

# Trustee

## Application Pack

# Contents

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About Falcon Support Services Page 3/4

Our Strategic Planning Triangle Page 5

Our Business Strategy Page 6/7

Our Strategy Impact Map Page 8

Job Description Page 9/10

Essential Roles of Trustees Page 11/12

Candidate Profile Page 13

How to apply: Page 14

# About Falcon Support Services

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**Falcon Support Services** provide supported accommodation and community projects to those that are homeless, at risk of homelessness or vulnerable in the community.

Our service helps vulnerable people by providing safe, secure accommodation in a positive learning environment. Our staff work alongside clients to help them develop their skills, so they can move away from homelessness to live independently and positively contribute to their community.

We believe that ***“where you are today does not define your tomorrow”*** and this is true in relation to our service users that use our service, our staff and our charity as a whole which has increased its bed spaces by 1200% in just 17 years, and now provides a whole spectrum of services for our service users journey; from rough sleeping to supported housing, move on accommodation and independence. Our approach is to never give up on inspiring change in vulnerable people.

The **Charities Objectives** are:

- (a) The relief of need, hardship and distress experienced by homeless people and disadvantaged groups, regardless of age by the provision of emergency and other temporary accommodation and by the provision of support and advice services calculated to relieve their conditions of need.
- (b) The relief of need, hardship and distress experienced by homeless people and disadvantaged groups, regardless of age by the provision of support and advice services calculated to relieve their conditions of need while accommodated within temporary accommodations and new tenancies when referred for such internally or by a Local Authority, Children and Family Service (CFS), Criminal Justice Services and other agencies with whom Falcon Support Service have Service Level Agreements.
- (c) To relief of need, hardship and distress experienced by vulnerable people regardless of age by the provision of support, advice, educational and community involvement services calculated to relieve their conditions of need when referred to such internally by Falcon Support Services e.m Ltd and its partner agencies or by any other support provider where a support agreement is in place.

**Our values and operating principles** which guide how we fulfil our mission are:

- **Dignity**  
We recognise that everyone is worthy of honour and respect as fellow humans. We develop and build trusting, accountable, relationships aspiring to release the potential for successful independent living in all our clients.
- **Community**  
We believe in the positive social support networks within communities. We support vulnerable people to integrate and contribute positively in a local community and build meaningful mutually supportive relationships.
- **Transformation**  
We work with our clients, providing a safe space to learn and develop together, building individual life skills, developing better systems to support effective transitions to independent living.

**Our Performance Standards** are:

- **Excellence** - Employees adopt an innovative approach, learning from good practice, always aspiring to learn, improve and develop our range of services and going above and beyond to support service users and the charities vision, mission and values.

- **Persistence** – Employees believe everyone deserves another change and do not give up. We are solution orientated, focusing on possible resolutions to problems and insistent on achieving the desired outcomes
- **Passion** – Employees adopt a positive ‘can-do’ attitude with a belief that their contribution to Falcon Support Services work makes a real difference to the lives of vulnerable people. Employees work in a Psychologically Informed way and are caring and optimistic that they can achieve successful outcomes.
- **Team Work** – Employees have a commitment to co-worker’s, works collaboratively and is willing to help others, contributing to the success of a united team.
- **Accountability** – Employees take responsibility for completing tasks in an honest and transparent way and are continuously learning, growing and developing from experience through reflection

More information about Falcon Support Services and what we do can be found on our website at [www.falconsupportservices.org.uk](http://www.falconsupportservices.org.uk)

