

NON - EXECUTIVE BOARD MEMBERS

Coin Street 

CANDIDATE PACK

MARCH 2021



Coin Street

Non-Executive Board Members

Candidate Pack - March 2021

Welcome

Coin Street is overseen by three independent organisations working together to create an inspirational neighbourhood: Coin Street Community Builders (CSCB), Coin Street Secondary Housing Co-operative (CSS) and Coin Street Centre Trust (CSCT). These organisations are governed by voluntary boards, made up of members from the local community and experts from the sectors in which we work. All three organisations are served by a single staff team, employed by CSCB.

Coin Street's vision of an inspirational neighbourhood is one where diverse groups of people come together to live, work and play. We generate around 75% of our income from commercial activities and then reinvest the majority of those funds back into our community. We have ambitious plans, and these remain strong even with the challenges posed by COVID-19.

As with many organisations, the pandemic had sudden and significant implications for Coin Street. We had to shift daily, face-to-face community groups online, and saw our income drop from lack of footfall to Central London. As our community faced loss of jobs, closure of schools and isolation, we partnered with local business and organisations to provide over 16,000 meals, 1,000 activity care packages and are collaborating as part of the new Waterloo Community Resilience Hub to support the local recovery effort.

Coin Street was born from a campaign by local people to save the area for housing and local facilities instead of hotels and office developments. Looking ahead, we have consent to build a new public swimming pool and leisure centre along with flats as part of phase two of the Doon Street development. We are also raising funds to enhance the public park of Bernie Spain Gardens. [Our website](#) has more details about our ambitious plans. This is an incredibly exciting time to join us as a Non-Executive Board Member to support Coin Street to achieve these plans. Our boards play the role of a critical friend, advising on vision, connectivity, governance and strategy, ensuring Coin Street remains true to its community mission, well run and successful.

Following a recent skills audit, each of our boards is now recruiting. In particular, we are looking for people with experience in one or more of the following areas:

| Experience/skill | CSCB | CSS | CSCT |
|------------------|------|-----|------|
| asset management | ✓ | ✓ | |

| Experience/skill | CSCB | CSS | CSCT |
|---|------|-----|------|
| audit, risk & finance | ✓ | ✓ | ✓ |
| business development | ✓ | | |
| community fundraising / programme delivery | | | ✓ |
| early years education / nursery operations | | | ✓ |
| social housing / neighbourhood planning / development | ✓ | ✓ | |
| marketing & communications | ✓ | | ✓ |
| people & culture | ✓ | | |
| legal | | ✓ | |

We want to better reflect the community that we serve, and we particularly encourage applications from Black, Asian and other Minority Ethnic groups, women, and members of the LGBTQ+ community who are currently under-represented on our boards. As a community based organisation, we are also keen to see applications from those with experience of community development initiatives as well as those with knowledge of Waterloo and North Southwark neighbourhoods.

Thank you for your interest and we look forward to your application.

David Morgan
Chair, CSCB

Keith Jenkins
Chair, CSS

Liz Owens
Chair, CSCT

Coin Street

Creating an inspirational neighbourhood

- **We are creative:** by looking for solutions rather than problems we will find better ways of doing things;
- **We are collaborative:** by respecting the views of others we will learn, grow and achieve more together;
- **We are committed:** we do what we say we are going to do and do the best job we can.

Coin Street is a social enterprise working in Waterloo and North Southwark, London. From a derelict site in 1984, we have created a thriving, diverse, vibrant and welcoming mixed-use neighbourhood - a place for people to live, work and play.

We believe in mixed-uses, a diverse economy and a diverse community. We want our neighbourhood to be a place where people feel happy and healthy, safe and secure, and where more than essential needs are met. A place that enables people to connect with each other, where they can build their confidence and skills whatever their age, and feel they belong. Most importantly, we want our community to be resilient to life's challenges. We also want our neighbourhood to have a wide range of job opportunities and businesses; to be a place where creative arts flourish and are accessible to all; where quality homes and green spaces are the norm; where there is a place to grab a pint of milk or go for a stylish meal; and where there are abundant opportunities for people to play, learn and share.

