St Martins

Moving forward together

ANNUAL REVIEW 2021-22

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Chair & CEO Statement

TIM BISHOP
Chair

MALCOLM CAMPBELL
Chief Executive Officer

During 2021/22, St Martins had a particular focus on the quality of service, especially within our registered care services. This focus and the hard work of all our staff resulted in two of our services being rated 'Good' by the CQC. We also had a focus on making sure all our places were being used (void management) and this resulted in our average vacancy figure reducing from the previous financial year.

St Martins' vision is to be the housing provider of choice across London for people with complex mental health needs, in order to support their mental health recovery. We remain committed to working with local authorities, the NHS and care teams to provide a responsive service which is designed to meet the changing needs of our local communities. This approach enables us to play to our strengths, develop new services within our expertise and continue to be financially viable and sustainable.

In 2021/22, we saw a number of changes on our Board and we would like to thank those departing members for all of their hard work and commitment to St Martins. We would particularly like to pay tribute to our former chair, Fiona Weir – who worked tirelessly for St Martins. Her example has set our ambition and we will build on her work.

Our achievements in 2021/22

- Retention of our block contracts at New North Road, Davenant Road and Caledonian Road with London Borough of Islington.
- Introduction of women residents to New North Road on a dedicated women-only floor.
- The appointment of a new Chair following a decision by the previous Chair to step down due to ill health.
- The appointment of a new Board member.
- The appointment of a Head of Operational Services.
- Restructure of our finance and HR teams.
- Relocation of Head Office to Wilton Villas.
- Launch of St Martins new Mission and Values statement.
- Outsourcing of payroll.
- CQC rated New North Road and Wilton Villas as 'Good' following their inspections.
- Introduction of an external food company to provide nutritionally balanced meals within our registered care homes.
- Implementation of an electronic care records system.
- Review of the contract with our external HR advice provider.
- Implementation of a new housing management system.
- Implementation of a new finance accounting system.

Our plans for 2022/23 include:

- Develop a new strategic plan.
- Have a renewed building maintenance plan in place.
- To see how we can progress to net zero.
- Involve our residents more in the management of the Housing Association.
- Appoint a new external HR advice provider.
- Identification of new business opportunities.
- Identification of suitable partner organisations for joint working.
- Exploring opportunities within the provision of domiciliary care services.
- Terminating the lease for Bruce Grove.
- VAT register St Martins.
- Further recruitment of two trustees with a mental health and/or housing background.

St Martins will continue to focus on its core activities of providing support, housing and care services which meet the needs of some of the most vulnerable and excluded people in our communities. Our mission is to work hard every day to create a better life for our residents and inspire them to live independently and safely in our community.

We are very conscious of the financial pressures on our commissioners and statutory partners in both local authorities and NHS organisations. Over the next twelve months, we will continue to concentrate on developing our existing services and will also seek to develop new business in our core area of expertise. We will continue to work with local authorities and NHS organisations to provide high quality, innovative and value-for-money services for people leaving inpatient mental health services, that enable them to achieve independence safely.

About us, mission, vision & values

About us

Driven by the desire to help each person reach their potential, St Martin of Tours has assisted vulnerable members of the London community for over 100 years as a not-for-profit organisation. Providing personalised support in our registered care homes and supported accommodation services for adults with enduring mental health needs. Our highly trained and dedicated staff teams work in partnership with local care teams, to assist our residents in improving the quality of their life and enable them to transition towards living independently in the community.

Mission

'We work hard every day with our residents to create a better life and inspire them to live independently and safely in the community.'

Vision

'To be the housing provider of choice across London for people with complex needs, in order to support their mental health recovery.'

Values

- **Compassion:** We put kindness and empathy into action. We actively listen and understand what our residents need, to support them in achieving positive outcomes.
- **Accountable:** We encourage a culture of shared ownership and pride, where we are responsible to each other for our actions and decisions.
- **Respect:** We embrace people with dignity, kindness and consideration. We strive to inspire our staff and residents to feel accepted, understood and valued.
- **Partnership:** We value and understand that partnerships are central to who we are and what we do. We work collaboratively with our residents, putting them at the heart of what we do.
- **Empowerment:** We empower our residents to make decisions, focusing on their strengths and abilities.

