



Greater Manchester  
**Mayor's  
Charity**

*We don't walk on by*

Trustee Recruitment Pack

July 2021



# Welcome from Chait

Thanks for taking the time to find out more about us here at Greater Manchester Mayor's Charity. We are a group of highly committed people seeking to make real change within the homelessness system across our city region. We believe that homelessness has no place here in Greater Manchester. We bring people, businesses and communities together to pioneer new ideas and invest in promising practice.

It has been quite a journey for the charity to date. We emerged from a moment of real crisis in 2018, when the numbers of people sleeping rough were higher than they'd been in a decade. From the very start, we played a fundamental role in funding the establishment of the flagship 'A Bed Every Night Programme' which has reduced rough sleeping numbers across Greater Manchester by 52% since its inception.

We then faced (like the rest of the world) the unprecedented challenge of a global pandemic. Once again, our funding played a vital role in the city region's response. Our Covid-19 Funding programme will soon have reached over 150 frontline organisations. We supported the homelessness sector with vital investments (enabling the rapid adaptation of frontline operational models) as well as delivering grass roots community funding, which still continues to support response and recovery.

Now, as we begin to emerge from these critical times, the charity is at an exciting point in its development. We have taken stock, built some incredible relationships, learnt from the past and looked ahead. We have been working hard behind the scenes adopting an evidence based approach and have developed our own model of 'thought leadership'. We recently expanded our operational team and you will soon see our new strategy, new website, roll out of contactless donation infrastructure and the beginning of targeted campaigns and events.

It seems timely to recruit new trustees to join us on this journey. This document is designed to give you an insight into the scale of the achievements of Greater Manchester Mayor's Charity and our ever-growing ambitions for the future. Take a look and consider joining us. You will find us to be a friendly, inclusive, innovative and brave bunch of people looking to further diversify the board itself, embrace new ideas and enrich the varied skills we collectively bring to the table. We are making things happen, come and join us. With great people, great change is possible.



We look forward to meeting you  
Best wishes

*Tim Heatley*

Chair or Trustees

"A core human need is for safety, for warmth, for security.

It is the recognition of this for all of us that powers so much change and so much activity. That is why the continuing presence of homelessness is both an affront to decency and a challenge to all of us..."

*Julia Unwin,*

*Leader committed to Social Justice*

*The official bit...*

# About the role

The Charities Act 1993 defines charity trustees as those responsible under the charity's governing document for controlling the administration and management of the charity.

The trustee board must always act in the best interests of GMMC, exercising the same standard of duty of care that a prudent person would apply if looking after the affairs of someone for whom they have responsibility. The trustee board must act as a group and not as individuals.

Trustee positions are unpaid and voluntary.

The duties of a trustee board member are to:

- Ensure that GMMC complies with its governing document, charity law, company law and any other relevant legislation or regulations
- Ensure that GMMC pursues (and applies its resources effectively towards) its objects as defined in its governing document
- Contribute actively to the board of trustees by giving firm strategic direction to GMMC, setting overall policy, defining goals, setting targets, and evaluating performance against agreed targets
- Protect and promote the good name / core values of GMMC, acting at all times and in the best interests of the charity
- Ensure the financial stability of GMMC and ensure risk is well managed and mitigated
- Pro-actively represent GMMC in the wider world to increase the reach, network and opportunities of the charity
- Take personal and collective responsibility to learn more about the complexity of issues surrounding homelessness and how it impacts people in Greater Manchester
- In addition to the above statutory duties, each trustee should use any specific skills, knowledge or experience they have to help the board of trustees reach sound decisions. This may involve leading discussions, identifying key issues, providing advice and guidance on new initiatives, and evaluating or offering advice on other areas in which the trustee has particular expertise
- Above all, strive for excellence, innovation and real change

**Registered Charity Number : 1180418**

# Who are we looking for?

Each trustee **must** have:

- Commitment to the mission of Greater Manchester Mayor's Charity
- Willingness and availability to meet the minimum time requirement
- Integrity
- Sound independent judgement
- Openness to new ideas and willingness to speak their mind
- An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- An ability to work effectively as a member of a team and to take decisions for the good of GMMC
- Familiarity with Greater Manchester

We are **particularly keen** to recruit trustees with one (or several) of the following skills/attributes:

- **A personal experience, connection or motivation driving you to want to contribute to work in the homelessness field**
- **Experience of strategic fundraising at scale**
- **Knowledge of social investment & innovative finance models**
- **Digital/tech expertise**
- **A new trustee embarking on their first board position**

GMMC is a welcoming, open and flexible organisation. Through this recruitment, we are pro-actively seeking to ensure that our board comprises a rich mix of personal as well as professional perspectives, positions and experiences so that we are able to grow and learn better together.

We welcome and value the unique contributions that you can bring in terms of education, opinions, culture, ethnicity, race, sex, gender identity and expression, nation of origin, age, languages spoken, colour, religion, disability, sexual orientation and beliefs. Only by working inclusively and collectively, can we make real change in the world.

# Time commitment

Our trustees are the driving force of the charity. It is a big job! But it is very rewarding. Currently the time commitment is as follows:

- There are 6 x board meetings per year (2 hrs each)
- In addition to this, special meetings may be called in-between
- There are 3 x Sub-committees which each meet monthly [ Ethics - Funding & Investment - Finance, Audit & Risk ] all trustees must sit on at least one of these Sub-committees
- You will need to prepare for meetings by reviewing and absorbing papers, which are circulated in advance
- From time to time you will be expected to attend events and take on an ambassadorial role for the charity
- We run an annual strategic away day which all trustees attend
- There are also additional opportunities to support working groups around specific issues or developments – these are voluntary and formed on a case by case basis
- We are seeking trustees on a 3 year term.