# Our Strategic Planning Triangle

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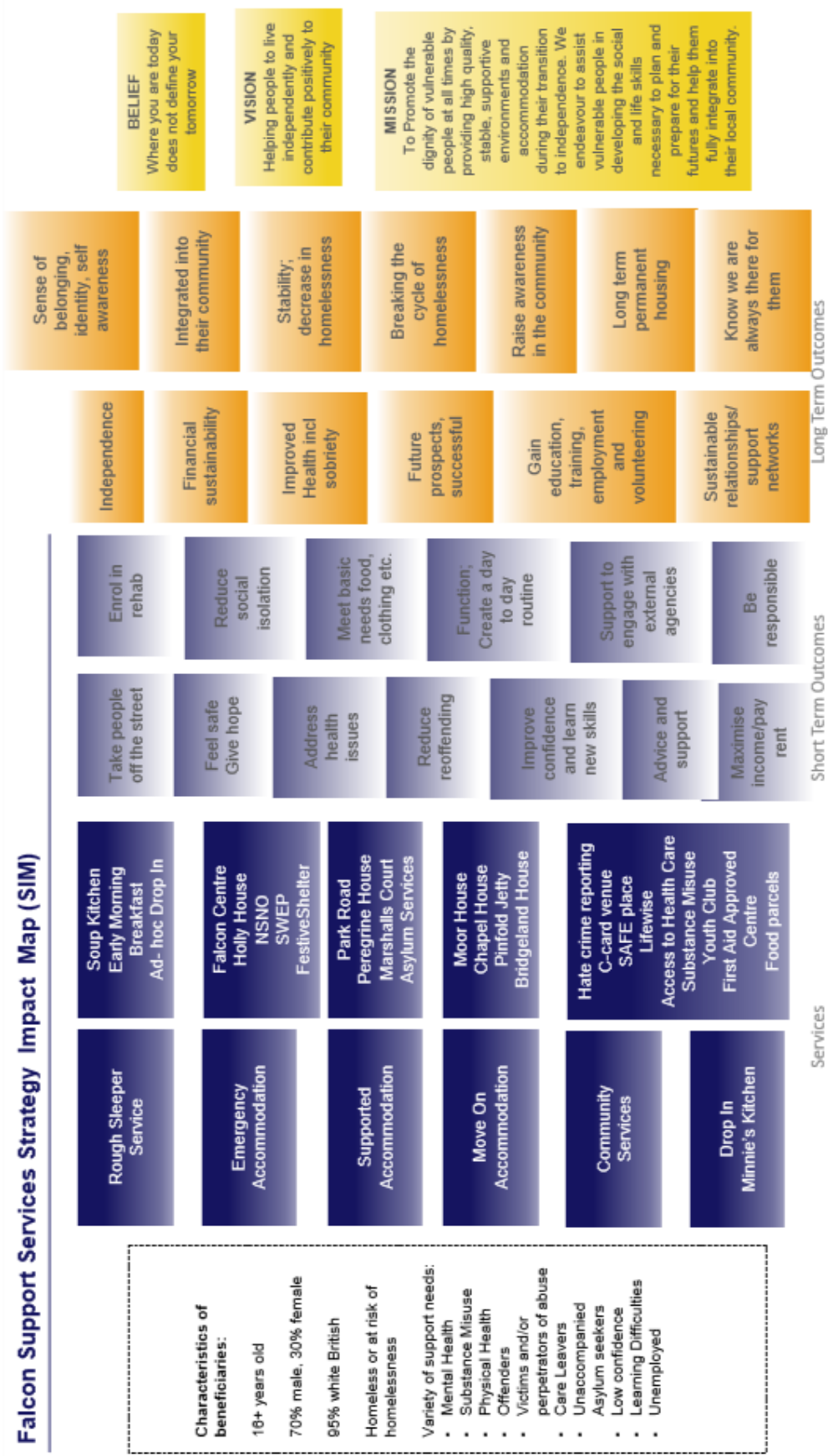


# Business Strategy

<b>To develop our organisational capacity</b>	
<b>Our strategy will be</b>	<b>We will do this by</b>
Ensuring Falcon Support Services is a financially stable charity with good governance	<p>Achieving the PQasso Quality hallmark</p> <p>Developing a Business Model in delivering First Aid Training (physical and mental health)</p> <p>Implementing a new rents management system</p> <p>Creating a Fundraising post</p> <p>Exploring future development, tendering and partnership working opportunities that meet our strategic objectives</p>
To have a professional, trained staff and volunteer team that are committed experience and professional	<p>Achieving Investors in People</p> <p>Providing in-house and external training programmes of a high quality</p> <p>Becoming a Living Wage Employer</p> <p>Implementing a new timesheets system</p> <p>Creating a Volunteer strategy</p>
<b>To prevent rough sleeping</b>	
<b>Our strategy will be</b>	<b>We will do this by</b>
To provide a smooth transition from rough sleeping to supported housing to independence	<p>Expanding our rough sleeper service including delivery of a preventative Drop In service across the county</p> <p>Providing emergency accommodation to enable people to move off the streets quickly</p> <p>Removing barriers to those in need of accessing supported accommodation and assisting them to gain permanent housing</p>
<b>To offer a high standard of diverse accommodation to meet the needs of our service users</b>	
<b>Our strategy will be</b>	<b>We will do this by</b>
Developing new accommodation solutions which meet the needs and preferences of our customers	Becoming a Registered Social Landlord