Resident involvement & empowerment

1. Involvement

St Martins is passionate about our residents being involved in their own care; We aim to empower each resident to have control over their own life and support their progress to independence. There are opportunities for residents to be involved in decisions about St Martins activities and the running of services; through monthly house meetings and co-production forums.

- We have a strong belief in co-production groups, with the primary aim of assisting residents into employment both with St Martins and with external employers. The group has developed a number of initiatives including mini co-production groups in each service, residents providing presentations to patients in hospitals, training for residents on chairing their own CPAs and participation in local resident meetings.
- The annual resident survey showed that 95% of respondents rated St Martins services as satisfactory, good or outstanding; compared to 87% in 2020-2021. It also showed that 93% of respondents felt that they were very much involved in developing their own support plan.
- We have introduced recruitment panel training so that residents can be part of the recruitment process.
- We also introduced Bi-monthly meetings that are arranged in person across our services and include the option of Microsoft Teams which has allowed more residents to attend virtually.
- Senior Leadership Team (SLT) members attend co-production meetings where residents appreciate having communication directly with SLT, giving an opportunity to hear directly from residents.
- A member from the Board is invited to attend as part of the Sounding Board session for residents which allows residents to express their views and give direct feedback about the service.
- We piloted our Step into Work scheme which allows residents who are not yet employed to start working in jobs around the homes, offering the opportunity to do training and add relevant skills to their CVs.

2. Customer service & choice

Providing exceptional service to our residents builds the environment and relationships that are necessary for working together to achieve positive outcomes. With resident needs and desired outcomes individual and diverse, we pride ourselves on presenting options for our residents; allowing them to make informed decisions.

- We have created resident action plans for every service based on the survey results we obtained from the residents. The action plans were co-produced with residents.
- We have worked with Islington council to offer a service for women residents in New North Road service, created a safe space with secure access for women only and upon request, we also introduced women-only groups which are well attended.
- We have placed a stronger focus on encouraging residents to attend co-production and resident meetings, to receive their feedback and look at concerns raised from previous meetings.
- The Life skills role has improved social inclusion, increased the life skills of residents, and supported residents to find employment and training.
- We use Apetito as our external catering service provider to serve meals three times a day to our residents. Based on residents' different cultural needs, we offer different cuisines and ensure their nutritional needs are met.
- We consistently review minutes of meetings, especially focusing on actions and giving feedback to residents.

3. Equality & diversity

We impact assess all our policies and major decisions to ensure we do not intentionally or unintentionally discriminate against any group under the Equality Act.

- St Martins has a very diverse resident group that reflects the ethnic diversity of London. Our residents described their ethnic origins as; 47% Black British or Black Caribbean / African; 37% White; 4% Asian British or Asian; and 7% mixed race.
- We introduced a new Transgender Equality policy.
- 94% of residents are men and 6% are women. We have identified registered care services that assist women with complex mental health issues, due to an increase in need and have started to accept women at our New North Road service.

4. Complaints

We have a proactive approach to resident complaints and see them as an opportunity to improve the services we provide.

- In 2021/22 we received 25 complaints from residents, as opposed to 17 in the previous financial year.
- The 2021 resident survey indicated that 87% were satisfied with the outcome of their complaint.
- We have a new complaints procedure that has a 2 stages process for informal and formal complaints.
- We introduced a complaints & suggestions log which is reviewed at SLT meetings, to give more senior oversight.
- The involvement of Head Office staff around services has encouraged residents to speak up more and give feedback which has led to changes.
- We have focussed on the lessons learnt from complaints and also ensure that a clear outcome is given.

Resident Outcomes

All residents are encouraged to engage in work, education, social, cultural and sporting activities. We provide structured in-house programmes like our Step into Work scheme as well as encouraging people to link up with voluntary and paid work, learning institutions, day centres, places of worship and local services of all kinds.

