



**St Martins**  
more than a home  
for the homeless

## Chief Executive

Appointment brief

March 2026



# Welcome

Thank you for taking the time to view this application pack for the role of Chief Executive Officer (CEO) at St Martins.

My fellow Trustees and all of our team members are immensely proud of St Martins and the work that we do together. We have grown from humble beginnings in the 1970's to the largest charity supporting people sleeping rough and those experiencing homelessness in Norfolk.

We believe that no one should have to sleep rough on the streets of Norwich and that, with specialist support, people can start to rebuild their lives and live independently. We believe in providing quality accommodation and delivering the best possible care and support. We provide a wide range of accommodation from hostels to residential homes and sheltered housing. We also have several smaller properties across the City of Norwich.

At any one time, St Martins supports over three hundred people and we employ 180 dedicated team members. We provide support in people's own homes to prevent homelessness wherever possible, and provide 260 beds every night of the year. Unusually for a homelessness charity, we have a learning and development centre for the people who use our services.

Due to the support of local people and businesses, we are in a strong financial position and have exciting plans for the future. However, we know that there are always many challenges ahead for the charity sector and for any organisation reliant upon government funding.

The current CEO has been in post for eight years and has announced her intention to retire in May 2026. Under her leadership, the charity has developed a strong culture of togetherness, and she leaves a cohesive leadership and senior management team.

We are a well-respected local charity working hard to do the very best for some of the most vulnerable people in Norwich. As a Board of Trustees, we are committed to ensuring that our team members are supported and provided with the best working conditions that we can offer.

If you are an experienced CEO or an established Director looking to develop further with knowledge of our sector, the Trustees of St Martins and I would welcome your application.

*Colin Bland*  
**Chair of Trustees**



# About us

In 1972 a group of volunteers began to provide services to people sleeping rough on the streets of Norwich. In 1973 St Martins opened the doors of the first Norwich Night Shelter, located first in a garage in Norwich Cathedral Close, and shortly after in an empty church building.

Since this time, St Martins has grown and developed to meet the increasingly complex needs of a wide range of people. The charity provides high quality accommodation offering people a place of safety and long-term security.

We continue to work tirelessly to get people off the streets and to keep them in accommodation. The number of people on the streets in Norwich is lower than in cities of a similar size. We remain committed to our vision of no-one needing to sleep rough in Norwich.

## VALUES



Open



Progressive



Nurturing



Tenacious

## MISSION

Strive to address the needs of single homeless people, in Norwich and Norfolk, by offering emergency accommodation, residential care, support and development to enable everyone to achieve their full potential and a greater level of independence.

## VISION

Rough sleeping in Norwich is brief, rare and nonrecurring.