We recognise that change is a constant part of London's history. Since 1984, we have championed change to improve its neighbourhood. At Coin Street we want to work with others who share our vision and focus on the talents and potential of people.

From giving families and children the best start in life through our childcare and family support, to creating and maintaining high quality live, work and play spaces on land which we own, opportunities and spaces are provided for people by Coin Street to lead their own change and activities are wide and far reaching.

We promote enterprise, creativity and lifelong learning whether that's through providing employment, volunteering opportunities, nurturing enterprise or delivering programmes and activities. We also provide housing that supports our community; we champion cooperative housing and influence local and national housing policy. From sports and dance to healthy eating and gardening, Coin Street offers a range of facilities and activities accessible to everyone to support health and wellbeing in our community.

We are conscious that our neighbourhood is a small part of a global community and that everyone needs to work together to tackle the challenges faced by the earth and all who live on it.

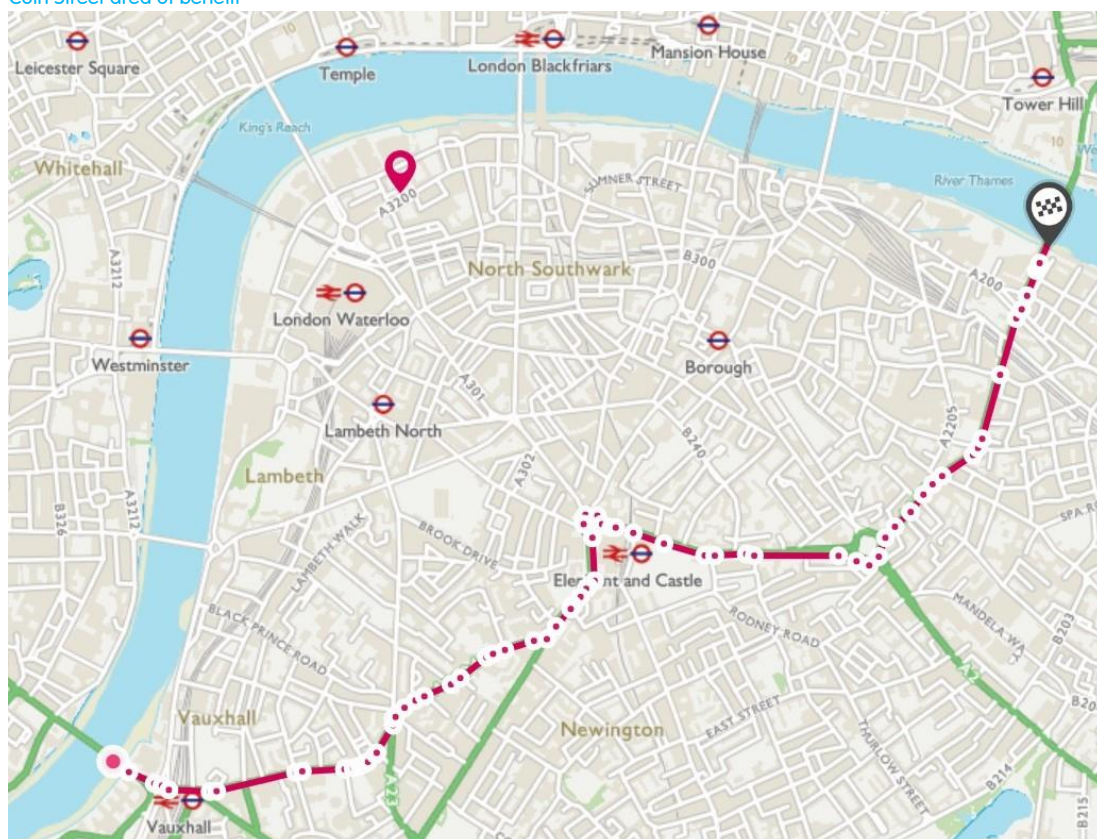


Location

Walking along the riverside by Oxo Tower Wharf, it's hard to imagine that some 35 years ago the area was bleak and unloved, with few shops and restaurants, a dying residential community and a weak local economy. That all changed thanks to an extraordinary campaign by local residents, which led to Coin Street's purchase and redevelopment of a 13-acre