EMPLOYABILITY

Searching for work
Applying for a job
Preparing for an interview
Maintaining employment
Positive behaviours at work

HEALTH AND WELLBEING

Mental Health awareness
Substance and alcohol misuse
Personal safety
Stress awareness
Physical health

MOVED ON TO LOWER SUPPORT

10
compared to **3** in 2020-21

ENGAGED IN EXTERNAL COURSES AND TRAINING

14
compared to **8** in 2020-21

GAINED MEANINGFUL EMPLOYMENT

9
compared to **7** in 2020-21

Resident Case Study

Sobriety is an individual journey. For each resident, the definition of sobriety is different, the outcomes and aspiration for success are personalised, and the tools for achieving these are very specific to the individual.

Many recovered addicts keep a number in their heads, one to count every day they've been sober. In Tom's case, his number equates to 24 months. Our staff member Tom, who has been a resident at New North Road since late 2016, was struggling with his addictions to alcohol and drugs since his days at the hospital. With the support of the St Martins staff at New North Road, Tom learned to withdraw from his addictions step by step and start recovering towards growing a healthy lifestyle in his life.

Tom has empowered himself through his sobriety, and with the assistance of St Martins staff and the guidance of the New North Road Life Skills Facilitators in nurturing Tom's skills and confidence, he has developed incredible outcomes in well-being and independence.

His life took a major turn around when he received a job opportunity from Dawn Burton, who used to be a Recovery & Occupation Practitioner at St Martins, to start working as an Assistant Painter & Decorator. The job gave him a purpose to change his life for good, support his family and inspire more residents through his sobriety journey.

"Hi, I am Tom. I came to New North Road in late 2016. Since then, I have always found the staff here to be very friendly and very supportive when I was struggling with drinking and doing drugs. When I first arrived, I used to feel lonely and tried to get along with other residents. As time progressed, I started to become sober and cut down on drinking and drugs for good, which allowed me to cultivate a healthy lifestyle for myself. When I got the job opportunity from Dawn to work for St Martins, it completely changed my life because it gave me a purpose and structure to have a proper everyday routine. My family and friends started to notice the changes in how I looked and spoke since I was sounding better and more positive. The staff in St Martins services have been excellent when I was a resident and now as a staff member, I feel I have a bigger opportunity to inspire other residents with my story, engage in positive conversations and help them with their struggles by being a supportive role model. My family is happy with my journey so far in St Martins, I am glad to be part of this great organisation and for what it has done in my life. I am working on having my flat soon, completing my studies which I missed during my childhood and someday, doing the coproduction sessions in different services. My favourite memory during my St Martins journey was back in New North Road when I came clean about my alcohol and drug use to Skye but she convinced me to leave that life behind and focus on the better things by bringing my life back on track and staying healthy. It wasn't a happy moment at that time but it was my turning point for sure."

Home

1. Health & Safety

St Martins takes its responsibility to provide a safe environment for residents and staff very seriously.

100%

- Annual Portable Appliance Tests (PAT) on all electrical appliances provided by St. Martins for staff and service users 100%.
- Annual water analysis tests 100%.
- Quarterly shower head descale 100%
- Annual gas safety test and appliance service 100%.
- Void electrical inspections and remedial works 100%.
- Annual project Fire Risk Assessments (FRA) 100%
- FRA remedial works 80%
- Regular servicing of fire alarm, emergency lighting and firefighting appliances 100%.
- Monthly lift servicing at Wilton Villas/New North Road 100%.
- Regular health and safety meetings to ensure we are compliant with Health & safety requirements.

2. Decent homes

St Martins homes are compliant with the Decent Homes standard: A decent home is warm, watertight and has modern facilities. All our properties are well maintained.

100%

A few of the key developments St Martins have undertaken during 2021/22 are;

- Closed-Circuit Television System upgrade at Caledonian Road.
- New boiler installation and upgrade to the Automatic Open Vent system (AOV) at Chalkhill Road.
- Installation of wheelchair stairlift at the front elevation in New North Road.
- Upgrade to the Lighting Protection System in New North Road.
- New boiler installation at Wilton Square.
- Installation of new basement fire door at Ferrini House.
- Fire Risk Assessment Remedial Work for all services.