	<p>Working with private sector landlords and social housing providers to increase our portfolio of properties across Leicestershire</p> <p>Purchasing our own accommodation</p> <p>Increasing our offer of move on supported accommodation and longer term forever homes</p> <p>Developing a Housing First offer</p>
Ensuring a high standard of accommodation	<p>Achieving the Decent Homes Standard</p> <p>Becoming a Psychologically Informed Environment with a strengths-based approach</p> <p>Developing an in-house maintenance and PAT testing team</p>
<b>To enable people to live independently</b>	
<b>Our strategy will be</b>	<b>We will do this by</b>
<p>Providing interventions to aid recovery enabling clients to transform their lives and move away from homelessness permanently</p>	<p>Registering with the Care Quality Commission</p> <p>Providing on site substance misuse, physical and mental health specialist support</p> <p>Delivering Lifewise workshops and an engaging programme of social, education and sport activities</p> <p>Hosting recovery week annually</p> <p>Encouraging and actively promoting co-production of our services</p>

# Our Strategic Impact Map





# Job Description

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<b>Post title:</b>	Trustee
<b>Location:</b>	Loughborough
<b>Hours of duty:</b>	Approx. 18 hours per year
<b>Responsible for:</b>	CEO, Staff, Volunteers, Trainees, and Student Placements

## **Purpose:**

As an essential member of the charity the trustees will work with the board to provide feedback and support to help with growth, management and development of strategy and in line with the overall strategy.

Trustees will contribute to the charity by bringing independence, impartiality and a wider experience from relevant sectors, therefore recruiting those with an operational/strategic management, youth and community, sales, marketing, housing, mental health, substance misuse, professional and financial backgrounds.

## **Tasks and Responsibilities:**

Trustees have overall legal responsibility for the charity. They must ensure that:

The charity pursues its objects or purposes and complies with the law, as set out in its governing document.

The assets (including funds, investments and property) of the charity are protected and used exclusively to pursue its purposes.

The charity remains solvent and is not exposed to undue risk.

Trustees must act at all times in the best interests of the charity and its beneficiaries. They must avoid situations where their personal or other interests conflict with the interests of the charity and must not profit from their role unless it has been allowed.

Work collaboratively on a strategy with the board, including seeking investors and developing networks

In carrying out their duties, trustees have a duty of care to act reasonably and prudently and a higher duty in areas of their own expertise.

The trustees' board takes decisions collectively and they must meet as they need to in order to carry out their responsibilities.

Trustees can only take decisions independently in their role as trustee if the governing document or statutory provisions, and a decision of the trustee board, gives them the authority to do so. An individual trustee cannot bind the other trustees to a course of action unless it has been authorised by the trustees as a whole.

Trustees are not expected to be experts in every field, but they have a duty to take advice when they are not confident about taking a decision.

Trustees need to remember that duties such as that to avoid conflicts of interest, act with integrity and not obtain personal benefit are triggered not only by their own interests but also those of individuals or organisations connected to them by

personal financial linking or duties. For example, family, business partners or other trusteeships. Such people are referred to as “connected persons” or persons “sharing a common purse”.

### **Trustee Person Specification Essentials**

- Committed to the charities aims, values and mission statement
- Experience of networking at a senior level within organisational management, sales, marketing, housing or finance
- Able to represent Falcon Support Services whenever reasonably required at a strategic level
- Understanding of the legal duties, responsibilities and liabilities of the Trustee role

### **Personal Qualities**

- Ability to see bigger picture
- Non-judgemental, impartial and fair
- Willingness to contribute
- Tactful and diplomatic
- Respectful
- Willingness to be involved and learn from others
- Specific skills and abilities relevant to the strategic development of the charity

### **Vision**

- Strategic vision
- Excellent communication, persuasive and interpersonal skills
- Ability to work as part of and to contribute to the team

### **Experience**

- Experience of developing and implementing strategy
- Senior organisational management
- Implementing change and organisational growth
- Strategic networking, building and maintaining relationships to contribute organisational growth

### **Trustee Meetings**

Meetings are usually held every 4 to 6 weeks with scheme reports sent out prior, meetings normally last approx. 1.5-2 hours and can be attended by conference call with prior arrangement. In line with the volunteer policy any expenses will be reimbursed.

As well as the quarterly trustee meetings there will be an AGM to attend. Trustees will also where possible provide support to the CEO or board by email or phone.

### **Term of Office**

One year, where the board can stand down and/or be re-elected.

# Essential Roles of a Trustee

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## 1. Set and maintain vision, mission and values

## 2. Develop strategy

The trustee board is responsible for establishing the essential purpose or mission of the organisation. They are also responsible for guarding its vision and values. Together, the charity board and chief executive officer develop long-term strategy. Meeting agendas reflect the key points of the strategy to keep the organisation on track.

