



**CEO**

## **Appointment Brief | June 2019**

**Philip Nelson**

*Director*

Harris Hill Limited  
3rd Floor  
89 Albert Embankment  
London  
SE1 7TP

Direct Dial: 020 7820 7314  
Email: [philip.nelson@harrishill.co.uk](mailto:philip.nelson@harrishill.co.uk)  
Website: [www.harrishill.co.uk](http://www.harrishill.co.uk)

## Introduction from Wendy Back, Chair

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Thank you for your interest in applying for the role of CEO of New Directions.

We are a leading, vibrant, successful community charity, providing support services and accommodation for vulnerable adults, including those with learning or physical disabilities, within Rugby and the surrounding areas.

We are committed to providing high quality support to people with disabilities. We provide residential and respite support in our own bespoke homes, support to people living within our own high quality supported living accommodation or in their own homes. We provide day opportunities and support to people to access the community, gain employment and access volunteering opportunities.

We passionately believe that everybody should have the opportunity to lead happy, healthy fulfilling lives. We are committed to enhancing the rights, independence and choice of people we serve and to provide opportunities for them to lead full and purposeful lives and to be involved in the community where they live.

Established in 1951 by local people we have grown from a small charity run by families to the successful valuable organisation that we are now. We have a strong, well established management team, with embedded policies and processes. We are proud of our ISO 9001 accreditation, we have achieved Silver Investors in People Award and received positive feedback following recent local authority and NHS audits.

We are also at a particularly exciting time for the charity, with the Board requiring a passionate and dynamic leader, with the proven ability to continue to take New Directions from strength to strength. An individual who can develop the organisation through an ambitious and innovative approach to service and accommodation development, ensure our financial sustainability and be our public ambassador, championing our services, and working to increase our influence.

You will be ambitious and entrepreneurial, bring energy and a vision. You will have the ability to communicate the work, success and ambition of New Directions and be able to lead and motivate people effectively.

Applications are welcomed from the wider public, private and voluntary sectors, with experience of having worked in a highly regulated environment preferred

Our ethos is that every challenge we face can be turned into a new opportunity.

If you are interested in submitting an application or would welcome a confidential and discrete conversation, please contact our advising consultant Philip Nelson, Director at Harris Hill on 020 7820 7314 or via email at [philip.nelson@harrishill.co.uk](mailto:philip.nelson@harrishill.co.uk).

**Wendy Back, Chair**

## About us

Everything we do is focused towards providing quality, person centred support. We believe that a skilled, knowledgeable, caring, committed and well led staff team is at the heart of high quality support. Our successful capital developments of supported living flats includes the addition, this year, of new homes enabling an additional 13 people to live independently within the heart of Rugby Town centre.

### Mission

New Directions' mission is to make a positive difference to the lives of vulnerable people, including those with learning disabilities, by promoting their rights, independence, choices, inclusion and by providing support and opportunities for them to lead fulfilling lives.

We provide a range of quality accommodation, as well as support to people in both our supported living services and their own homes. We work with the people we support, their families and carers, to promote self-respect, individuality, dignity and support people to achieve their goals and wishes.

### What we believe?

- Everyone is equal and should have the same chances and choices in life.
- People with learning disabilities should be listened to and supported to make choices that are right for them.
- The views of families, friends, carers and staff are very important and should be heard.
- People should be supported and encouraged to be as independent as their potential allows.
- We should always strive to improve our services and adapt them to the changing needs of the people we support whilst ensuring value for money services.



## Internal Structure

The CEO leads an established, experienced and highly motivated Senior Management Team (SMT) consisting of a Finance Manager, HR Manager and Head of Operations.

SMT leads a team of Registered Managers, Deputy Managers and Team Leaders.

New Directions has an embedded internal structure encompassing:

- Policies and procedures
- Internal controls
- Internal audits at all levels
- Reporting throughout the levels of the organisation
- Reporting to Board
- Quarterly Board meetings attended by SMT and Registered Managers
- Sub Groups of the Board
  - Finance and Development
  - Quality Assurance and Policy

New Directions maintains ISO 9001 accreditation and gained the Silver award of Investors in People.