3. Repairs & Maintenance

St. Martins has an electronic repair & maintenance reporting system called the HomeMaster system, which can meet the requirements of an auditable electronic repairs history of each dwelling and the necessary asset management, component stock data function, and regulatory reporting etc.

The number of repairs includes:

- Emergency repairs: made safe or repaired within 24 hours.
- Day to Day repairs: request carried out in 5 days or sooner.
- Routine repairs: request carried out within 28 days or sooner.

786

Total repairs carried out in 2021/22.

94%

of residents were satisfied with the outcome of their repair and maintenance requests.

Tenancy

1. Allocations

- We provide accommodation and support, usually for between 2-3 years, to enable our residents with skills to live more independently.
- 100% of the referrals we receive for our supported housing come from local authorities and 100% of referrals to our care homes come from Local Authorities, CCGs or the NHS.
- Regular referral meetings to increase occupancy across all services.

2. Tenure

Our approach to housing management is based on sustaining tenancies, minimising evictions and ensuring that our residents move on to independent accommodation.

- St Martins offers both assured short-hold tenancies and licence agreements depending on the type of accommodation.

Neighbourhood & Community

1. Local areas co-operation

All our support services are focussed on encouraging residents to take part in and be involved in the local community. Whether those entail using local health or social services or using local leisure, educational or community services, we actively encourage residents to engage in activities and services outside of St Martins.

- Our services are working closely with local care teams to share learning and review individual cases where we have concerns.
- We have strengthened our relationship with local pharmacies whom we have worked closely with to improve our MARS sheets.
- Residents are taking advantage of local facilities near their services, attending different mental healthcare programs and being part of different community hubs.
- There has been a decrease in neighbourhood complaints through working with the safer neighbourhood team, council, and NHS colleagues. This is mainly through being more proactive, talking with neighbours regularly and updating them on outcomes and any feedback.

2. Anti-social Behaviour

Our approach to housing management is based on sustaining tenancies, minimising evictions and ensuring that our residents move on to independent accommodation.

- Since the implementation of our current anti-social behaviour policy, we aim to respond to complaints quickly, efficiently, sensitively and in a consistent manner.
- We offer support to the complainant and take action against the perpetrators of anti-social behaviour.
- We work closely with the Police and Anti-Social Behaviour Teams in all our services.
- Based on the incidents reported, we have started helping residents who struggle with reading and understanding written notices that we give out while also ensuring that staff provide a verbal explanation for the content of the letter.
- With residents' consent, staff work with residents' families/friends as positive factors to improve their support plans.
- We have a new neighbourhood complaint procedure, clearer sanction procedure and eviction procedure for anti-social behaviour.

Value for money

Providing our residents with good value services runs through all the standards. We are continuously looking at ways of using our resources more efficiently.

Delivering value for money is not only something that St Martins firmly prides itself on but something that we believe is crucial to help sustain the availability of quality care across the industry. It is important we use our resources wisely and offer value for money to the people that use and purchase our services - as well as the local authorities, NHS trusts and funders we work with.

We are very conscious of the financial pressures on our commissioners and statutory partners in both local authorities and NHS organisations. We will continue to market and position St Martins as the leading provider of recovery services to people with complex needs.

Our offer to local authorities and Clinical Commissioning Groups will continue to be that St Martins can provide high quality, innovative and value for money services for people leaving inpatient mental health services that can enable them to achieve independence safely within 2-3 years.

How have we increased the value that we offer our residents?

Improved service delivery

We have made significant improvements to governance and process to deliver higher quality.

External catering

We have an external catering service provider called Apetito across our services, providing three meals per day.

New reporting systems

We have introduced LogMyCare, Datix and HomeMaster for more effective and efficient data reports.

Property upgrades

We have made significant improvements across all properties.

Digital Future

At St Martins, we rely on digital technologies to evolve our methods and approaches to improve our service standards and provide better digital infrastructure to our staff and residents. In the age of accelerating digital changes, we shift towards a smarter, more efficient and diverse digital future.

