



# The Green House Chief Executive Officer Applicant Information

December 2018

Closing date: 12 January 2019 at 12:00 GMT

Interviews: 21-23 January 2019

Location: Bristol, UK

For questions: [CEOApplication@the-green-house.org.uk](mailto:CEOApplication@the-green-house.org.uk)

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## Chairman's Letter

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Thank you for your interest in the role of Chief Executive with The Green House. The Green House is at the forefront of providing therapy to survivors of sexual assault and abuse. Over the years The Green House has grown organically, but as the demand for our services continues to increase we need to step up to the challenge of helping survivors receive the services they need. We are seeking a CEO who can assist us to meet the needs of our clients and move us from our therapy-based origins to a mental health services delivery organisation with a range of therapeutic tools to support men, women and children.

With a highly skilled team and excellent clinical governance, one of the main challenges for our new CEO will be to continue to deliver a quality service and to achieve improved services through a motivated workforce during a period of austerity and change. The Green House, under your leadership, will develop the insights necessary to set clear decisions thus operating differently within our organisation and as an active collaborative partner. The Trustees support the development of financial management skills to allow us to deliver more for less in a very demanding funding environment. We hope that you will bring the financial management acumen to identify ways we can improve our operations and demonstrate the emotional intelligence to lead our community on this journey to be a mental health services delivery organisation.

The Green House has begun understanding how it must change and, more importantly, collaborate to meet the needs of its clients and funders. We have an opportunity to review and improve The Green House organisational model in a holistic fashion. You will be supported by Trustees who have the knowledge and skills required, and you will have the opportunity to determine how The Green House undertakes improvement to reduce wait times for service and reach those who need our help who may not currently be aware of The Green House.

The Trustees and I are excited and committed to supporting you and the excellent staff to innovate and expand The Green House's service provision so that everyone has the opportunity to heal and recover from sexual abuse. It is indeed a challenge but one that will truly impact our clients' lives for the better.

I look forward to receiving your application and encourage you to read carefully this packet allowing ample time for sharing why you are ready to be our next CEO.

Kind regards,

A handwritten signature in black ink that reads "Steve".

Stephen Livings, Chairman

## Background and overview

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The following information shares some of The Green House's background and an overview of the opportunities.

### Our story

The Green House has been providing therapy for people affected by sexual abuse for over 30 years. Founded in the 1970s, we were formerly known as the Avon Sexual Abuse Centre. As we began to support increasing numbers of children and young people we decided it was essential to change our name. Today, we provide therapy for 93 men, women and children a week.

### Opportunity for growth

In 2018, The Green House purchased St Agnes Lodge in St Pauls, Bristol. Having completed a successful fundraising campaign, we are in the process of renovating St Agnes Lodge to be a bespoke therapy centre and plan to relocate there in March 2019.

### Service demands

Our waiting list for therapy continues to grow, with waiting times for some clients approaching 18 months. The increased capacity and improved facilities at St Agnes Lodge offer an exciting opportunity for The Green House to expand our services and opportunities to support the needs of our clients.

### Collaboration

The Green House was a significant contributor in the co-development of the Bristol Sexual Violence Support Consortium which will allow consortium members to work cooperatively together creating a more integrated approach in responding to the needs of those affected by sexual trauma and abuse. Consortium members include The Green House, Somerset & Avon Rape and Sexual Abuse Support (SARSAS), Womankind Therapy Services and Barnardo's. The collaboration will play an essential role in our future as we work with our partners to ensure that our combined services are fit for purpose in a challenging commissioning landscape with funders including the NHS, Ministry of Justice and other health and human services grant-making organisations.

The Green House has partnered with the consortium members to pilot a single point of entry assessment for services which will go-live from April 2019. This joined-up service model will improve how service users are signposted to the most appropriate service to fit their needs.

### Seeking for our future

We are seeking an entrepreneurial CEO with a proven understanding of building human services charities. The CEO will have strong financial planning and strategy skills as well as being a clear and

effective communicator skilled at building collaborative, forward-focused organisations. The knowledge, skills and abilities for the role can be found in the Person Specification below.

### Trustee and staff support

The Trustees and staff are keen to help you deliver the growth required for The Green House. After you join, the Trustees will work with you to refresh the Strategic Plan. The staff and Trustees will work jointly to improve our operating model and establish the path to The Green House's growth.

## Chief Executive Officer Role Advertisement

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The Green House provides therapy services to sexual assault and abuse survivors in the greater Bristol area. We have over 90 clients a week engaging men, women and children. The demand for service continues to rise, and we are beginning a new chapter - embracing innovation to achieve an opportunity to offer more therapy-based solutions for our clients.

The CEO will play a critical role in leading our transformation. The Trustees are seeking a dynamic leader, skilled in building a future-focused organisation, who can take a diverse set of stakeholders on a collaborative journey achieving improved and expanded services.

The application pack explains the skills and abilities sought for the role. The application pack can be found at: <https://the-green-house.org.uk/about-us/vacancies>.

**The closing date for this role is 12 January 2019 at 12:00 GMT.** Please submit a covering letter and CV to [CEOApplication@the-green-house.org.uk](mailto:CEOApplication@the-green-house.org.uk). Within the cover letter, please consider the following questions:

1. What is your understanding of the challenges of working in this sector, and managing staff who are working with sexual abuse survivors?
2. What are the significant challenges, in your opinion, facing The Green House in its wish to increase our services? Do you have thoughts on how you would approach these challenges?
3. What are your expectations of the Trustees in supporting you?

