



# Goleudy

Cysylltu Pobl, Cartrefi a Chyfleoedd  
Connecting People, Homes & Opportunities

## Trustee Application Pack



# Welcome & Introduction

**Thank you for showing an interest in joining Team Goleudy. Over the next few pages, we will be telling you a little more about the organisation, the way we go about our work, and the underlying beliefs that drive us.**

Goleudy is a housing charity. For people with nowhere to live we provide accommodation, for people threatened with homelessness we work to keep them in their home. Throughout all our services we aspire to connect people, homes, and opportunities. More details of our specific projects can be found on our website [www.goleudy.org](http://www.goleudy.org)

Having motivated and enthusiastic people who want to make a difference to the lives of our clients is critical. To this end, we are currently looking for prospective trustees from a wide variety of backgrounds, to

help diversify and strengthen the strategic leadership of the organisation.

Goleudy is a charity that welcomes and embraces diversity. As such we are committed to ensuring that the Board of Trustees, (collectively) possess all our requisite competencies (described on page 12), and that we embrace diversity of ideas, background, ethnicity, gender, age, social class, and professional experience.

This pack should give you a clear idea of what we are all about and where we see our future, as well as outlining the responsibilities involved with the role. There is then a brief section on recruitment, which outlines the application process and each stage of candidate selection.

**For any further information please visit our website, [goleudy.org](http://goleudy.org), or email [information@goleudy.org](mailto:information@goleudy.org)**

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## Our Work

**Goleudy provides services to people who are experiencing homelessness, housing difficulty or profound social exclusion. These are individuals who are, for whatever reason, deemed by others, or themselves, to be disengaged and vulnerable. They may experience substance use issues, mental health difficulties or be exiting the criminal justice system. Often harshly judged and misunderstood, our clients can face difficult lives. Our job is to make their lives better.**

Goleudy provides services to almost 2000 people every year, we have an annual turnover of around £3 million, and provide approximately 95 job roles. We also run our own community fridge in Swansea, feeding the community and preventing tonnes of fresh, edible food going into landfill.

We provide services over five South Wales counties: Pembrokeshire, Carmarthenshire, Bridgend, Swansea, and Neath- Port Talbot.

We provide:

- housing with a support service
- tenancy support to people in their own homes
- specialist mental health services
- prevention of homelessness advice services
- a 24-hour emergency accommodation and rapid rehousing service
- an accommodation service for people recovering from addiction
- and some niche projects providing specialist training support and assistance.



## Our Values

We judge these to be important and fundamental to our work, these are the statements against which we measure our behaviour and all our interactions.



### Respect

Showing respect for everyone



### Accountability

A team ethos where everyone contributes, every day



### Fairness

Treating everybody justly



### Resilience

Supporting each other to keep going, even when it gets tough



# Our Vision CEO's Statement

**Too many people in Wales experience homelessness, housing difficulties, and/or poor-quality accommodation. These experiences can cause or exacerbate many associated problems: poor physical and mental health, decline in well-being, a downward spiral into substance and alcohol use, not to mention involvement in the criminal justice system.**

Goleudy has a simple vision. If someone has no home, we get them housed, if someone is at risk of losing their home, we do whatever it takes to stop that happening.

Sometimes talking is the most powerful tool for effective change. It is not just our practical efforts that can make the difference. Wherever possible we look to construct conversations and build connections with our clients, in the hope that this can lead them towards the kind of lives they want to live. We encourage clients to notice what positive things might already be happening in their lives and help them take the next steps to creating a life of well-being and human flourishing.

Whilst our services vary in their function and cover a wide geographical area, they all have a common purpose, supporting our clients to improve their situations. We seek to utilise innovation, finding new ways of preventing homelessness, making sure all services are psychologically informed, and focussing on the quality of the services our clients receive.

We recognise the value and importance of committed staff. We invest heavily in staff training, well-being and engagement. Getting the right people on board is key to delivering on our vision. So, we offer generous terms and benefits, seeking to cultivate a climate of energy, focus and compassion.

We hope that you will seek to join Team Goleudy and together, help us to achieve our vision, for our clients.

*Jim Bird-Waddington*

Chief Executive Officer



## Chair's Statement

**I have been a trustee of the board of Goleudy for 7 years and I have found it to be a welcoming board with a highly skilled executive team to work with. We are entering a period of strategic change within our sector and we are looking for skilled professionals from different sectors to help continue to shape the strategic future of Goleudy.**

As trustees, we are responsible for maintaining a high standard of governance, leading to public confidence and donor trust. We are also responsible for guarding Goleudy's vision and values. Together with the Executive Leadership Team we developed the organisation's Business Plan. Our regular meetings focus on the delivery of the outcomes of this plan and keeping Goleudy on track.