site. Now, our site is at the heart of a thriving neighbourhood with co-operative homes, parks and gardens, shops and designer-maker studios, galleries, restaurants, a nursery and family and children's centre, sports pitches, and a range of community programmes and activities. The riverside it sits on is one of London's most visited places, home to iconic attractions and venues like the London Eye, Southbank Centre, National Theatre, Tate Modern and Borough Market.

The Coin Street area of benefit stretches beyond the original site to cover the wider Waterloo and North Southwark area. This whole area is the target of much commercial and office development and the nature of some developments conflict with resident needs and aspirations. Coin Street has a part to play in shaping the evolution of the area of benefit so that it continues to thrive and be inspirational.

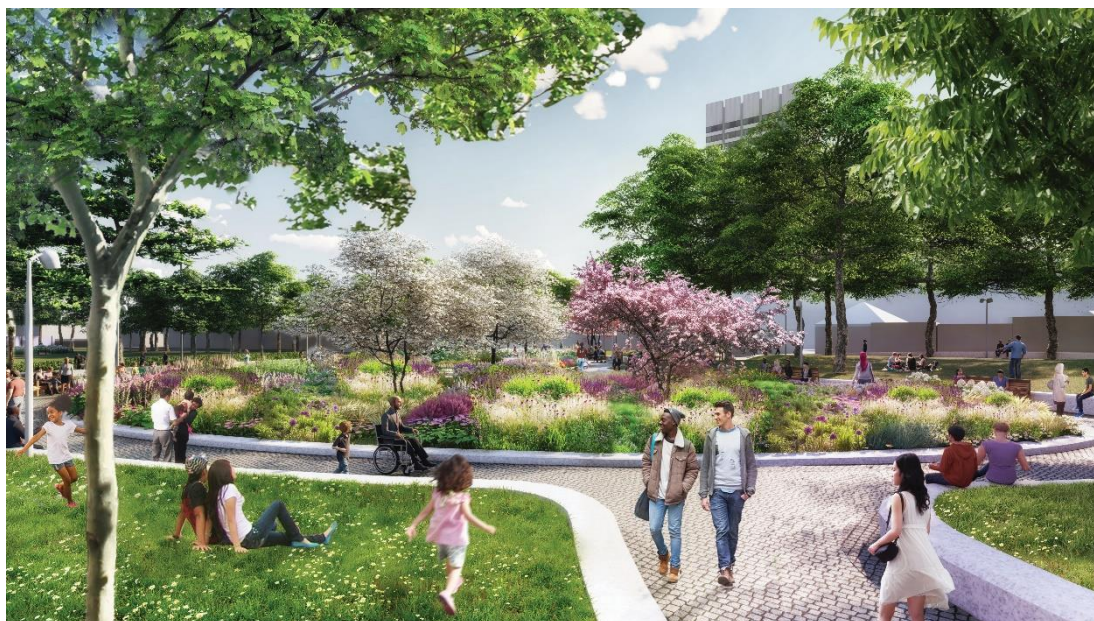
Coin Street area of benefit



Coin Street works in collaboration with many public, private and third sector organisations. With our neighbours, we founded South Bank Employers' Group in 1990 which now has 20 members including organisations such as Shell, Network Rail, ITV, Guys and St Thomas' Hospital Trust, Park Plaza Hotels, National Theatre, Southbank Centre, BFI, Ogilvy, King's College and London South Bank University. Coin Street cofounded Jubilee Gardens Trust which re-landscaped and has a long lease on the park between the London Eye and Royal Festival Hall. We also work closely with Lambeth, Southwark, the Mayor of London and the GLA, and our neighbourhood centre is regularly visited by Government Ministers and politicians from all parties.