>> If you think this is too much time commitment for your current situation, but you are still keen to get involved, we are also looking to form an **Ambassadorial Group**. Ambassadors will help us expand our networks and increase our reach.

*Just drop us a line if you think this would be a better fit for you.*

# How to apply...

Please take some time to read the rest of this document to find out more about our work.

If you are keen to join us, please send:

a) Your current CV

b) A personal statement outlining why you are interested in joining us  
N.B. this can be written (max 2 pages) or a video (max 2 minutes)

>>> It is important that you demonstrate how you meet the criteria laid out on slide 6

**Please email your application to:**

vanessa.haworth@gmmayorscharity.co.uk

**Deadline:**

12 noon, Friday 6<sup>th</sup> August

More about us...

# Who we are

## Patron >



**Andy Burnham**  
Mayor of Greater  
Manchester

## Trustees >



**Tim Heatley**  
(Chair)  
Capital &  
Centric



**Liz Treacy**  
Head of  
Legal GMCA



**Rev Ian Rutherford**  
Faith Sector  
Lead GM



**Jane Forbes**  
PWC



**Darren Thwaites**  
MEN



**Sharon Jones**  
Funding  
Specialist



**Mike Perls MBE**  
MC2



**Dr Kailash Chand OBE**  
Health Sector



**Beth Houghton**  
Palatine Private  
Equity

## Team >



**Vanessa Haworth**  
Head of GMMC



**Sarah Nurton**  
Engagement and  
Comms Lead



**Tom Allanson**  
Team Admin

## *Our Vision*

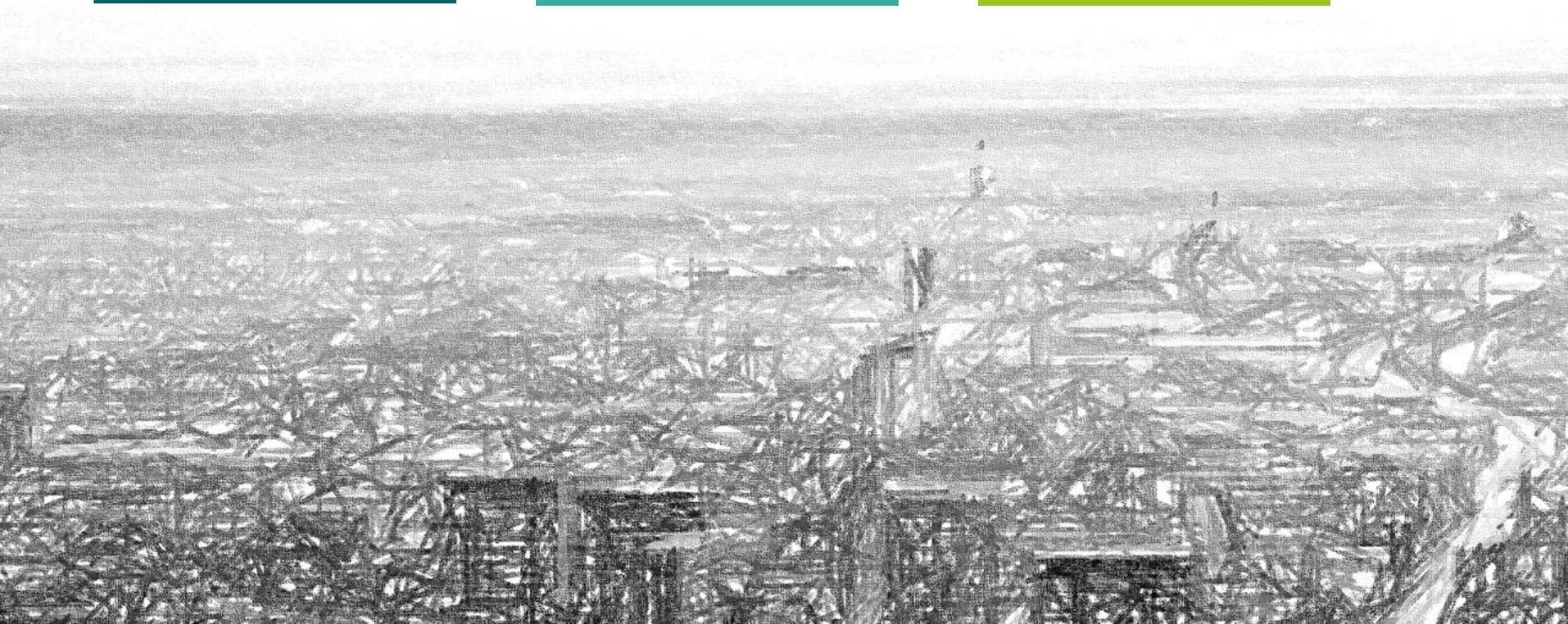
To be recognised as a pioneering charity that provides innovative blueprints for other city regions to deal with significant social issues



> *Effective*

> *Pioneering*

> *Collaborative*



# *Our Objective*

To significantly reduce homelessness throughout Greater Manchester by 2024, by funding innovative and traditional projects that help with both structural and individual causes of homelessness