## Who do we serve?

New Directions supports vulnerable people, including those with learning disabilities, their families and carers. Our links with families, friends and carers are very important to us and we aim to maintain these and offer support where needed.

We currently support over 100 people with a disability and employ over 135 people from Rugby and the surrounding areas.

We work with local schools, colleges and businesses to improve their understanding of disability issues, facilitate opportunities for joint partnership working and more inclusion for people with disabilities, both in the community and within social networks.

Often the people we support have had to overcome many challenges in their lives, so to see them developing their confidence, abilities and potential is what inspires us and motivates us all every day.

## Our Activities

### *Supported Living*

Over the last 6 years we have developed our supported living service and now support over 75 people living over 4 cluster sites, all within Rugby. A further capital development is underway and will be completed in April 2020; this will provide homes for a further 15 people.

### *Residential Service*

We maintain two residential homes, supporting a total of 13 people. Our services all maintain “Good” ratings with CQC, with one service assessed as “outstanding” for being well-led.

### *Residential Respite Service*

We operate a bespoke 3 bed bungalow supporting over 30 families with respite support.

### *Day Opportunities*

Our day opportunities service provides support both within the community and within our bespoke building. We support people to maintain an allotment, run a café and make a positive contribution to their community. We support people to develop new skills, enter employment, make friends, be included in the community and to plan for their future by unlocking their potential.



## Financial Strength

New Directions has developed and built its financial reserves, enabling investment in innovative new developments and services to meet the needs of our existing and future customers.

We maintain strong internal financial controls and a reporting system that enables us to ensure that each service meets its budget. All our services have remained sustainable over the last financial year and are budgeted to do so in the coming years.

We acknowledge that we are in difficult economic times and are committed to keeping operating costs as low as possible, whilst maintaining high quality and responsive services.

## Strategy

We are proud of our past, what we have achieved and the ambitions for our future and have begun the discussions regarding our next strategic plan for the period to 2024, which our new CEO will have the opportunity to influence and take ownership of.

The views and aspirations of the people we support shape what we do and how we do it; we continue to strive for excellence in all that we do. Above all we respect and value everyone as individuals.

New Directions has experienced an intense period of development and growth over the last 8 years and recognises that whilst the new strategic plan needs to support further development, it is equally important to consolidate and maintain existing services at the same time with finite resources.

New Directions is a resilient organisation which can rapidly adapt to change and maintain its operational delivery and quality through peaks and troughs of business cycles. We recognise that the current external environment remains one of rapid change, significant challenge but also of considerable opportunity.

## Future Plans

Measuring, evaluating, reviewing and reporting on our impact as well as listening to feedback about our services enables us to improve what we do for the future, as well as demonstrate the value and difference we make.

Despite the challenging financial climate, we will continue to deliver high quality services and develop new opportunities for the people we support and their families.

We will continue to invest in effective recruitment, induction, training, development and valuing our staff, which we recognise is key to our continued success. We see the future as being able to develop more volunteering and work opportunities for the people we support. Our ambition is to develop social enterprises to enable the people we support to develop stronger community connections and to contribute to the wider community. In order to achieve this we will be looking to secure funding bids and donations, which will enable us to go above and beyond the limitations of the statutory funding.

We will continue to increase our presence and visibility. We will build on our CQC inspection reports, striving for “Outstanding” ratings. We will strengthen and grow our impact through the development of new and effective partnerships and will continue to involve the people we support and their families in service design.

Our proven track record shows that we turn challenges into opportunities. We will continue with this ethos while striving to provide the best services available and to be a forward thinking and innovative provider of services.



## Role Profile

<b>Title:</b>	Chief Executive Officer (CEO)
<b>Remuneration:</b>	£65,000 to £75,000 per annum
<b>Benefits:</b>	28 days paid holiday pro rata, including bank holidays Flexible working arrangements. Contributory workplace pension scheme  We also offer a wide range of other staff related benefits.
<b>Contract:</b>	Permanent
<b>Hours:</b>	Flexible (full time or part time considered)
<b>Location:</b>	Rugby
<b>Responsible to:</b>	The Board
<b>Purpose:</b>	The CEO will provide visible, inspirational and strategic direction, set and embed a high performing culture, and continue to develop the organisation through ambitious, innovative service and accommodation development which is needs led.