# About us



## Homeless Services



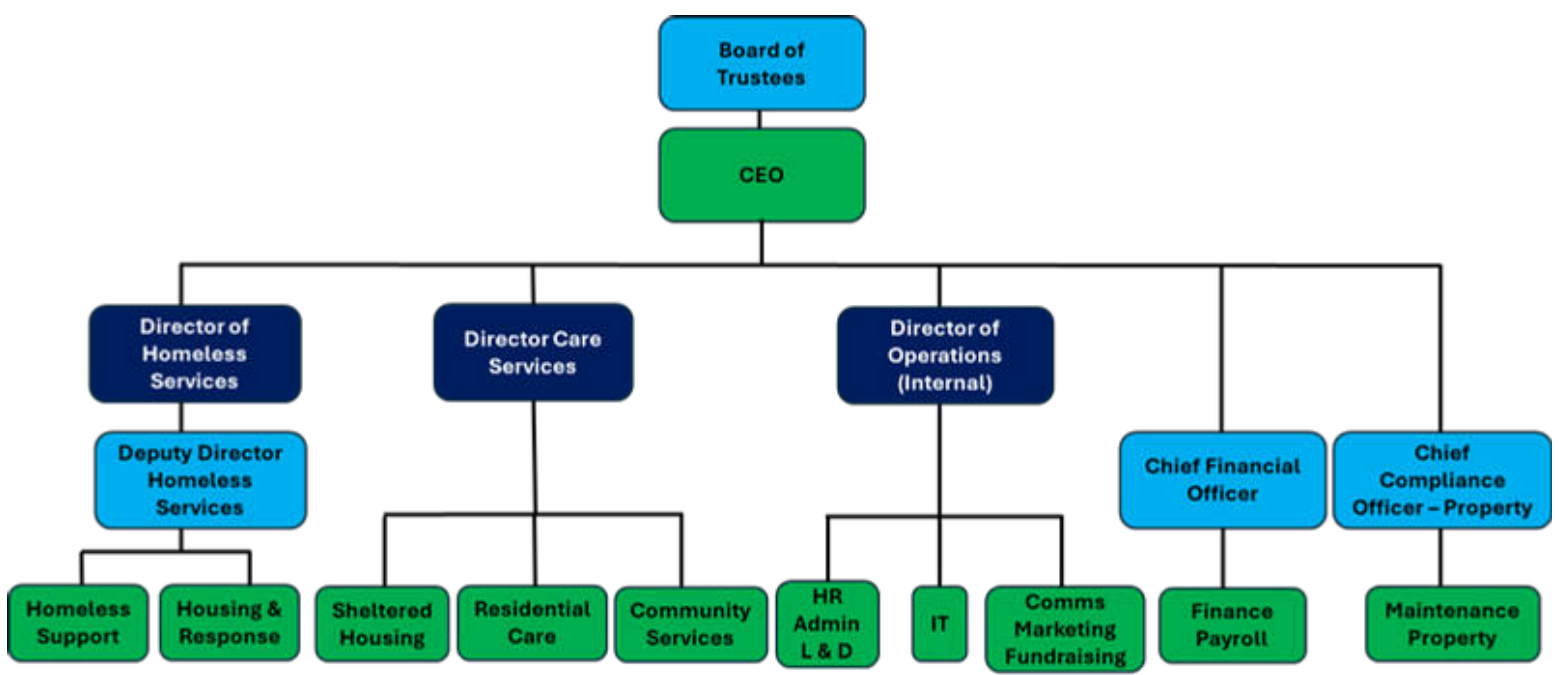
Collectively these services can offer accommodation to 160 people every night. The support offered at each accommodation project varies, with a view to people receiving less support as they make their journey towards independent living, ideally with their own tenancy.



## Residential Care

Collectively, these services can offer accommodation to 66 people every night and support an additional 66 people to live independently and maintain their tenancies, which is an important component of St Martins prevention work.

# Organisational chart



# Job description

## Main purpose of the job

To be responsible for the effective and smooth running of St Martins, ensuring best practice and legislative compliance at all times.

## Main duties and responsibilities

|                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Leadership              | <p>Provide strong, inspirational leadership which encourages every team member to contribute positively to the work of St Martins</p> <p>Develop a strong, positive culture focused upon continuous improvement in every aspect of the work of St Martins</p> <p>Ensure the charity is structured to deliver effectively and flexibly and the infrastructure meets the needs of a growing charity</p> <p>Recruit, supervise, appraise and develop direct reports</p>                      |
| Behaviours              | <p>Ability to take ownership of own work, behaviours and actions</p> <p>Proactive and prepared to take considered risks</p> <p>A belief in continuous improvement, receptive to change and willing to learn from mistakes</p> <p>Positive attitude towards work, colleagues and the organisational vision</p> <p>Always willing to listen and give team members the time they need</p> <p>Engage with all teams to ensure vision and values of St Martins are understood and modelled</p> |
| Strategy and Governance | <p>Act in accordance with the Agreed Scheme of Delegation which is reviewed annually by Trustees</p> <p>Produce draft strategic plans and work with Trustees to ensure that they have all necessary information to shape the strategic direction of the charity</p>                                                                                                                                                                                                                       |