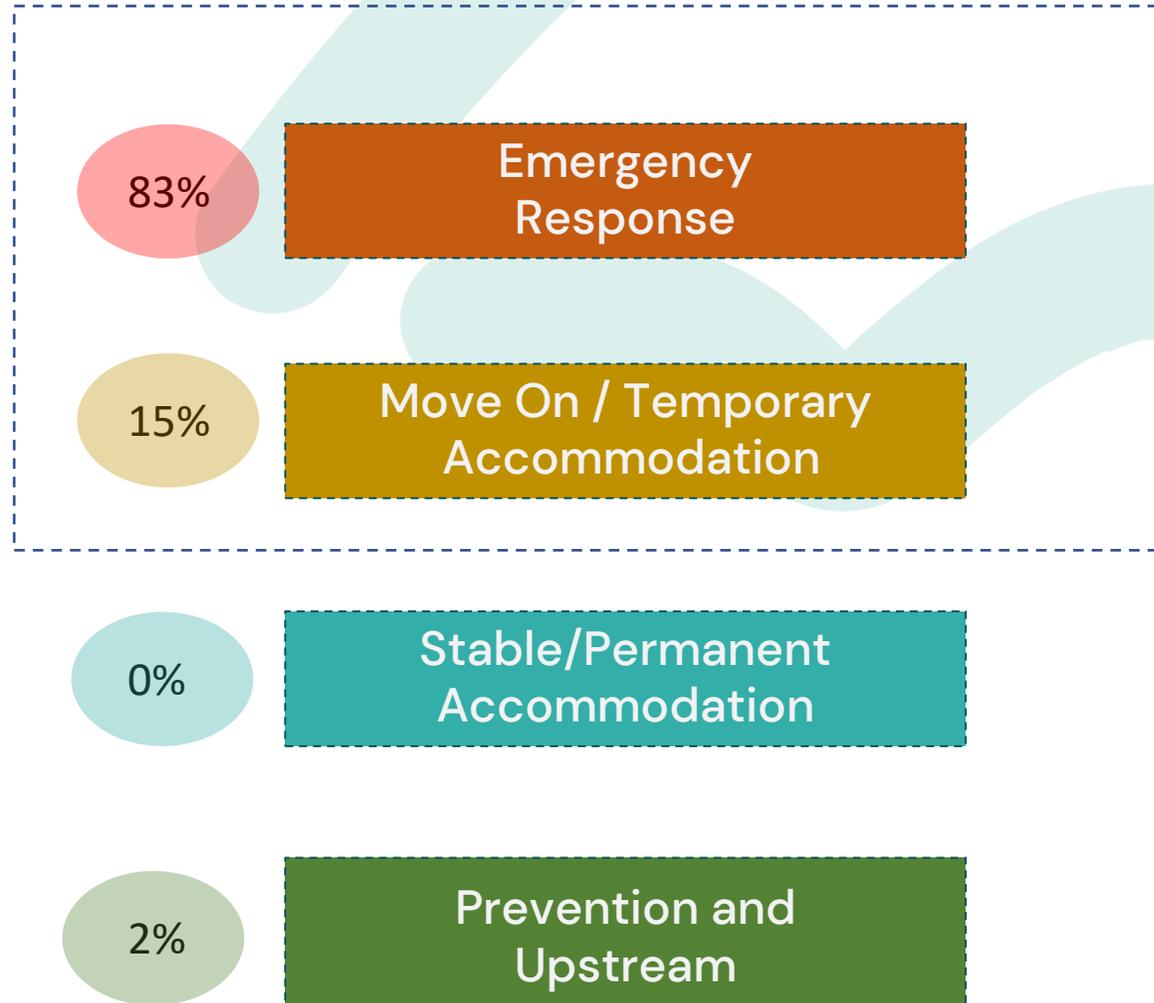
## *Key numbers...*

- 3 years old
- £2.8 million funds raised
- £2.7 million invested into frontline charities
- Exceptionally low operational costs
- Grants supporting over 150 organisations
- All 10 boroughs of Greater Manchester reached
- 52% Reduction in rough sleeping across GM