## Responsibilities

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### Leadership

- Foster an open, transparent, values driven culture, ensuring the organisation acts with fairness and probity in all matters, champions diversity and inclusion, underpinned by our commitment to equality for all.
- Understand and be responsive to the needs of the people we support and their families and pursue continuous service improvement to ensure high quality support and service provision.
- Liaise with the Board and Senior Managers to develop and lead on the implementation of financial plans, including setting budgets and the formulation of income generation strategy.
- Plan, develop, implement, review and evaluate the organisation's operational and financial performance.
- Evaluate the organisation's operational, financial, marketing, governance structures and processes to plan for continuous improvements and operating effectiveness.
- Establish and monitor key indicators of the organisations impact, to demonstrate how we achieve our charitable aims and objectives, make a difference to the people we support, represent value for money and deliver benefits to the wider society.

- Communicate effectively, establish credibility throughout the organisation and with the Board act as the developer of innovative solutions to business challenges, risks and opportunities.
- Lead a strong, effective, co-ordinated and forward-thinking senior management team to ensure successful strategic and operational management.
- Maintain awareness of the political, regulatory and competitive external market landscape, identifying opportunities, risks, potential changes in regulation or good practice that may affect the organisation.

### **Commercial**

- Lead on high level negotiations including funding, property transactions and service delivery.
- Lead on tendering for new contracts, existing contracts compliance and the effective negotiations of business agreements the charity may enter into.
- Identify and maximise opportunities for external funding bids and ensure the charity is clearly positioned within the market.

### **External Relations**

- Build on and increase further our successful professional reputation and profile to a wide range of audiences.
- Represent the organisation at events, publicity opportunities and deliver powerful presentations to a wide range of audiences.
- Ensure the organisation uses all social media platforms effectively to raise our profile and produces high quality impactful marketing in all areas to promote our work and achievements.

### **Management**

- Directly line manage and support the senior team, ensuring their roles are well defined and aligned with strategic and delivery plans and their performance is proactively managed and developed.
- Develop a robust performance framework that provides clear accountability, delivers results, celebrates achievements and supports continuous improvements.
- Mentor, coach and support the management and staff teams to empower staff, foster their growth, encourage development and a value driven culture of excellence underpinned by collaborative and cross team working.
- Through an embedded culture of high performance and risk management across the whole organisation, ensure a climate prevails that promotes accountability, creativity, innovation and continual learning.

### **Governance**

- Build an effective working relationship with the Chair and Board of Trustees.
- Work with the Board to ensure there is clear strategic direction and vision for the organisation and translate into meaningful strategic plan that is evaluated with the Board and staff team on a regular basis.
- Liaise with the Board to ensure that the charity's overall governance structure, policies and procedures are appropriate and effective, taking remedial measures and implementing changes as necessary.

- Attend all Board meetings (held quarterly) and prepare a written report in advance of each meeting detailing matters of interest and concern regarding the charity's activities.
- Assist the Board with governance reviews, their training and development and the recruitment of new Trustees.
- Ensure that all major risks are identified and regularly reviewed, that systems and procedures are in place to mitigate all such risks; be responsible for the development and implementation of the charity's Risk Register.

### **Compliance**

As CEO you will be the nominated responsible individual with the Care Quality Commission, having overall responsibility for the robust management of regulated activities and ensuring the quality of the services and support provided.

- Ensure compliance with the legal obligations under the Charities Act and Companies Act.
- Develop and maintain effective operational policies and processes in all the charity's functions. Review and update scope and content to meet legal, statutory and regulatory responsibilities.
- Ensure the development and practical application of all organisational policies and procedures e.g. with regard to health and safety, equality and diversity, and safeguarding
- Ensure the safeguarding of the vulnerable adults with whom the charity works through rigorous DBS procedures and safer recruitment procedures, staff training, robust procedures, auditing processes and following regulation and good practice.
- Ensure that collection and protection of personal information complies with current General Data Protection Regulations.
- Ensure that all of the charity's activities are conducted safely and that Health and Safety policies are understood and followed by everyone
- Lead on maintaining quality standards, particularly ISO9001 quality accreditation.