- We are constantly reviewing the way we give knowledge to our staff using our Learning Experience Platform. We use a platform which is updated when laws change and are evolving with current trends in training. We have launched new training modules throughout the year and now have a way to ensure that training is also refreshed using an expiry date on each training course. We have committed to this platform for five years and it is being updated continuously by our provider.

- Our HR platform Bamboo is also evolving with new interfaces being developed. This includes staff engagement and links to our payroll and learning providers being offered.

- HomeMaster is an integrated property control and finance system in one – it allows us to manage rents and customer accounts accurately as well as manage our income and expenditure for up-to-date reporting of the financial position of the company at all times.

- LogMyCare is our care record system that allows service managers to electronically store all resident logs so that we meet national compliance standards for resident record keeping. Managers and team leaders can monitor progress and review support plans overall or individually within the service. This supports compliance in evidencing the delivery of support and care to the people who live in our services. The platform has also been useful for our recovery key workers to review all log entries over any period of time using keywords to support their support plan reviews with residents.

Governance & financial viability

1. Governance

St Martins Board of Management has a broad range of skills and experience appropriate to the size of the organisation and its core business. Trustees have backgrounds in mental health, housing, social work, finance, science and business.

The Board of Management is non-executive in its membership and is responsible for St Martins overall direction and strategy. The Board has ultimate responsibility for the governance of the organisation. Its central role is to determine St Martin's strategic direction and policies, to establish and oversee risk management frameworks and ensure that the organisation achieves its aims and objectives. St Martins embraces the updated principles set out in the National Housing Federation's 2020 Code of Governance and complies with all aspects of it.

The Board's Finance & Development Sub-Committee continues to meet and monitor all aspects of the finances and risks of the organisation and makes recommendations to the Board, intending to ensure the financial viability and proper resourcing of St Martins. The Board's Quality & Performance Sub-Committee continues to meet to provide advice and assurance to the Board on all aspects of the organisation's quality and performance-related services related to residents, staff and stakeholders.

In relation to risk management, St Martin's approach forms part of our internal control and corporate governance arrangements. The Board is responsible for overseeing risk management in the organisation as a whole, including reviewing the risk register and reviewing assurance-providing mechanisms to ensure that actions to mitigate risks are operating effectively. St Martins has a cautious and measured approach to risk and a robust approach to risk management. In assessing both operational and business risks, we have adopted an approach that is in line with the National Housing Federation's Code of Governance Principle for control and assurance. We have improved our void management through good marketing strategies, improved communication with partners, and clearer referral policies and processes. Also, our DATIX system had been upgraded, to enable senior managers to see and review local incidents. This helps local teams to take into account other factors that we might have missed. In turn, we can better manage risks.

2. Key Accounts

St Martins financial performance has been influenced by some key issues that have been managed strategically by St Martins. We are an asset-strong organisation with low debt. The key financial indicators for 2021/2022 are taken from our statutory accounts and shown in the table below compared to the previous year:

	2021/22	2020/21
TURNOVER	£4,012,878	£3,529,069
FIXED ASSETS	£6,558,504	£6,745,239
CAPITAL & RESERVES	£4,825,453	£4,702,780
OPERATING SURPLUS/(DEFICIT)	£145,061	(£1,195,949)
SURPLUS / (DEFICIT) ON ORDINARY ACTIVITIES	£122,668	(£1,221,005)

Statement of financial position

Prepared in accordance with Financial Reporting Standard 102

	2022 £	2021 £
Fixed Assets		
Housing Properties *(cost less depreciation)*	6,448,069	6,607,332
Other Fixed Assets	110,435	137,907
	6,558,504	6,745,239
Current Assets		
Debtors	208,240	352,854
Cash at bank and in hand	551,522	634,052
	759,762	986,906
Creditors: Amounts falling due within one year (** see below)	(386,573)	(811,301)
Net Current Assets	373,189	175,605
Total Assets less Current Liabilities	6,931,693	6,920,844
Creditors: Amounts falling due greater than one year (** see below)		
Capital and Reserves		
Capital reserve	70	54
Called up share capital	8	19
Restricted reserves	67,431	67,431
Designated reserves	212,350	212,350
Revenue reserves	4,545,594	4,422,926
	6,931,693	**6,920,844**