# Our support of the ecosystem to date

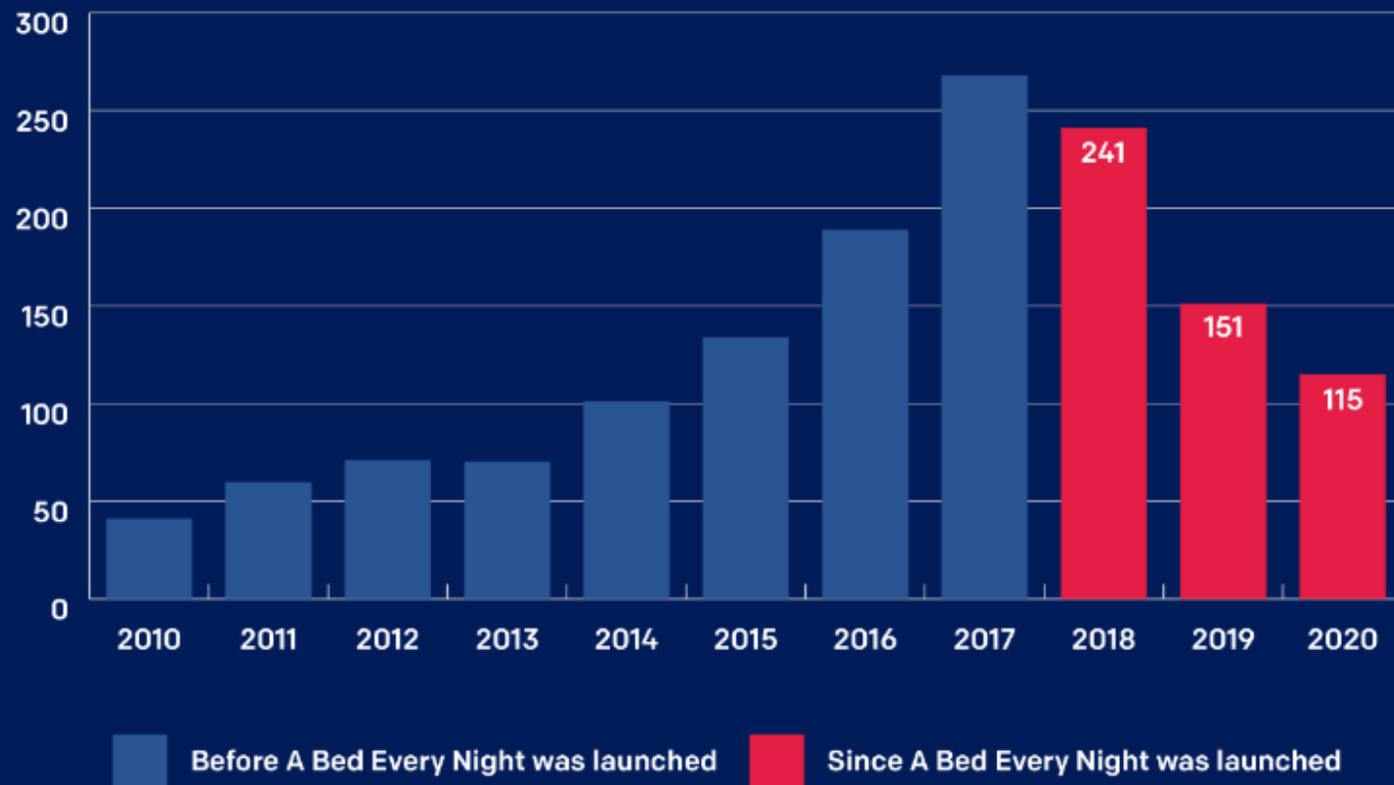


GMMC spend during our first two years



*Huge impact*

### Number of people sleeping rough in Greater Manchester between 2010 and 2020



*Looking ahead...*

# The tip of the iceberg

A deep dive into the data shows that while the numbers of people experiencing street homelessness are decreasing, there is real pressure building beneath the surface here in Greater Manchester.

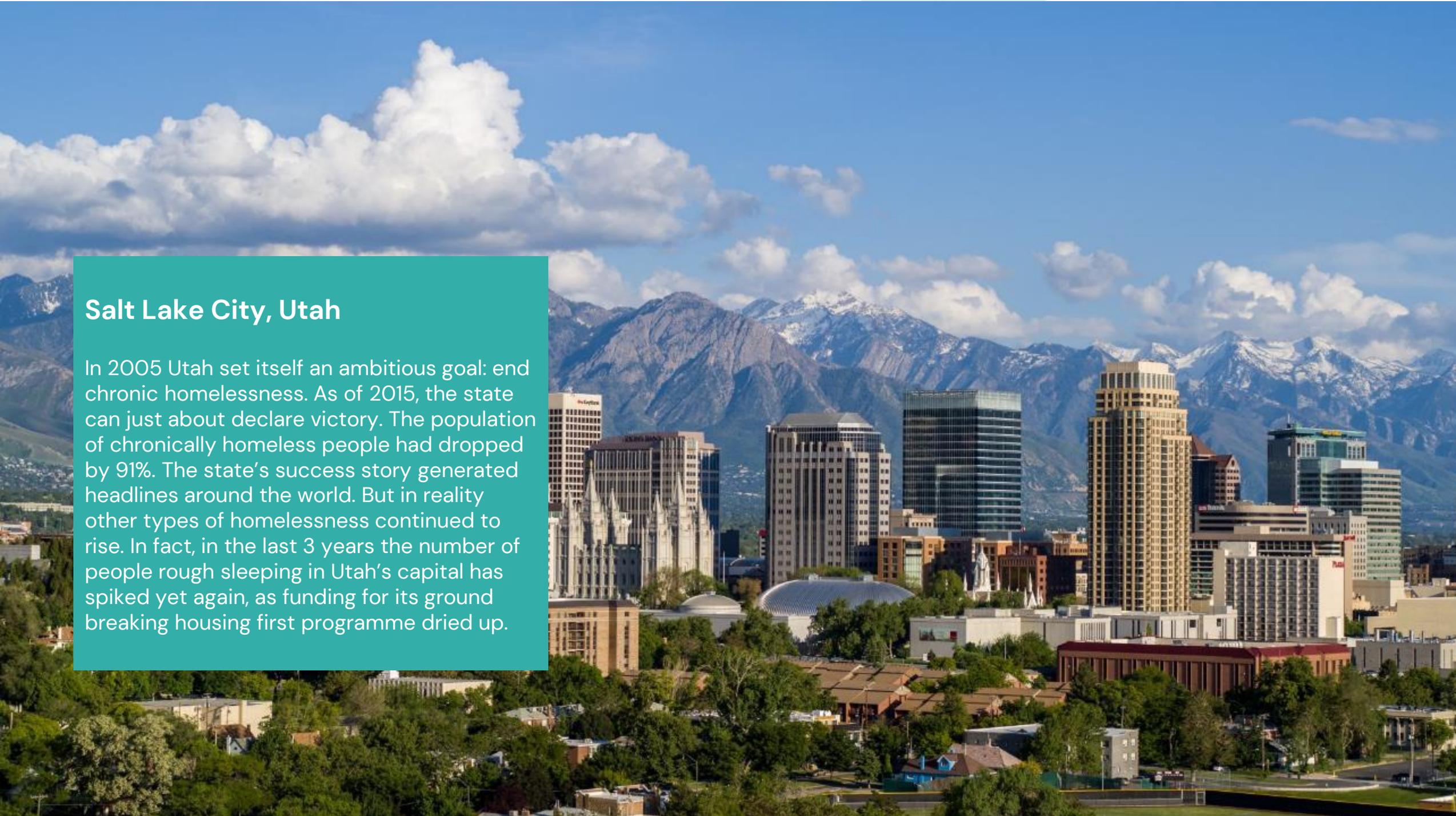
Less visible types of homelessness (i.e. those on housing waiting lists, people who are sofa surfing, families and individuals placed in B&B's, young people staying with friends and those in precarious or unsupported tenancies) are increasing in number and in need.