|                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Strategy and Governance<br/>cont ...</p> | <p>Gain and retain the confidence of Trustees, reporting to them regularly, openly and honestly</p> <p>To act collaboratively with other Senior Managers in order to secure the operational effectiveness of the organisations services in accordance with the aims, policies &amp; procedures of St Martins</p> <p>Keep up to date with all new information in the sector and advise Trustees of opportunities and threats</p> <p>Oversee the development, production and presentation of all financial information</p> <p>Work with the Chair to ensure the charity operates best practice governance in accordance with Charity Commission guidance and requirements</p> <p>Work with the Chair of the Finance Committee to ensure oversight of budget setting, management and Statutory accounts and at all times work within the agreed Terms of Reference for the Finance Committee</p> <p>Work with Trustees to ensure we have sufficient, quality accommodation to meet the needs of the people we support<br/>Act as the Caldecott Guardian for St Martins</p> <p>Ensure the requirements of the Fundraising Council are met</p> |
| <p>Delivery of services</p>                 | <p>Ensure all delivery of St Martins services are undertaken in a professional and respectful way meeting all legislative and regulative requirements.</p> <p>Oversee the work of the Care Quality Commission (CQC) Nominated Individual for all CQC registered services</p> <p>Oversee the development and submission of all bids for funding</p> <p>Lead on the tendering, negotiating and monitoring arrangements of all external contracts, including maintaining communication with commissioners on these matters.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p>Internal operations</p>                  | <p>Be responsible for the smooth running of all internal areas of work at St Martins this includes: Human Resources, Information Technology, Fundraising, Property Services, Data Security, Communications, Administration and Marketing.</p> <p>Oversee the regular review of all Policies and Procedures</p> <p>Hear appeals and consult with employment law experts as necessary to ensure best possible employment practices are always followed</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

|                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Quality           | Oversee the production of regular quality monitoring reports across all services and work with the Leadership team to ensure there is a commitment to continuous improvement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Health and Safety | <p>Develop a positive Health and Safety culture across St Martins</p> <p>Support the Chief Compliance Officer (Property) to ensure that all relevant Health and Safety issues at all accommodation projects are addressed quickly and efficiently</p> <p>Be aware at all times of the health and safety of self, colleagues, clients and the public</p>                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| General           | <p>Be responsible for building and maintaining the reputation of St Martins as a progressive and influential local charity, acting as an advocate for both the charity and the homeless of Norwich.</p> <p>Represent the organisation in meetings, public forums, professional conferences and events</p> <p>Be the Ambassador for the work of St Martins which includes being available to attend events/deliver presentations early morning, evening and at weekends</p> <p>Undertake TV and radio interviews when requested to do so</p> <p>Develop effective relationships based upon mutual trust and open communication with all stakeholders</p> <p>Foster among the volunteers and team members the highest standards of care and support towards the people who use our services</p> |

| Dimensions          |                                                                                                                |
|---------------------|----------------------------------------------------------------------------------------------------------------|
| Reports to:         | Chair of Trustee Board                                                                                         |
| Responsible for:    | The effective and smooth running of St Martins ensuring best practice and legislative compliance at all times. |
| External Customers: | People who use our services, commissioners, regulators, suppliers, stakeholders and other organisations        |
| Internal Customers  | Trustees and St Martins team members                                                                           |
| Location:           | All St Martins sites with some home working                                                                    |