**The Goleudy Trustees are guided by the following agreed principles and practices of governance.**

- 1.** Meetings (subgroups, main board and awaydays) concentrate and focus on our four cornerstones of good governance:
  - a.** The management of corporate risk
  - b.** Financial management and control
  - c.** Scrutiny of the charity's activities
  - d.** The co-construction, and implementation of strategy
- 2.** Robust enquiry and searching questions are welcomed, and discussions are conducted in the realm of a clear

evidence base, empirical data, considered professional opinion, and within the context of "connecting people, homes, and opportunities".

- 3.** That, in the absence of appropriate evidence, data or facts, we avoid speculation and conjecture, and postpone the debate until the facts are available.
- 4.** That board reports from the Executive Leadership Team are clearly marked as to their context including:
  - a.** Relevance to the business plan
  - b.** Purpose of the report: e.g. decision, information, etc.
  - c.** Diversity, risk, capacity and investment impacts
  - d.** Relevance to the delegated authorities, articles of association, or why this is being brought to the attention of the board, i.e. - the governance context
- 5.** That the authority of the Chair is always respected, which will allow the freedom to debate emotive and contentious issues in a rational manner, whilst expressing one's views, but with the overarching caveat that the Chair can call anyone to account for their contributions.

*Foy Williams*

Chair



## Trustee Profiles

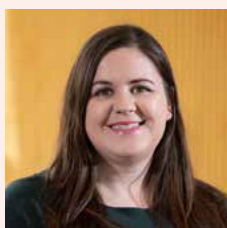


**Name:** Joy Williams

**Position:** Chair

**Appointed:** March 2018

**Background:** Joy had many years' experience working in education as a primary school teacher before working in a social services employability project. She has also worked in her own businesses. She now has a wide experience of the homelessness sector working across Wales and beyond, and with users of services through to National Government officials. Her areas of expertise include homelessness policy and legislation, and public sector commissioning.



**Name:** Sarah Smith (Acting Vice-Chair)

**Position:** Trustee

**Appointed:** June 2018

**Background:** Hailing from Canada, Sarah has over 10 years' experience working in marketing and sales in both the private and public sector. Much of her work has been spent focusing on developing small to medium size businesses along with not-for-profits in expanding their reach and generating business. In addition to working, Sarah has been an active volunteer for various charitable organisations including theatre, youth centres, cancer wellness programmes, drop-in centres and shelters in both operational roles and fundraising/marketing capacities. Her areas of interest and expertise are within marketing strategy, public relations, fundraising, and business development.



**Name:** Gary Hall

**Position:** Trustee

**Appointed:** December 2019

**Background:** Gary is a lawyer specialising in finance and corporate law. His areas of expertise include international banking and finance, cross-border mergers and acquisitions, investment funds, financial regulation as well as general corporate law. Gary has also worked within the financial regulatory sector in London and his areas of expertise include legal compliance and risk.



## Trustee Profiles



**Name:** Conrad Funnell

**Position:** Trustee

**Appointed:** June 2018

**Background:** Conrad is a leader in digital business transformation and has 25 years' experience in software, industry, and management consulting. His areas of expertise include transformation, strategic change, Digital IT & programme management. Conrad works for a leading software company helping customers achieve successful outcomes through the use of Salesforce.com technology. He is hockey player for a local club and serves voluntarily on the board of Hockey Wales.



**Name:** Jonathan Hughes

**Position:** Trustee

**Appointed:** May 2020

**Background:** Jonathan has over 25 years of experience in the housing association development and local authority regeneration sectors in South Wales. He has worked at a senior management level for one of the largest RSLs in Wales having direct responsibility for the delivery of the new social and affordable housing development programme in South West Wales and the asset management function of the organisation whilst he has also worked on large scale town centre regeneration projects in South Wales. Jonathan currently works for Housing Justice Cymru on their Faith in Affordable Housing project across Wales, where church land and property is released to development for new social housing. He is also an active volunteer in the area of homelessness and at his local Parish Church. His areas of expertise and interest are housing and property development, regeneration and asset management.

## Trustee Role Description

**Role Title:** Trustee

**Reports to:** Chair of the Board

### Purpose of role

**The board of trustees collectively lead the overall running (i.e. Governing) of the charity.**

The statutory responsibilities of a trustee:

- 1.** To ensure that the charity complies with its governing documents, charity law, company law and any other relevant legislation or regulations.
- 2.** To co-construct with the CEO and Executive Leadership Team (ELT) and implement a business plan, setting clear objectives and ensuring the charity stays focused on its mission and charitable objects (as defined in its governing documents - Articles/Memorandum of Association).
- 3.** To ensure the continued financial stability of the charity, controlling the organisations finances, ensuring the charity uses its resources exclusively in pursuance of its objects.
- 4.** To protect and manage the assets of the charity and to ensure the proper investment of the charity's funds.
- 5.** To scrutinize the charity's activities, ensuring that quality standards are met, and that contract, legal and regulatory

compliance is achieved.