We need to act to relieve the mounting pressure. We need to challenge people's perceptions of who experiences homelessness and what it looks like. We need to move upstream to preventative work and look at fundamental issues: such as the lack of homes, the gaps in recovery support and the key moments along the journey where a well designed intervention could make all the difference.



*Reducing*

*Increasing*



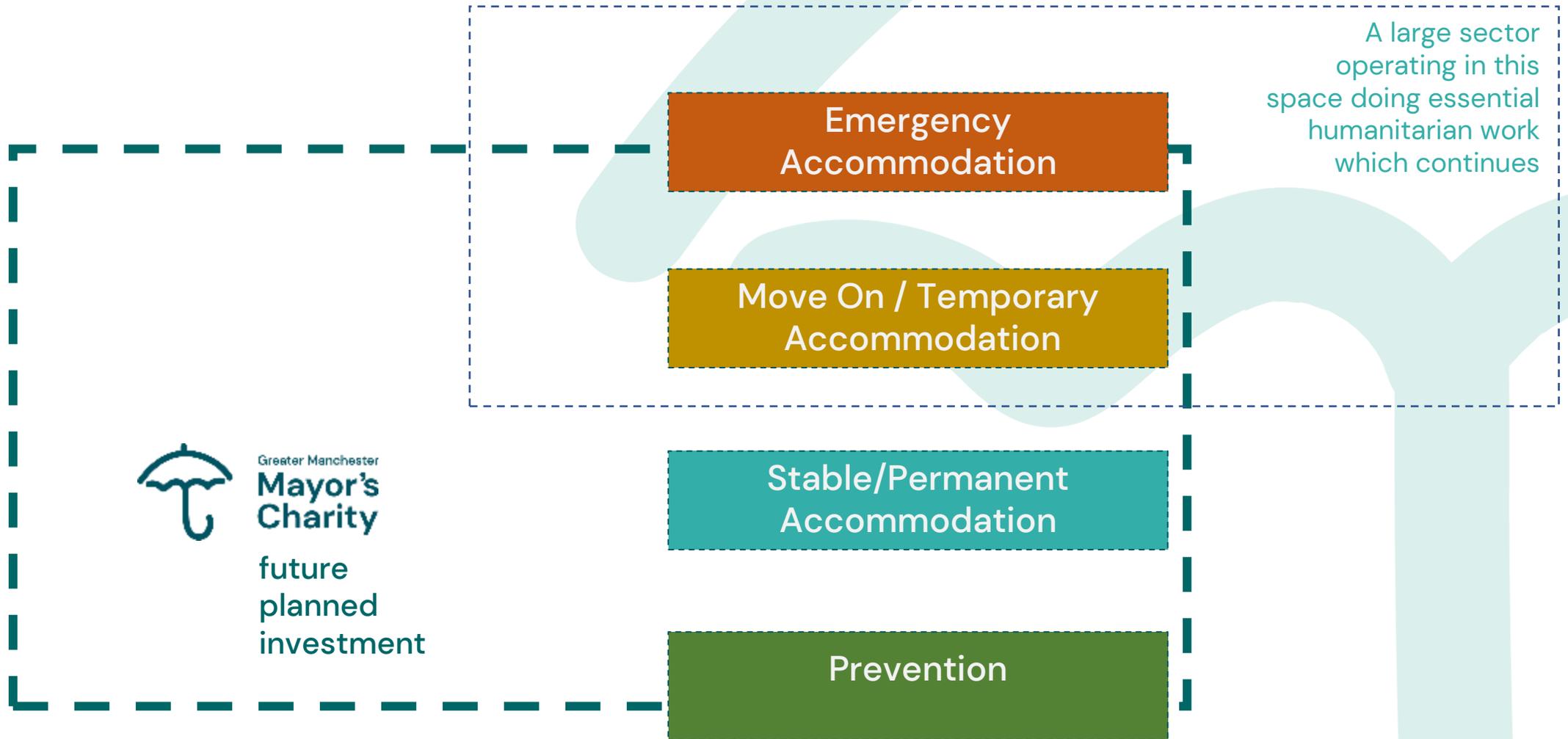
## Salt Lake City, Utah

In 2005 Utah set itself an ambitious goal: end chronic homelessness. As of 2015, the state can just about declare victory. The population of chronically homeless people had dropped by 91%. The state's success story generated headlines around the world. But in reality other types of homelessness continued to rise. In fact, in the last 3 years the number of people rough sleeping in Utah's capital has spiked yet again, as funding for its ground breaking housing first programme dried up.