## 3. Establish and monitor policies

The trustee board creates policies to govern organisational activity. These cover:

- Guidance for staff
- Systems for reporting and monitoring
- An ethical framework for everyone connected with the organisation
- Conduct of trustees and board business

## 4. Set up employment procedures

The charity trustee board creates comprehensive, fair and legal personnel policies. These protect the organisation and those who work for it. They cover:

- Recruitment
- Support
- Appraisal
- Remuneration
- Discipline

## 5. Ensure compliance with governing document

The governing document is the rulebook for the organisation. The board makes sure it is followed. In particular, the organisation's activities must comply with its charitable objectives.

## 6. Ensure accountability

The board should ensure that the organisation is accountable as required by law to:

- The Charity Commission
- The Inland Revenue
- Customs and Excise
- The Registrar of Companies (if it is a company limited by guarantee).

The board also needs to make certain that the organisation is accountable to donors, beneficiaries, staff, volunteers, and the general public. This means publishing annual reports and accounts and communicating effectively.

## 7. Ensure compliance with the law

The board is responsible for making sure that all the organisation's activities are legal.

## **8. Maintain proper fiscal oversight**

The board is responsible for effectively managing the organisation's resources so it can meet its charitable objects. It:

- Secures sufficient resources to fulfil the mission
- Monitors spending
- Approves the annual financial statement and budget
- Provides insurance to protect the organisation from liability
- Seeks to minimise risk
- Participates in fundraising (in some organisations)
- Ensures legal compliance

## **9. Select, manage and support the chief executive**

The board creates policy covering the employment of the chief executive. It selects and supports the chief executive and reviews his or her performance.

## **10. Respect the role of staff**

The board recognises and respects the domain of staff responsibility. At the same time, it creates policy to guide staff activities and safeguard the interests of the organisation.

## **11. Maintain effective board performance**

The board keeps its own house in order. It takes steps to establish:

- Productive meetings
- High standards of trustee conduct
- Effective committees with adequate resources
- Development activities
- Recruitment and induction processes
- Regular performance reviews
- Partnership with consultants where necessary

## **12. Promote the organisation**

Through its own behaviour, governance oversight and activities on behalf of the organisation the governing board enhances and protects the reputation of its organisation. Board members are good ambassadors for the organisation.

# Candidate Profile

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We are seeking enthusiastic individuals that are extremely self-motivated and possess a “can do” attitude.

As a trustee:

- Your skills will align with our strategic direction
- You will have sector knowledge/experience or technical skills in one of the specified areas:
  - Accounting/Finance
  - Legal/Housing Law
  - Marketing/PR/Communications
  - Fundraising/Bid Writing
  - Human resource management
  - Health
  - Strategic development/implementation/business
- You will be motivated, pro-active and attentive with a passion for the cause, wanting the charity to succeed
- You will actively participate in discussions, bringing different points of view
- You will seek clarification when needed
- You will absorb and analyse information
- Willingness to critically question and challenge advisers, being assertive without being aggressive

## What you can expect to get out of the role

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- A sense of achievement, satisfaction and purpose
- An opportunity to learn about a new sector
- Put your skills and experience to use and make a lasting difference to a cause you care about
- Learn about the management and strategy side of charities by taking on a leadership role
- Work with new and interesting people from diverse background
- The experience will enhance your CV and may open doors to new career paths

# How to apply

## TRUSTEE APPLICATION FORM

Please complete the application form and send to [Jane.Fele@falconsupportservices.org.uk](mailto:Jane.Fele@falconsupportservices.org.uk)

Name			
Home Address			
Telephone	Mobile		Work
Date of Birth <i>(Requested by Companies House)</i>			
Please indicate if you have experience/skill in any of these areas or any other skills/experience you think would be useful			
	Human Resources		Management
	Financial / Accounting		Housing/homelessness/welfare
	Fund Raising		Other
	Legal		
Please give a brief statement of why you are interested in becoming a trustee and what you hope to gain from the experience.			
The Trustees generally meet every six weeks on a Tuesday evening. Occasionally there will be a requirement for additional meetings, work and training. Are you able to give this commitment? YES/NO			

### Trustee applicant's declaration of eligibility:

I declare that:

- I am over age 18.
- I am not an undischarged bankrupt.
- I have not previously been removed from trusteeship of a charity by a Court or the Charity Commission.
- I am not under a disqualification order under the Company Directors' Disqualification Act 1986.
- I have not been convicted of an offence involving deception or dishonesty (unless the conviction is spent).

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date