Since our purchase of the site in 1984, the area has been transformed by Coin Street and others. Our vision has always been for a mixed and balanced community and a mixed and balanced local economy. Nevertheless, the Waterloo and north Southwark area still has pockets of poverty and families struggling to survive. We want to engage with all parts of its community but, in particular, to support and provide opportunities for those most in need.

Artist impression of the pollinator garden planned for the northern section of Bernie Spain Gardens



Funding

Coin Street Community Builders has a wide range of income-generating activities. These include:

- rent and service charges from a wide range of leased properties including restaurants, shops and designer-maker studios;
- charges for site and venue hire including a successful conference and events business;
- fees for services, including those provided by the nursery and family and children's centre;
- grant income.

To safeguard its independence, Coin Street has always sought to avoid reliance on public sector contracts and revenue grant income. Our only public sector contracts are in respect of the Coin Street family and children's centre - and these SLA payments represent less than 2% of our turnover.



Doon Street development



Developing to Deal with New Challenges

When we set up our organisation in 1984, the greatest threat to our neighbourhood came from the rapid loss of residential population and the closure of shops and schools.

Things have changed! Now, the numbers living and working in the area are rapidly increasing. But at the same time, the local authorities that traditionally invested in community facilities face shrinking budgets. They're looking to others to step in.



Lambeth and Southwark have some of the highest obesity rates in the country, and surveys show that those living and working in the area are crying out for a local public swimming pool.

Our Doon Street development will provide new swimming and indoor leisure facilities adjacent to the National Theatre. The development is split into three phases, all of which have planning consent. The first phase - Rambert's headquarters and dance studios - was completed in 2013.

Coin Street is currently working on phase two, which includes the swimming pool, leisure facilities and 236 flats for sale and for letting at below market rents. In subsequent phases there are plans for a mixed development, which will include a 78-bedroom care home and further community facilities.

Dance sessions for local children at the Rambert



An Overview of The Coin Street Group

Coin Street Community Builders (CSCB)

- company limited by guarantee;
- registered at Companies House;
- object: to provide public service otherwise than for the purpose of gain;
- freehold owner of site (apart from riverside walkway and park where it has 99-year renewable lease);
- employs staff and provides services to CSCT and CSS;
- jointly registered by Ofsted as provider of children's centre services;
- key priorities: maintain the public realm, create a vibrant post-pandemic community and local economy and deliver the development plans for Doon Street.

Coin Street Secondary Housing Co-operative (CSS)

- housing co-operative;
- registered with the Regulator of Social Housing and the Financial Conduct Authority;
- object: to provide housing and housing services;
- holds leases expiring in 2109 on housing elements of Oxo Tower Wharf, Iroko, Palm, and on Gabriel's Wharf;
- provides rolling 5-year leases to Redwood, Palm and Iroko housing cooperatives under which CSS remains responsible for structural and external elements of the building (including lifts) and sets base rents to cover its costs;
- borrows money and has received housing grant towards cost of constructing Palm, Redwood and Iroko;
- key priorities: continued viability of co-operative housing as a model for quality housing and development of Gabriel's Wharf.

Coin Street Centre Trust (CSCT)

- company limited by guarantee;
- registered at Companies House and with the Charity Commission;
- object: to advance any exclusively charitable purpose;
- jointly occupies Coin Street neighbourhood centre. Sole member of Colombo Street Community and Sports Centre (which holds leases on the Colombo Centre, Paris Gardens courts, and Hatfields pitches). Will receive 50+ year lease on Doon Street leisure centre once completed;
- employs Colombo staff and oversees the management contract with Jubilee Hall Trust for the Centre and pitches;
- will receive endowment for the Doon Street leisure centre and appoint the operator of the leisure centre;
- jointly registered by Ofsted as provider of children's centre services. By agreement with CSCB, CSCT provides governance oversight of Coin Street community programmes, nursery and family and children's centre;

- key priorities: supporting the local community post-COVID-19, designing the future operating model of Colombo Street Community and Sports Centre and oversight of the business planning and operation of the Doon Street leisure centre.