“The moment someone becomes homeless is not an isolated incident that happens out of the blue. It is a milestone on a journey that could be prevented and halted at a number of junctures along the way.”

*Campbell Robb, Chief Executive of National Social Justice Charity*

# Strategic shift to Prevention & Accommodation spaces



# *Focused programme criteria...*

## **Concept Criteria:**

- > Scalability
- > Sustainability
- > Promising Practice

## **Design Fundamentals:**

- > Based on Co-Design
- > Clarity of Evaluation
- > Embedded in the Eco-system

# Thought Leadership Approach



2021/22 Fundraising Target >

*£3 million*



# New Programme

## Emergency Response

### A Bed Every Night

### Collaborative Funds

Emergency Accommodation Scheme run across GM. 52% reduction in rough sleeping since its inception in 2018.

Covid Emergency Funds, Migrant Destitution Fund, The Big Give etc. Facilitating cooperation and collaboration within the sector.

25%

## Places & Spaces

### Move On Accommodation

### Permanent Accommodation

Cost effective, scalable, modular concepts for move on housing.

Analysing wrap around support that enables recovery.

Innovative finance models to unlock affordable housing solutions.

Re-establishing traditional charity models of giving.

50%

## Targeted Prevention

### People Transitioning

### Families at Risk

Direct interventions when people are leaving the care system, hospitals, prisons, immigration and/or other services to prevent imminent destitution.

Key moments of risk where individuals are identifiable and engaged.

Direct interventions for families at risk of becoming homeless.

Driven by data that majority of people rough sleeping experienced homelessness before they were 19 years of age.

25%

< HEADLINE PROJECT IN EACH STRAND >

# Emergency Response

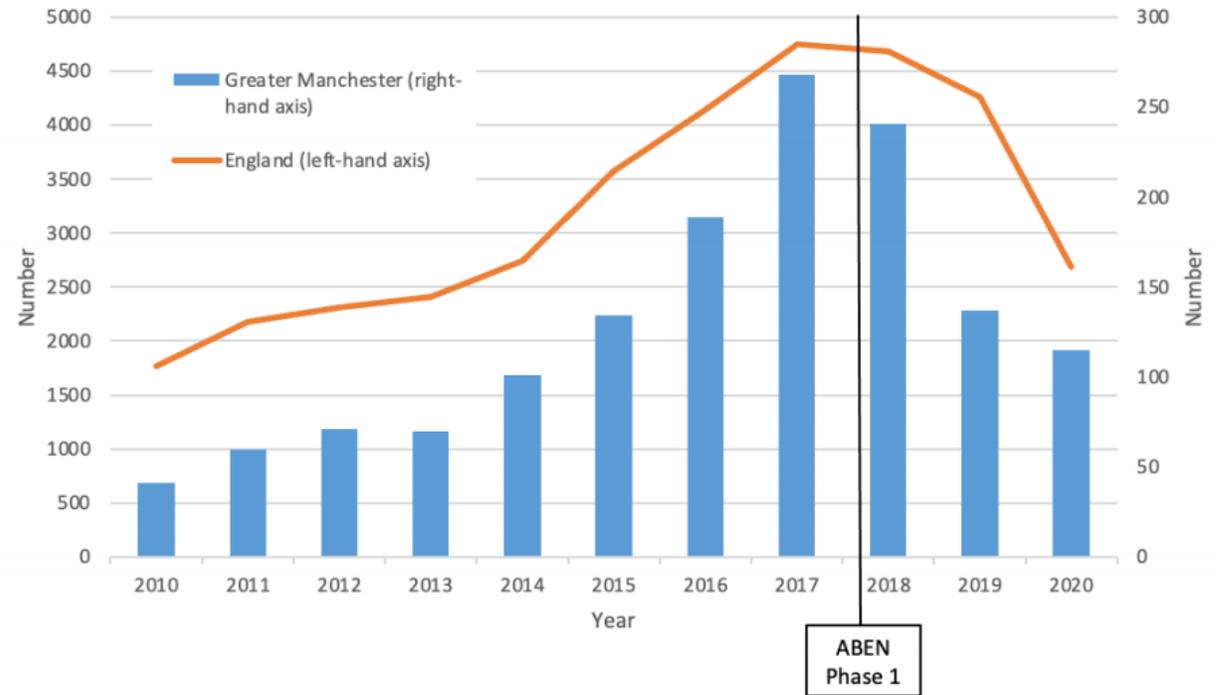
"It's just such an amazing project that rough sleepers are now accommodated no matter what the weather. Which now looking back is astonishing that wasn't the case before hand."  
(Frontline worker)

"In terms of ABEN's contribution to reduction in rough sleeping... in terms of being able to provide immediate, emergency accommodation, the trends are undoubtedly there in terms of you can absolutely see that number's reduced... and ABEN a big contributing factor" (Local informant, statutory)

"If you pulled the resource out, or you said we'll draw a line under ABEN or anything like that, there's real risks there that individuals will return to a rough sleeping... you're going to see an immediate impact." (Local informant, statutory)

# Continued support of A BED EVERY NIGHT

Figure 2: Trends in local authority rough sleeper estimates in Greater Manchester & England, 2010-20



< HEADLINE PROJECT IN EACH STRAND >

## Places and Spaces >

Greater Manchester Mayor's Charity are becoming a Fundraising Partner of the Embassy Village scheme. This means we will be supporting Sid and the team in reaching their ambitious target of £2.5million+ for the capital element of the build.

