a material risk to HARP or where the Trustees may be in breach of their duties.
- To oversee the use and management of HARP's resources so as to optimise its potential.
- Through the Honorary Treasurer, to ensure that robust systems are in place for internal financial control and protection of HARP's funds and assets.
- Through the Chief Executive, to ensure all significant risks to HARP and its assets are identified and that appropriate steps are taken to mitigate against those risks.
- To undergo a thorough induction upon appointment and ongoing training to remain alert to and aware of Trustees' duties and

- responsibilities, and of the environment in which HARP operates.
- To have overall responsibility for the actions of HARP staff and volunteers.

#### **MAIN DUTIES:**

##### **As Chair:**

- To chair Trustee meetings (quarterly, or as agreed from time to time by the Trustees), the Annual General Meeting of members and any Extraordinary General Meeting that may be called; or, when unavailable to do so, to arrange for an alternative Trustee to chair those meetings.
- When chairing meetings, to ensure an appropriate balance is struck between considering strategic, operational and governance-related matters, that adequate space is made for discussion and Trustee challenge, that the necessary business of the Board is dealt with and clear decisions made on a timely basis, that actions are delegated to the Charity's Chief Executive and staff, and that minutes of meetings are taken to record the decisions made and key reasoning behind them.
- To maintain an oversight of the Sub-Committees, being entitled to attend any meetings of these in an ex-officio capacity, ensuring that Trustees are appointed as Chairs of those Sub-Committees and that the Chairs report back to the full Board on the business transacted at those meetings.
- To ensure that regular skills audits are undertaken of the Trustee Board to ensure that any gaps are identified, including a periodic review of Board diversity, and to work with the Chief Executive to seek to recruit new Trustees to fill such gaps.
- To ensure that suitably qualified professional advice is sought where appropriate to inform Trustee decisions.
- To develop the Trustees, ensuring through the Chief Executive that necessary training is provided as required, and to review the efficacy of the Board including through self-assessment or performance reviews as appropriate.
- To ensure that the Charity reviews its strategy regularly in light of changes to the wider environment, local needs, emerging best practice and levels of funding available.
- To act as a spokesperson and figurehead for the Charity as and



when required, and as a role model for the Trustees generally in displaying the principles of public office.

### **As Trustee generally:**

- To ensure that HARP complies with legislative and statutory requirements and acts within the confines of its Memorandum and Articles of Association and in furtherance to its charitable objects.
- To act in the best interests of HARP, its current beneficiaries and future potential beneficiaries at all times, always striving for best practice in good governance.
- To promote and develop HARP in order for it to grow and maintain its public profile.
- To maintain sound financial management and control of HARP's resources and regularly review its financial and administration systems.
- To ensure there is an effective and appropriate system for recruiting, appointing and monitoring the work and activities of the Chief Executive and other members of the Executive Senior Team (EST).
- To maintain absolute confidentiality about all aspects of the Trustees' business, within the constraints of the overriding legal obligations placed upon Trustees.
- In the context of HARP being a Registered Social Landlord, to ensure regular review of HARP's property portfolio, including rented properties, to ensure that cost effective, quality accommodation is maintained and grown according to need.

### **STATUTORY DUTIES:**

Some of the Trustees' duties and responsibilities are covered by Statute and some by Charity Commission guidance. The Trustees are also the legal Directors of HARP as a Charitable Company Limited by Guarantee. The legal duties which Trustees (also acting as Company Directors) must fulfil are as follows:

- a duty of trust
- a duty to exercise reasonable care, skill and diligence
- a duty to exercise independent judgement
- a duty to act with integrity and to avoid or declare any personal

- conflicts of interest
- a duty not to benefit personally from their position as a HARP Trustee
- a duty to act personally
- a duty to act collectively
- a duty to act in the best interests of HARP and of present and future beneficiaries
- a duty to be familiar with and comply with HARP's Memorandum and Articles of Association
- a duty to act within HARP's legal powers as set out in its constitutional documents
- a duty to safeguard HARP's property, other assets and resources
- a duty to keep accurate accounts and ensure the solvency of HARP
- a duty to promote the success of HARP
- a duty to keep minutes recording the decisions of all Board and Sub-Committee meetings, and
- a duty not to accept benefits from third parties.

Trustees must also ensure that HARP complies with all relevant legal or regulatory requirements, including those relating to:

- health and safety
- employment law
- money laundering and the Proceeds of Crime regulations
- data protection including GDPR (General Data Protection Regulations)
- anti-bribery regulations
- safeguarding.

### **TRUSTEE LIABILITY:**

Trustees are individually and jointly liable for any consequences arising out of a breach of trust. Trustees must make decisions collectively, but are both jointly and severally liable. Professional guidance must be sought and followed in all matters that are beyond the reasonable knowledge and competence of the Trustees. HARP is a Company Limited by Guarantee and as such, Trustees' should not generally be exposed to personal liability, other than by acting negligently, failing to follow professional advice or by incurring lawyers' costs for claims unlikely to succeed in Court. Professional Indemnity Insurance is in

place.

#### ACCOUNTABILITY:

Trustees as a Board are responsible for the governance and efficient functioning of HARP. Trustees are accountable to a variety of stakeholders including the Charity Commission, Companies House, Homes England, the Charity's beneficiaries, funders and key service partners.

## PERSON SPECIFICATION

In addition to the qualities required of a Trustee of the charity, the Chair must also meet the following requirements:

#### Personal Qualities

- Demonstrate a strong and visible passion and commitment to the charity, its strategic objectives and cause
- Personal gravitas to lead an organisation
- Exhibit strong interpersonal and relationship building abilities and be comfortable in an ambassadorial role
- Demonstrate tact and diplomacy, with the ability to listen and engage effectively
- Strong networking capabilities that can be utilised for the benefit of the charity
- Ability to foster and promote a collaborative team environment
- Ability to commit time to conduct the role well, including travel.

#### Experience

- Experience of operating at a senior strategic leadership level within an organisation
- Successful track record of achievement through your career
- Experience of charity governance and working with or as part of a Board of Trustees
- Experience of external representation, delivering presentations and managing stakeholders
- Significant experience of chairing meetings and events

#### Knowledge and skills

- Knowledge and understanding of the homelessness and current issues affecting it
- Strong leadership skills, ability to motivate staff and volunteers and bring people together
- Financial management expertise and a broad understanding of charity finance issues
- Good understanding of charity governance issues

## HOW TO APPLY

To express your interest in this role, please provide the following:

- An up-to-date CV
- A supporting statement that outlines your motivation for applying and addresses the criteria in the Person Specification

All applications should be submitted via the Trustees Unlimited website. Please [click here](#) to begin submitting your application.

If you would like to have an informal and confidential discussion about the role, please contact Melissa Baxter on 07789 985229 / melissa.baxter@russam.co.uk

An indicative timetable for candidates is as follows:

**Closing Date:** Monday 9th August 2021

**Preliminary interviews with Trustees Unlimited:** Week commencing 16th August 2021

**Interviews with HARP:** Week commencing 30th August 2021

## CONTACT:

If you have any questions about this vacancy at HARP, or our recruitment process, please contact Melissa Baxter on:

Phone: 07789 985229

Email: [melissa.baxter@russam.co.uk](mailto:melissa.baxter@russam.co.uk)