- 6.** To ensure the charity has appropriate policies, processes and resources (as per an agreed policy schedule and according to the delegated authorities).
- 7.** To safeguard the reputation and values of the charity.
- 8.** To ensure the effective and efficient administration of the charity.
- 9.** To ensure the management of corporate risk.
- 10.** To provide support and constructive challenge to the CEO and ELT.
- 11.** To ensure that the trustee board are up to date, and skilled to fulfil their roles.

The board meet a minimum of eight times per year, holding various sub committees meeting in between. In addition, the charity holds board away days and an annual general meeting. There is an expectation that trustees contribute to the work of various sub-committees and other organisational processes as required.

Day to day leadership and management of the charity is delegated by the Board, to the Chief Executive and ELT (described in a schedule of delegated authorities).

# Trustee Application Pack

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## **The duties of a Board Member in support of the above:**

- To regularly attend, and actively participate in board meetings and contribute in such a way as to assist the board reach sound decisions.
- To attend at least 75% of board meetings, sub committees and away days (this equates to minimally 25 hours per year meeting time, plus preparation time).
- To arrive at meetings fully prepared
- To focus on key issues
- To collectively take decisions about the future of Goleudy
- To scrutinise board papers, offer critical analysis and ask relevant questions
- To provide input in areas of specific expertise
- To provide guidance to the executive and other board members on topics of related expertise
- To sit on recruitment, disciplinary and grievance panels as required
- To contribute to governance development activities, including individual and group appraisals
- To act as a role model and ambassador for our values
- To demonstrate commitment to the charity's vision
- To hold fellow board members and the executive leadership team to account
- To make regular visits to services
- To undertake training
- To approve policies



## Core Competencies

**Role Title:** Trustee

**Reports to:** Chair of the Board

**Board Members are expected to:**

- Be good communicators and contribute strongly at meetings
  - Have developed emotional intelligence and mature interpersonal skills
  - Be able to contribute to challenging conversations, with objectivity, whilst maintaining a rational approach
  - Be able to place personal emotion or feeling based decision making to one side and operate as part of an emotionally intelligent group, arriving at its decisions through rational debate and reasoned argument
  - To contribute at a pace commensurate with the completion of board business within the given timescale
- Show curiosity about the breadth of our work as an organisation, and the national and international developments in the field; e.g. homelessness prevention, substance use – harm reduction, managing poor mental health, therapeutic and psychological interventions, and/or options for people leaving prison.
  - Be fluent in the practices of applying scrutiny, managing risk, developing strategy and ensuring probity
  - Be fluent in scrutinising a set of charitable accounts and offering comment and critical analysis
  - Be people driven by integrity, vision, and sound judgement



# Board Recruitment & Induction

### Eligibility

Candidates must meet the following criteria:

- They must legally be eligible to serve on the board of a charity
- They must be committed to the values, ethos, and culture of Goleudy
- Former staff members may be considered, however there must have been a minimum of a two-year period since their departure from the organisation, and no issues of concern to have been raised.
- Former Board members may also be considered, but our terms of office require a gap of one year after retiring as a trustee.

### The Process

1. Candidates are invited to an initial, informal meeting with the CEO/Company Secretary and the Chair of the Board of Trustees (or a trustee nominated by the Chair).
2. Subject to a successful informal meeting, and the wish of both parties to continue, applicants are invited to a formal interview meeting with the CEO/Co Sec. and the Chair (or a nominated trustee), (plus one other serving member of the Board of Trustees, if required). NB: trustees can only participate in the formal interview if they have undertaken 'Employment Law Essentials' Training (provided by the charity), or similar.
4. Subject to successfully completing the both interviews, candidates are invited to attend two board meetings as an observer. During this period, candidates are also invited to visit projects and see the work of the organisation.
5. Following attendance as an observer at two board meetings, the Board, will consider applications 'in camera' and approve/decline formal membership at this point.

# Board Recruitment & Induction

### Induction

Once candidates have been offered and accepted a place on the board, and completed the formalities with Companies House and the Charity Commission, they undergo the charity's structured induction programme which includes:

- Familiarisation with key policies
- Visits to all projects
- Understanding legal obligations
- Supply of key documentation (memorandum and articles, etc)
- Familiarisation with delegated authorities

# Come and join us

To view our latest staff vacancies please visit [www.goleudy.org/get-involved](http://www.goleudy.org/get-involved). There you will find details of the Trustee roles out for recruitment, and instructions for how to apply.

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