"Embassy is a faith based charity. We're planning to create a new community in Manchester that will provide much needed **wrap-around support** for vulnerable men experiencing homelessness. Embassy Village will provide a **safe environment** to enable them to get back on their feet.

Embassy began by repurposing a luxury **tour bus to provide emergency shelter and support to vulnerable adults**. Like many other UK homeless shelters, we had to close the bus during the COVID-19 pandemic so we've been reinventing what we do. We now have a number of homes across **Manchester, Salford and Bolton** that provide residents with their own room – something many have dreamed of for a long time.

Our approach is to **reintegrate vulnerable people back into society** by helping them to find work and a home of their own, reducing the pressure on local councils. We work hard with our residents to build their confidence and life skills so they can contribute to society again, offering them **a hand up, not a hand out.**"

*Sid Williams*

Embassy Founder

<https://embassyvillage.co.uk/>



< HEADLINE PROJECT IN EACH STRAND >

## Targeted Prevention >

Looking specifically at new interventions for homeless families

%

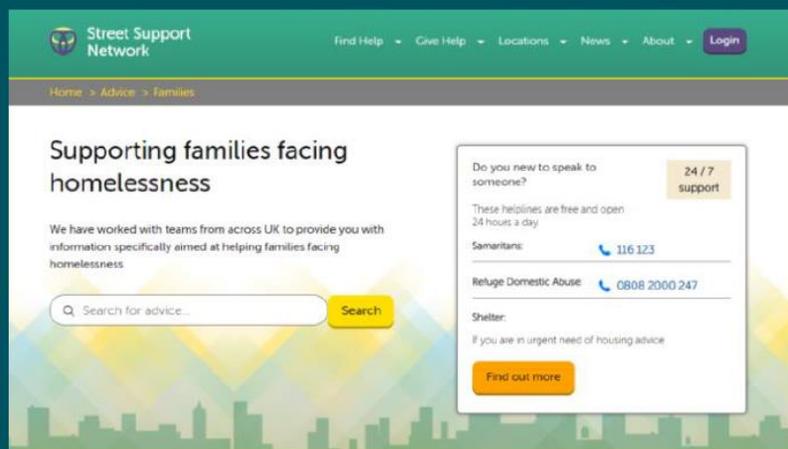
Number of homeless families across GM has risen by 1000%

2742

Homeless children living in temporary accommodation across GM



2 years is considered an average 'temporary' placement



Direct Cash Transfers are an innovative new intervention in the homelessness space. We are developing a pilot scheme to test them here in Greater Manchester, working with families at the point that their homelessness occurs.

The concept is that quick injection of cash at a critical moment can stop a family falling into the homelessness system (where they may end up staying for years).

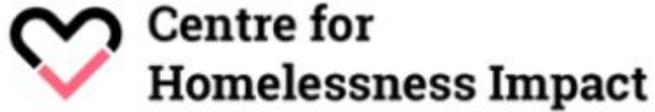
This prevents unnecessary trauma and the future implications that an experience of homelessness can have on a young person's life. N.B. We know that of adults who experience street homelessness in life, more than half experienced homelessness as a child or young person.

Participating families will be identified through a bespoke needs assessment and ongoing financial literacy support will be given.

Why we are so well positioned...

# Critical Emphasis on Evidence

We have built a close partnership with The Centre for Homelessness Impact – an international leader who live and breathe the data every day. They are driving emphasis on evidence for change, looking across sectors and across the globe. They bring rigour, independence and are our critical friends. They co-design our future studies and data based evaluations.



Dr Lígia Teixeira



Guillermo  
Rodríguez-Guzmán



Karoline Kirchhübel



Keir McCluskey

There is no magic formula for ending homelessness, but we should no longer be satisfied with business as usual. **With humility, determination and better methods we can transform results** (like in other fields).

# Embedded Relationships

"I see some people struggling being indoors"

"positivity with a strong link between 3rd sector + stat services"

"I see organisations coming together + not looking at things from their own organisation"

"I see new partnerships forming"

"I see good multi-agency working, although still, people sleeping rough"

"I see people getting healthy in hotels"

"I see uncertainty, confusion + contradictions"  
"I also see collaboration + opportunity for longer term change"

"I see training being offered online to people reduce loneliness"

"I see mixed experiences for different individuals"

"I see the effects of not being able to keep important 1-2-1 relationships"

"I saw lots of people embracing the chance to make a change + now I see negative patterns of behaviour returning as this becomes normal"

"I see the need to be co-ordinating the argument for 'Housing, Health + Social Care' being a single supported thing to come out of how we live now"

"I see very much that..."

"I see the financial impact on local charities + their concern for how they will sustain long term"





NUMBER of new individuals + a suggestion that people are travelling out from the city centre

involvement from the private sector"

"I see our hot food take away provision as a way of maintaining that face to face contact which technology can't replace"

"I see a cliff edge coming when the hotels step down, the court stay ends on possession claims + the first longer notices start to expire on 25th June"

"I see the impact of lack of move on options for our existing clients - it means we're not getting new spaces for new referrals those currently in hostels"

"I see sadly a regression for a lot of our guests that moved across... initial reaction was good... but since that their mental health has declined... a number going back to their addictions"

"I see an opportunity to collaborate better on local, regional + national funding opportunities"

"I see, on a positive note, in this awful situation, how many of our clients are now not having to sleep in..."