## Person specification

| Essential                                                                                                                                                                                                                        | Desirable                                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| CEO/Director level experience in one or more of the following fields: social housing, homelessness, social care or related fields                                                                                                | CEO/Director level qualifications (e.g. MBA/Institute of Directors etc) |
| Knowledge of the charity sector                                                                                                                                                                                                  |                                                                         |
| An excellent understanding of the Care Quality Commission requirements for care and home care services                                                                                                                           |                                                                         |
| Ability to think strategically                                                                                                                                                                                                   |                                                                         |
| Ability to understand and analyse financial data                                                                                                                                                                                 |                                                                         |
| Media related skills                                                                                                                                                                                                             | Media related learning and development                                  |
| Successful track record in: <ul style="list-style-type: none"> <li>• Leading teams</li> <li>• Implementing significant service improvements</li> <li>• Contract tendering, negotiation and programme management</li> </ul>       |                                                                         |
| Excellent communicator both verbally and in written word, including ability to present self in a professional, business like, competent manner. Be able to provide written reports, collate and present statistical information. |                                                                         |
| Understanding of all relevant legislation (related to employment and services offered by St Martins)                                                                                                                             |                                                                         |

## Person specification cont...

| Essential                                                                                                                                                               | Desirable |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Be committed to equal opportunities in service provision and employment.                                                                                                |           |
| Be committed to promoting the rights of the people who use our services.                                                                                                |           |
| Be committed to the St Martins aims and objectives, with recognition of the responsibilities shared by all team members in achieving corporate goals.                   |           |
| Have a caring and supportive attitude towards the people who use our services and team members                                                                          |           |
| Be an experienced networker.                                                                                                                                            |           |
| Have a dynamic, energetic, enthusiastic and proactive approach towards work related issues.                                                                             |           |
| Be able to set a good example and be prepared to deal quickly and firmly with poor performance within the project staff team in accordance with the Trust's procedures. |           |
| Experience of IT systems (e.g. word/PowerPoint)                                                                                                                         |           |
| Self-motivated and ability to work on own initiative.                                                                                                                   |           |

### Special features

The postholder will be required to undergo a standard Disclosure and Barring Service (DBS) check

# Terms of appointment

- Location:** Norwich, various sites and some home working where required
- Salary:** £77-£80K full time equivalent. Pay award pending effective 1 April.
- Contract:** Permanent, full-time basis (38 hours per week). We are happy to discuss flexible working arrangements for part-time hours, including how these are worked across the working week.
- Pension :** Standard Life Work Place Pension. 5% employee contribution , 5% employer contribution. ( 6% plus employee contribution, employer contribution increases to 6%)
- Benefits include :**
- Up to 31 days holiday and from your first day an additional 'birthday' holiday to be taken in your birthday month.
  - Because work-life balance matters, you'll have the opportunity to buy extra annual leave, through our buying holiday scheme.
  - Employee Assistance Programme (EAP)- that provides a 24hr helpline to support you and those living at the same address (over the age of 16) through any of life's issues or problems. Including up to 6 sessions of face-to-face, telephone or online counselling, per issue, per year, including CBT.
  - Access to a service that provides team members and people living at that address, GP appointments 24/7 365 days a year accessible from anywhere in the world.
  - Keep more of what you earn by taking advantage of our salary sacrifice schemes! Team members can benefit from lower tax contributions and increased payments into their pension. In addition, St Martins offers non-cash benefits, such as the purchase of high value items such as bikes and technology, including laptops and smartphones.
  - Access to discounted products and services, including: 'Blue Light' discount card, wellbeing platform and life assurance.

# How to apply

If you would find an informal discussion with Chair of Trustees Colin Bland or our current CEO helpful please contact Jo Gillies-Wheatley to arrange:  
[Jo.Gillies-Wheatley@stmartinshousing.org.uk](mailto:Jo.Gillies-Wheatley@stmartinshousing.org.uk)

25 March – Closing date

23 April – Evening meal with Trustees & Senior Leadership Team

24 April – Interviews



It has been an honour and a privilege to be the CEO of St Martins. Together the Trustees, Senior Leadership Team and I have developed St Martins into a professional charity doing exceptional work. This is the best job I've had in my career and I've been supported by a fantastic board of Trustees and senior team. I wouldn't be leaving for any other reason than a wish to retire.

Dr Jan Sheldon, current CEO