Role Description

The role of Non-Executive Board Members across Coin Street includes:

- agreeing the organisation's collective mission, strategic direction and aims;
- providing advice on strategy and sustainability to the leadership team of the organisation;
- setting the values and ethics that drive culture;
- exhibiting a commitment to Coin Street values in attitude and behaviour;
- providing financial scrutiny and advice, with appropriate oversight of operational plans and budgets;
- ensuring that effective governance arrangements are in place in line with statutory legislation;
- reviewing governance arrangements to ensure they remain current and effective;
- agreeing the risk appetite, monitoring key risks, and ensuring that risk management informs strategic planning and operational budgets;
- maintaining productive relationships with a range of Coin Street stakeholders and partners.

Coin Street provides an induction and ongoing development training to ensure boards have the skills to understand and advise on the governance and financial information they are asked to review.

Key Responsibilities

Non-Executive Board Members are accountable to the Board (via the Chair) for the following:

- awareness of the legal duties of Non-Executive Board Members, and ensuring they are fulfilled;
- preparing for, attending, and contributing fully to board and committee meetings;
- undertaking regular learning and development for the role;
- maintaining respect for the confidential nature of issues designated as such by the Chair at meetings;
- questioning appropriately, but sharing collective responsibility for board decisions;
- being well informed about the organisation's purpose, services and strategies, and its operating environment;
- challenging and supporting colleagues appropriately, and maintaining constructive relationships;
- undertaking other functions as required, including for example, sub-committee membership, selection panels, acting as portfolio holders, participating in working groups;
- disclosing any possible conflict of interest to the Chair.

Person Specification

This recruitment will bring fresh and relevant thinking to Coin Street boards.

We are particularly keen to hear from Black, Asian and other Minority Ethnic groups, women, and members of the LGBTQ+ community who are currently under-represented on our boards.

Lived experience of local community issues and knowledge of Waterloo and North Southwark neighbourhoods is also highly desired and we encourage residents to apply.

Successful Non-Executive Board Members will demonstrate the following competencies:

- a passion for Coin Street's purpose and mission;
- strategic thinking and risk awareness;
- measured judgement and willingness to offer constructive challenge;
- a collaborative approach, interpersonal awareness and excellent communications skills;
- advocacy for diversity, equity and inclusion;
- commitment to prepare for meetings and participate actively at board level.

Candidates should also demonstrate experience and skills in one or more of the below areas:

- asset management;
- audit, risk & finance;
- business development;
- community fundraising / programme delivery;
- early years education / nursery operations in a private or not-for-profit setting;
- social housing, neighbourhood planning and development;
- marketing & communications;
- legal;
- people & culture.



Appointment Details and How to Apply

Coin Street is being assisted in this appointment process by the executive search firm Society.

Applications should consist of:

- 1 a concise covering letter (no longer than two pages), addressing the criteria in the Person Specification;
- 2 an up-to-date curriculum vitae;
- 3 names and contact details of three referees (although referees will only be approached at the final stage of the process, and only with your express permission).

General advice on how to write [a strong CV](#) and [a strong covering letter](#) can be found on Society's website.

To upload your documents via Society's website, [click here](#). **The deadline for receipt of applications is midday on Wednesday 28th April 2021.**

First interviews with Society will take place across the w/c 3rd May and 10th May 2021.

Shortlisted candidates will be invited to interview with Coin Street on w/c 24th May 2021.

Appointments will be made subject to receipt of satisfactory references.



Appendix - Board and Leadership Team Biographies

Non-Executives, Coin Street Community Builders (CSCB)

David Morgan (Chair) - a local resident who joined the board in 2015 and became Chair in 2020. David is a finance professional with skills in financial analysis, process improvement and treasury expertise.

George Nicholson (Treasurer) - was born in Southwark and still lives there today. George has been active in local and citywide politics for over 40 years. He was Greater London Council member for Southwark and Bermondsey and Chairman of the Planning Committee, in which role he was responsible for the original acquisition of the Coin Street site. George was a trustee and later Chairman of Borough Market and he also founded and became Company Secretary of The National Retail Planning Forum. George has published books of photographs and held exhibitions.