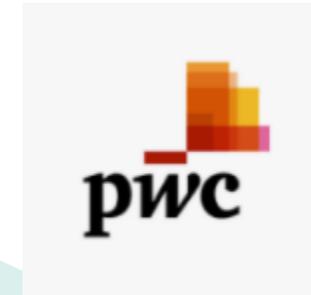



We are supporting Greater Manchester Homeless Action Network through a three year grant. These are the people committed to change and the collective voices of the city regional frontline.

Our funding is designed to increase their capacity to make the voices of people with lived experience heard in decision making spaces.

Our relationship also gives GMMC a valuable, robust mechanism for our own co-design and consultation.

# Incredible Partners



CONTEMPORARY SIX



# New Infrastructure



**TAP** to donate  
**£3** today

Greater Manchester  
Mayor's  
Charity

together  
we can end  
homelessness



#wedontwalkonby  
@GMMayorsCharity

www.gmmayorscharity.co.uk

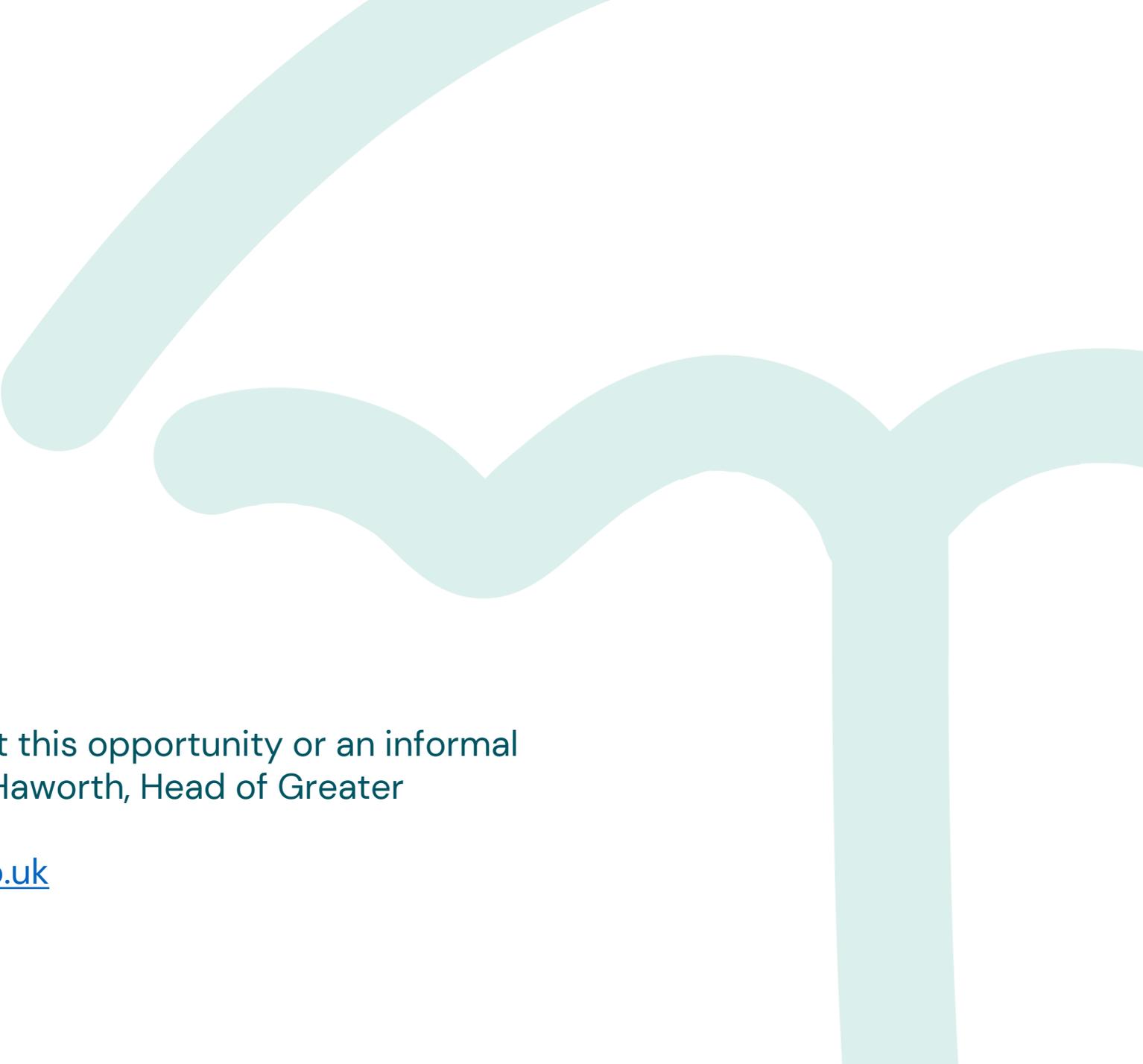
This device is sponsored by  
**ADDLESHAW  
GODDARD**



We are bringing contactless donation technology to Greater Manchester  
P.S. While you are here... if you could either host a device or help us invest in the roll out of this scheme, please get in touch. Ongoing sponsorship opportunities are available!



Need more info?

A large, stylized teal graphic on the right side of the page, consisting of several thick, curved lines that resemble a stylized tree or a series of overlapping arches.

*Let's talk more...*

If you would like more information about this opportunity or an informal chat, please get in touch with Vanessa Haworth, Head of Greater Manchester Mayor's Charity to arrange.

[Vanessa.Haworth@gmmayorscharity.co.uk](mailto:Vanessa.Haworth@gmmayorscharity.co.uk)



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