BOARD OF MANAGEMENT

Tim Bishop
Chair

Tim began his social work career in Islington and has more than 40 years of experience working in health and social care and has held senior strategic roles in adult social care and within NHS organisations. He has also held a number of non-executive roles in the public and not-for-profit sectors. Amongst other roles he is a member of the Assurance Committee of the Professional Records Standard Body; and a Trustee and the vice chair of the Camphill Village Trust. He was the Independent Chair of the Northamptonshire Safeguarding Adults Board for four years; a Non-Executive Director on the board of Optalis a Local Authority Trading company that provides social care in Berkshire and a lay member and then vice chair of an NHS CCG.

Ian Child
Deputy Chair
BA, ACA

Ian is a qualified accountant with wide experience in finance and management from both the public and private sectors. His recent experience is within the healthcare sector supporting improvements in governance and efficiencies. Ian is also part of the East of England HFMA committee supporting learning and development for finance personnel in healthcare and a treasurer for his local cricket club.

Dr Selina Siak
Treasurer
BSc, MA, PhD, CFA

Selina joined the Board of St Martin's in March 2019 and became its Treasurer in May 2020. She was attracted to St. Martin's for its ethos, having battled depression herself. Selina is a qualified finance professional with extensive Board experience gained during an 18-year career encompassing senior advisory roles in the City of London, including nearly a decade at Goldman Sachs, followed by an entrepreneurial stint of quantitative investing and trading. Since 2007 she has worked with boards in a non-executive capacity. In addition to being a St Martin's trustee, she is an independent member of the Business Development, Growth & Investment Committee of the Livv Housing Group.

Carlos Thibaut
Board Member

Carlos has over 35 years of experience in Financial Services. His career began in Building Societies, he then went on to hold a number of senior leadership roles in Legal and General, including Direct Sales, Housing, Estate Agency and Bancassurance. He became a Board Director of various Legal and General subsidiaries and a Non-Executive Director of Alliance and Leicester Life Assurance Company. He became Group Managing Director of Lifetime Group in 2004 and became CEO of 360Dotnet Ltd, leading the business from a specialised back-office system to the fastest-growing CRM in the mortgage market, with over 20% market share. He is a Board Trustee of St Martin of Tours Housing Association and NED and an advisor for a number of start-up businesses in the leisure and ed-tech sectors.

Chyrel Brown
Board Member
DBA (Hons), CIPD 7

Chyrel Brown is the Chief Operating Officer at One Housing, now part of The Riverside Housing Group. Since joining in July 2019, Chyrel has made some important changes to the teams to improve responsiveness and the services provided and ensure that teams deliver excellent customer service. She leads key operational areas of the business including property, housing, and repairs, and is responsible for building and fire safety. Previously, Chyrel was Director of Resident Services at Hyde Housing Group and, before that, Interim Group Director of Housing. Chyrel also held the role of Assistant Director at Circle Housing and has also worked at L&Q and Asra Housing. She is currently a Non-Executive Director at the Health & Safety Executive (HSE)and University College Hospital (UCLH) and a Board Member of Barnsbury Housing Association.

Nick Jones

Board Member

Appointed as Chief Executive and Registrar of the General Chiropractic Council (GCC) in February 2019, responsible to the Council for the running of the organisation ensuring that the GCC meets its UK-wide statutory responsibilities. Early career in social housing, working in local authority, homelessness services, and consultancy. Joined the UK housing regulator in 1999 and in 2002, switched to 'system healthcare regulation' in the UK working in a range of senior roles. From 2010 he was a Director at the Human Fertilisation and Embryology Authority, the government regulator responsible for making sure fertility clinics and centres undertaking embryo research met legal requirements, leaving in 2019 to join the GCC. He has served as a non-executive Director of East Thames Housing Group for five years and from 2007-2017 was a board member of Clarion Housing Group, chairing the community foundation and serving on the Treasury Committee, as well as Chairing the resident committee for several years.