Tom Keller - an actor and SE1 resident since 1982, now living in a Coin Street Co-op. Tom joined the board of Coin Street Community Builders in 1992. Tom holds a BSc in Social Psychology and has particular interest in internal/external communication and human resources.

Phil Morris - a qualified accountant with experience of working across all aspects of housing and commercial development and property management. Phil is a former employee of Coin Street Community Builders, having worked as the Housing and then Commercial Development worker from 1985-1988. Phil is a member of Coin Street Community Builders and Treasurer of Coin Street Secondary Housing Co-operative.

Scott Rice - a Coin Street Co-op resident since 2001. Scott was originally a trustee of Coin Street Centre Trust then went on to join Coin Street Community Builders board in 2010, acting as Chairman from 2012-2020. Scott is a Consultant Radiologist and Honorary Associate Professor of Clinical Education.

Rob Smith - became a member of Coin Street Community Builders upon his retirement as Senior Partner and Chairman of Davis Langdon in 2011. Rob now provides strategic advice to clients and charitable organisations. Rob is the Chair of the Coin Street Development Committee.

Kfir Yefet - is a Coin Street Co-op resident and a psychotherapist. Kfir joined the board of Coin Street Community Builders in 1999.

Non-Executives, Coin Street Secondary Housing Co-operative (CSS)

Keith Jenkins (Chair) - Keith is a semi-retired solicitor who has specialised in acting for social housing providers. He acted on the acquisition of the housing elements of the Coin Street site from the GLC in 1984 and acted for Coin Street Secondary Housing Co-operative once established. Keith joined the board of Coin Street Secondary Housing Co-operative in 2014 and has acted as Chair since 2016.

Neil Cole (Vice Chair) - has been a member of Coin Street Secondary Housing Co-operative since 1986 and acted as Chair between 2009-2015 and is now as Vice-Chair. Neil has assisted with

each of the four Coin Street co-op developments. Neil has a keen and committed interest in helping to develop fully mutual housing co-ops as a contribution to local affordable social housing choice in communities of diverse demographic make-up. Neil is a professional piano technician and musician/composer.

Christine Czechowski - was the Director of Housing and then Head of Projects for Coin Street Community Builders from 1986 until her retirement. Christine joined as a member of Coin Street Secondary Housing Co-operative in 2017 bringing a wealth of housing knowledge.

Phil Morris - a qualified accountant with experience of working across all aspects of housing and commercial development and property management. Phil is a former employee of Coin Street Community Builders, having worked as the Housing and then Commercial Development worker from 1985-1988. Phil is a member of Coin Street Community Builders and Treasurer of Coin Street Secondary Housing Co-operative.

Pete Stephens - Coin Street Community Builders former Director of Finance from 1987 until his retirement in 2014. Pete joined as a member of Coin Street Secondary Housing and trustee of Coin Street Centre Trust in 2014.

Tina Worms - an SE1 resident since 1980 and now Coin Street Co-op resident. Tina first served on the board of Coin Street Secondary Housing from 1990-2007. She then became a trustee for Coin Street Centre Trust until returning as a member of Coin Street secondary Housing Co-operative in 2018. Until her retirement Tina was a Children's Centre Parent Outreach Worker.

Non- Executives, Coin Street Centre Trust (CSCT)

Liz Owens (Chair) - an SE1 resident and former head teacher of a Southwark primary school. Liz first joined the board of Coin Street Secondary Housing Co-operative in 2000, before moving over as a trustee of Coin Street Centre Trust in 2004, being appointed as Vice Chair in 2009 and then Chair in 2015.

Pete Stephens (Vice Chair) - Coin Street Community Builders former Director of Finance from 1987 until his retirement in 2014. Pete joined as a member of Coin Street Secondary Housing and trustee of Coin Street Centre Trust in 2014.

