

Groundswell Treasurer Candidate Pack

Letter from Chair

Dear Candidate

Groundswell is a dynamic and growing charity that has a unique and impactful way of tackling homelessness – supporting people with experience of homelessness to be at the heart of solutions.

Our largest area of work, Homeless Health Peer Advocacy, supports homeless people to access healthcare. This work saves the lives of some of the most vulnerable members of our society, supports our inspiring volunteers to move beyond homelessness and progress to employment, and saves the NHS money, as evidenced by independent research by the Young Foundation.

This work is much needed as homelessness has continued to grow at an alarming rate –by 134% in London since 2010.

We are looking for a finance professional, qualified by examination or experience, to utilise your skills and knowledge to support the growth of our charity. We need you both to challenge and support our management team and to provide proper scrutiny of our financial systems.

I have had the privilege of being the Chair of the Board of Trustees of Groundswell since 2012, during which time the charity has trebled in size. I look forward to welcoming a new Trustee to join me in overseeing Groundswell’s important and inspiring work.

Terry Hitchcock

Chair of Board of Trustees



Groundswell – Overall Winner at the Kings Fund GSK Impact Award 2016

About Groundswell

Mission. Groundswell exists to enable homeless people to take more control of their lives, have a greater influence on services and play a full role in our community. It was established as a project in 1996 and a registered charity in 2001. We develop and deliver innovative projects that put people with experience of homelessness at the heart of solutions focusing on participation, research and health.

Background. We have been at the forefront of creating work to tackle homelessness for over 20 years. We pioneered the *Speakout*; delivered innovative peer research such as *The Escape Plan*, which identified critical factors enabling people to move on from homelessness; and the *Homeless People's Commission*, involving homeless people directly in national policy issues. Delivering this work brought us new insight: how important, yet neglected, the area of health is to homeless people; and led us to create our **Homeless Health Peer Advocacy** service in 2010.

Homeless Health Peer Advocacy (HHPA)

HHPA is Groundswell's multi award-winning service provides one-to-one support for homeless people to attend health appointments, overcoming the practical, personal and systemic barriers preventing access. It is delivered by formerly homeless volunteers who build trusting relationships with homeless people, whom professionals find 'hard to reach'. HHPA increases adherence to treatment, and reduces use of A&E, missed appointments and hospital admissions, which results in improved health and NHS savings.

Last year we delivered 3,500 engagements directly supporting 625 homeless people to access healthcare, and expanded HHPA to deliver across nine London boroughs. We won First Prize at the 2014 London Homelessness Awards and were judged **Overall Winner of the Kings Fund GSK Impact Award 2016**.

Groundswell's Progression Programme

Volunteers are the heart of Groundswell's work. Our Progression Programme enables volunteers to use their hard-earned experience of homelessness to overcome barriers and make a positive contribution to society by delivering our Homeless Health Peer Advocacy service. Our cohesive, person-centred programme of training and support helps people transform from passive service users to active contributors. **Since 2010 we have supported 84 people to deliver as HHPA volunteers – of these, 43 have already moved into paid employment.**



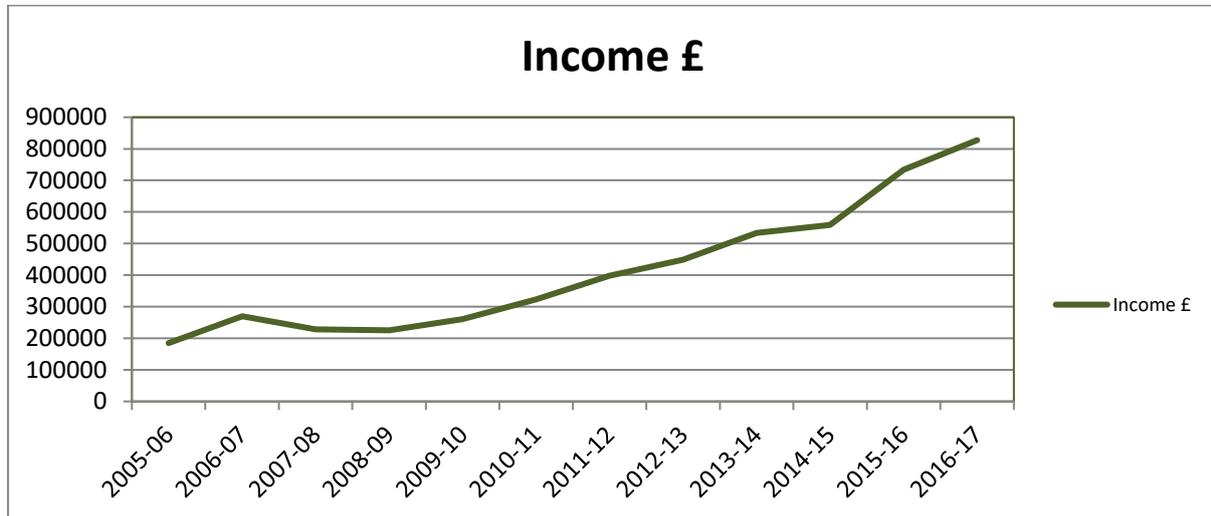
Volunteers taking a break from training

Insight & Action

Groundswell produces original research into the realities of homelessness, shining a light on areas of unmet need and then taking action to make positive social change. We utilise Participatory Action Research to achieve this - research *with* people rather than research *on* people. As an approach, it is not just concerned with collecting data but also with processes of empowerment and transformation. We produce Action Updates – information for homeless people to make informed

choices. Recent research into the health inequalities experienced by homeless people includes **Room to Breathe** on respiratory health and **Healthy Mouths** on oral health.