Liz Green

Board Member

BA (Hons), DipM

Liz has been a Councillor in the Royal Borough of Kingston upon Thames since 2002, undertaking various roles including a period as Council Leader. She is currently the Council's chair of Audit, Governance and Standards Committee. She is also the vice-chair of the Local Government Association's Improvement and Innovation Board, an accredited peer, coach and facilitator. Her work includes training Councillors, from all political parties and independent, and public sector management in Leadership skills to improve local services. Before being elected, Liz worked in business-to-business marketing and communications. Mental health issues are of particular interest to Liz and she is also the chair of trustees for Friends of Anstee Bridge, an organisation that supports young people with social, emotional and mental health problems through creativity.

Viktar Zaitsau

Board Member

MSc, MBA, CIBSE

Viktar brings experience in construction, data centres capital and lifecycle projects, energy performance contracts & contract management, with an outstanding track record of delivering sustainable business results, building high-performing teams, regional business development, motivation of teams, functional alignment, able to stipulate a clear vision, form a winning strategy & align direct and matrix organisation behind its execution. Viktar completed a distant learning MBA from Durham Business School building on his skills in operations management and business development and expanding his business knowledge into finance, accounting, general management, operations, marketing, technology innovation, management consulting, new venture creation, entrepreneurship, strategy and leadership. Viktar obtained a MSc degree with distinction in Building Services Engineering & is a Chartered Engineer with CIBSE.

SENIOR LEADERSHIP TEAM

Chief Executive Officer

Malcolm Campbell

RMN, MBA

Malcolm joined St Martin of Tours in January 2021 as Chief Executive Officer. With over 38 years of mental health care experience, Malcolm has held senior leadership positions in both the NHS and the independent sector.

Malcolm's experience includes roles as Director of Operations and Regional Hospital Director. Malcolm has led and managed services across a range of specialities including high, medium and low secure services, acute mental health services as well as child and adolescent mental health services.

Director of Finance

Beth Haile

BA (Hons), PGDip, ACCA

Beth joined St Martin of Tours Housing Association in October 2020 and is a chartered accountant who has previously worked for the Charterhouse organisation as the Finance Director and Company Secretary, having also worked for various charitable organisations ranging from £1m to £96m turnover, specialising in working within the Not for Profit sector.

Beth holds responsibility for St Martin of Tours' finance and IT Strategy, as well as being the Company Secretary.

Head of Operational Services

Kath Evans

Kath joined St Martins of Tours in April 2021. Kath is an experienced Head of Department with 17 years' experience of delivering excellence in Mental Health, Learning Disability and Registered Care settings. Kath was previously the Head of Mental Health for One Housing and brings with her extensive supported housing experience. Kath is extremely passionate about creating safe spaces that support individuals becoming more independent. Having been a Registered Manager herself she is well aware of the needs of our CQC services and what we need to achieve an outstanding rating.

Head of Human Resources

Steve Hall

MSC

Steve came aboard in June 2020 as Head of Workforce and Development. Steve has worked in various HR and learning roles for over 20 years in various sectors including FMCG, healthcare and retail.

He is a qualified business coach and counsellor and specialises in cultural change and people management.

Head of Business Development and Marketing

Nick Lane

BA (Hons)

Nick joined St Martin of Tours in October 2019 as the Business Development and Marketing Executive. Nick has since moved on to become Head of Business Development and Marketing with an emphasis on strategic business guidance, digital transformation and brand development.

Passionate about mental health and personal recovery, Nick invested his university electives in psychology courses with the view of evolving his business skillset to make a positive difference in the mental health not-for-profit sector; and is driven to help St Martins improve the lives of vulnerable members of the community, suffering from mental health challenges.

St Martins

Moving forward together

Registered Office

St Martin of Tours Housing Assosciation Ltd
4 Wilton Villas
London N1 3DN

Tel: 020 7704 3820
Fax: 020 7704 3832
Email: enquiries@stmartinoftours.org.uk

www.stmartinoftours.org.uk