## Person Specification

Our new CEO will be expected to evidence that they have the **skills, experience and attributes** to lead the organisation as we continue to develop:

### Experience

- Senior level leadership experience with the ability to operate at both an ambassadorial and a strategic level.
- Successful record as a skilled and experienced manager of senior staff.
- Proven experience of managing operational delivery and day to day running of an organisation, engaging, supporting and motivating staff to perform to the best of their abilities.
- Excellent knowledge of fundraising, with a track record of developing new business opportunities and sustainable and diverse income streams.
- Experience of identifying new opportunities and managing the required organisational change with experience of change management.
- Strong financial experience, with the ability to plan resources appropriately, understand financial reports, develop commercial planning and understand and interpret complex financial information.
- Experience of leading the development of effective impact measurements.

### Skills

- Ability to understand quickly, new sectors and gain respect with sector leaders and decision makers.
- Exceptional and confident public speaker, with the ability to chair and play an active part in a range of meetings, small and large both internal and external.
- Excellent communications, presentation and senior-level influencing and interpersonal skills, with the ability to communicate the long-term vision of the organisation.
- Highly skilled and experienced in forming and maintaining constructive partnerships with external agencies.
- Highly skilled and experienced in organisational planning, and in the production of strategic and business plans.
- Skilled in effective decision making, negotiating, problem solving and report writing
- Ability to use and have experience of using a word-processor, database, and spreadsheet programmes as well as video-conferencing/webinars.

### Personal attributes

- Palpable passion and commitment to the aims and ethos of New Directions.
- Awareness of and sensitivity to the needs and issues faced by vulnerable people, including those with learning disabilities.
- Open, transparent, and an inspirational leader with clear vision and a drive to foster a culture of shared ambition, effective quality delivery of support and collaboration across the staff team and externally.
- Be commercially astute, socially conscious and demonstrate entrepreneurial skills in how we achieve our vision and mission in shaping our services as well as how we fund them.
- Capacity, enthusiasm, energy and willingness to meet challenging demands, work to deadlines, within cost limits and initiate and sustain improvements and impact.
- Ability to build strong and effective working relationships with stakeholders at all levels and relate to their needs, including (but not exclusively) staff, trustees, partners, patrons and advisors.
- Understanding of the social sector, the context within which social sector organisations, especially charities and social enterprises work, and their value base.
- Knowledge and understanding of the legal and regulatory requirements relevant to New Directions.
- Familiarity with a range of marketing and promotion methods.
- Self-aware and able to display a high level of emotional intelligence.
- Demonstrable commitment to the ethos of equality and diversity.

New Directions is committed to equality and diversity and encourages applications from all sections of the community. The job holder will need to provide evidence of their ability to work in the UK.

## How to Apply

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If you would like to apply for this position, please forward:

- An up to date CV outlining your employment history, academic and professional qualifications and contact details.
- A Supporting Statement (no more than 2 x A4 pages)
  - Demonstrating how you met the criteria outlined in the Person Specification
  - Outlining why you are interested in working for New Directions.
- Harris Hill Registration Form.

Please submit your completed application to [philip.nelson@harrishill.co.uk](mailto:philip.nelson@harrishill.co.uk) to arrive by **9.00am on Monday 22 July**.

Please let us know if you will require any special provision should you be called for interview.

## Timetable

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Activity	Date
Closing date for applications	Monday 22 July
Preliminary interviews with Harris Hill Executive Search	Monday 29 July
Final panel interviews with New Directions	Monday 12 August

## Queries

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If you wish to have an informal discussion about the opportunity, have any queries on any aspect of the appointment process, or need additional information please contact our retained advisor **Philip Nelson** at Harris Hill on **020 7820 7314** or [philip.nelson@harrishill.co.uk](mailto:philip.nelson@harrishill.co.uk).