Jack Goldfinch - a local resident, Jack joined as a member of Coin Street Centre Trust in 2020. Jack was a co-founder, trustee and Vice Chair of SE1 United, a former local organisation established by and for young people in the area. Jack is a customer service specialist with strong management skills who works in the aviation industry.

Lenny Goodrich - joined as a trustee of Coin Street Centre Trust in 2019. Lenny is a real estate lawyer with over 40 years' experience. Until last year he was a Consultant Partner at Lewis Silkin, he now acts as a consultant for the them.

Annoula Peppas - a local resident since 1995 and participant in Coin Street community activities, Annoula joined as a trustee of Coin Street Centre Trust in 2020. Annoula is head of Early Years and Primary English language courses at the British Council.

Chris Symons - Chris joined as a trustee of Coin Street Centre Trust in 2020. Chris is Chief Executive of BH Live, one of the UK's leading leisure and event venue operators - a social enterprise that designs and builds engaging experiences to inspire people and enrich lives.

Jo van den Bosch - Jo joined as a trustee of Coin Street Centre Trust in 2017. Jo spent her career as a Therapy Advisor/Professional lead for Arts Therapy and Consultant Drama Therapist for The South London and Maudsley Hospital Trust, where she continues to provide supervision and training.

Abby Wilson - a former SE1 resident, Abby first became a trustee of the Colombo Street Community & Sports Centre before joining as a trustee of Coin Street Centre Trust in 2010. Abby has a wealth of fundraising knowledge; she is currently Head of Fundraising at City University.

Palm Housing Co-operative viewed from Bernie Spain Gardens



Leadership Team

Iain Tuckett, Group Director - Iain has lived in Waterloo since 1974. A convenor of the Coin Street Action Group, Iain then went on to become an employee of Coin Street Community Builders upon its formation in 1984. He has since led the organisation and overseen the revitalisation of its 13-acre site. Iain is the Company Secretary of Coin Street Community Builders, a member of Coin Street Secondary Housing Co-operative and trustee of Coin Street Centre Trust. Iain is currently Vice-Chair of South Bank Employers' Group (SBEG), Vice-Chair of South Bank Marketing Group (SBMG) and a trustee of Jubilee Gardens Trust. He also attends South Bank and Waterloo Partnership meetings, South Bank Forums, and Waterloo Strategic Forums.

Alison Pinner, Deputy Group Director - Alison joined Coin Street Community Builders in 1991. She was Development Officer from 1991-1995, Director of South Bank Management Services (a subsidiary of Coin Street Community Builders) from 1995-2000, Director of Commercial Management Services 2000-2017, before being appointed as Deputy Group Director in 2017. Alison has led on many key successes in the Coin Street story, including the launch of Oxo Tower Wharf, management of Gabriel's Wharf, and developing new commercial businesses such as the galleries, external site hire and the conference centre and meeting rooms business, and is responsible for the commercial and property and facilities functions. Alison is currently Chair of South Bank Venues, a board member of South Bank BID, and attends South Bank and Waterloo Partnership meetings and South Bank Forums.

Sukhraj Dhadwar, Chief Financial Officer - A qualified accountant, Sukhraj joined as Chief Financial Officer in 2017, bringing a wealth of executive, strategic and governance experience to Coin Street from prior roles including Vice President Financial Operations for Cineworld Group, Finance Director at SeeAbility and Non-Executive Director at Rosebery Housing Association. He is currently a board member and sits on the audit Committee at Paypal Giving Fund and attends South Bank Partnership meetings. Sukhraj is responsible for the finance, HR, ICT and housing functions for Coin Street.

David Hopkins, Director of Community - David joined in 2017 as Director of Community, with responsibility for the youth and community programmes and family and children's centre functions. David has over twenty years' experience in heading award-winning flagship programmes, strategy consulting, and funding. David is a Fellow of the Royal Society of the Arts and a fully certified member of the Institute of Fundraising. David is the Company Secretary of Coin Street Centre Trust, and attends South Bank & Waterloo Neighbours (SoWN) meetings and South Bank Forums.