Groundswell Financial Overview



Groundswell's income has grown from £184k in 2005-6 to £837k in 2016-17.

Financial History

Financial year end (FYE)	Income	Spending			
31 Mar 2017	£837,772	£815,406			
31 Mar 2016	£734,656	£730,162			
31 Mar 2015	£558,683	£543,719			
31 Mar 2014	£552,273	£515,211			
31 Mar 2013	£448,277	£431,824			

Strategy

Groundswell creates peer-led solutions to homelessness, with health at the heart of our work.

Core Beliefs – Empowerment. Inclusivity. Equality.

- The whole community benefits when we tackle homelessness.
- People are our most precious resource.
- No Them and Us – Only Us. Groundswell brings people together.
- Involvement works.

Strategy – Health First!

Enabling people experiencing homelessness to access health services through peer support.

Our goal is grow from working with 500 people a year to 5,000 people within five years.

A. Develop our health focused Peer Support programme.

1. **Grow Homeless Health Peer Advocacy in London.** From nine boroughs up.
2. **Pilot HHPA offshoots.** Including TB, Hep C and Mental Health.
3. **Social Franchise.** Oversee replication of HHPA model nationwide.

B. Develop our Insight & Action programme of participatory action research.

4. **Insight.** Generate new understanding of issues, utilising the perspective and voice of people experiencing homelessness.
5. **Action.** Create positive social change as direct result of research.
6. **Communication.** Two way conduit of actionable information. Create the 'On-line home for homeless people.'

C. Become a healthier and more sustainable organisation.

7. **Progression Programme.** Hone and disseminate Asset Based Coaching model.
8. **Moving on UP.** Universally Professional culture and infrastructure. Psychologically Informed. Distributed Leadership. People centred HR. Well-resourced. Fit for purpose premises.
9. **Sustainable Business Model.** Tenacious costing, contract negotiation and budget management to generate surplus on delivery. Upgrade development and fundraising to generate sufficient resources for projects and more unrestricted income.

Treasurer Role Description

Role Summary

- Monitor the financial standing of the charity and the strategic management of its financial resources.
- Oversee the charity's financial risk management process.
- Provide scrutiny of finance staff to ensure regular management accounts are produced and that annual accounts are submitted to all relevant regulators in a timely fashion.
- Ensure that Groundswell's finances are responsibly managed in order to effectively deliver our mission.

Main Responsibilities:

Finance

- Ensure all strategic plans are financially appraised and budgets are aligned to both short-term and long-term objectives each year.
- Oversee planning and budgeting processes in participation with the Board and constructively challenge where required.
- Lead in the development and implementation of financial reserves, cost management and investment policies.
- Ensure all finance management and reporting is done within SORP guidelines and bring best practice to Groundswell's financial strategy and procedures.

Reporting

- Ensure a high standard of management accounting is maintained.
- Provide Board level liaison with external auditors including an overview of the whole audit process.
- Guide and advise the Board of Trustees regarding the approval of the annual report and audited accounts.
- Explain technicalities of accounts in plain language, which is fully understood by the trustees.

Governance

- Lead the Board's duty to ensure proper accounting records are kept; financial resources are controlled, invested and economically spent in line with governance, legal and regulatory requirements.
- Advise on the financial implications of the charity's strategic plans and oversee the charity's financial risk-management process.
- Develop reserves policy and keep the Board regularly informed of unrestricted reserves position and advise on coping with changing circumstances.
- Chair the quarterly Finance Committee in line with terms of reference and report back to the Board of Trustees.
- Attend quarterly Board Meetings, including one Annual Away Day and other meetings as required.

Person Specification

Essential

- Finance professional, qualified by examination or experience, with demonstrated commercial awareness and knowledge.
- Demonstrated knowledge and experience of charity finance practices including familiarity with SORP.
- Proven ability to communicate and explain financial information to members of the Board and other stakeholders.
- Analytical and evaluation skills, demonstrating sound judgement.
- Understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship.
- Dedicated to the organisation's mission and core beliefs.
- Competent use of IT skills.

Desirable

- Willing to act as an ambassador for Groundswell to external bodies, charities and companies.
- Previous experience of working or volunteering with a charity.

Time Commitment

- There is a minimum of eight meetings each year: four full Board Meetings and four Finance Committee Meetings. There are additional time commitments on an ad hoc basis such as meetings, phone calls and emails with the Chair, CEO, finance staff and auditors. Meetings are mostly held in Groundswell's office in Central London.

Expenses

- Trustee opportunities are voluntary and not remunerated. However reasonable expenses can be reimbursed in accordance with Groundswell's Volunteer Policy.

How to Apply

All applications will be made to Reach Trustee Works in the first instance. Applications need to include both CV and covering letter.