Shortlisted candidates will be contacted to arrange an in-person interview on 14 January 2019.

## Appointment Process and Timeline

<b>Applications Open:</b>	5 December 2018
<b>Applications Close:</b>	11 January 2019
<b>Shortlist Notification:</b>	14 January 2019
<b>Interviews:</b>	21-23 January 2019, Bristol, UK
<b>Shortlist Process:</b>	Candidates will submit a Curriculum Vitae and Letter of Application. Within the letter, Candidates are asked to answer three specific questions to convey their views on the challenges of service delivery.
<b>Interview Structure:</b>	<p>The interview will be comprised of four parts undertaken on the same day to expedite decision making and ensure the candidate has the opportunity to meet with the Staff and Trustees.</p> <ol style="list-style-type: none"> <li>1. <b>Trustee Panel</b> - Each candidate will meet with a Trustee panel for approximately 60 minutes.</li> <li>2. <b>Staff Panel</b> - Following the Trustee panel, the candidate will meet with a Staff panel to share their views and to gain further insights into the operations of The Green House.</li> <li>3. <b>Presentation</b> - The candidate will have an opportunity to give a short presentation to a combined panel of Trustees and Staff to share their view of strategic priorities facing The Green House and how they would endeavour to address these priorities.</li> <li>4. <b>Outgoing CEO</b> - Our outgoing CEO will meet with each candidate at the end of the interview process to answer any questions and provide further insights.</li> </ol>
<b>Background Information:</b>	The shortlisted candidates will be provided with background materials to best inform their views and aid in presentation development.
<b>Interview Timing:</b>	The Trustees wish to be as flexible as possible to aid candidates in preparing materials and finding time to meet with us. However, the interviews are likely to be in the afternoon and evening as the Trustees are all volunteers.

## Job Description- Chief Executive Officer

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<b>Position Title:</b>	Chief Executive Officer (CEO)
<b>Reports to:</b>	Board of Trustees with the Chairman being the direct supervisor
<b>Direct Reports:</b>	Adult Services Clinical Lead; Children and Young People's Clinical Lead; Operations Manager; and, Development and Fundraising Manager
<b>Working Hours:</b>	37.5 hours per week*
<b>Holiday:</b>	25 Days per Annum
<b>Salary:</b>	Commensurate with experience
<b>Benefits:</b>	Pension Contributions per UK regulations

\*Out of hours meetings will be necessary at times.

### Job purpose

The CEO of The Green House in partnership with the Trustees is responsible for the overall success of meeting the needs of The Green House clients.

The CEO provides leadership and is accountable for the organisation's administration, revenue generation, financial management, service delivery and communication. Working closely with the Trustees, the CEO delivers The Green House's long-term strategy. S/he oversees the development of a yearly budget and business plan. The CEO ensures The Green House complies with all legal requirements and regulations.

Acting as an ambassador for The Green House, the CEO provides the public face for communication and awareness raising about the challenges facing survivors of sexual assault and abuse. S/he builds relationships with stakeholders in the areas of funding/commissioning, politics, media, other charitable human services organisations and the business community. The CEO plays a crucial role in motivating staff and engaging volunteers and prospective donors.

### Job activities

#### LEADERSHIP

1. To be the face and voice of The Green House - its principal ambassador.
2. To liaise with, support and motivate staff towards a commitment to The Green House's aims, objectives and ambitions.

3. To seek out, develop and maintain effective working relationships with relevant organisations and individuals to promote the work of The Green House and facilitate the implementation of the strategic objectives.
4. To lead by example, instilling a culture of professionalism and inclusion, supported by coaching, training and development.

### **STRATEGY**

5. To liaise with the Trustees to develop The Green House's strategy and be responsible for leading the implementation of it.
6. To be responsible for the development and delivery of the annual business plan.
7. To identify strategic risks, issues and opportunities and take responsibility for initiating and leading mitigations gaining the Trustee's support whilst doing so.
8. To lead The Green House's evolution from a counselling charity to a mental health services provider.

### **PARTNERSHIP AND ORGANISATIONAL DEVELOPMENT**

9. To lead the promotion and development of The Green House's mission to help survivors of sexual assault and abuse.
10. To identify and build beneficial partnerships with funders, donors, charities, and other relevant authorities to aid The Green House mission and income generation.
11. To work towards long-term sustainability for The Green House business model and improve cyclical income, fundraising and other revenue.
12. To adopt a creative and innovative approach to development, remaining open to new ideas and opportunities.

### **ADVOCACY AND INFLUENCING**

13. To be a passionate and effective advocate in advancing The Green House's objective to bring about cultural and legislative change so that meaningful support services are increasingly funded, prioritised, and delivered for sexual assault and abuse survivors. This may include speaking at high profile conferences and networking at a senior level with like-minded charities, academic institutions, government and local authority departments.
14. To lead The Green House's public relations activities to influence decision-makers to address the needs of The Green House's clients.

### **OPERATIONS**

15. To be responsible for the implementation of all organisational plans.
16. To oversee all operational functions including administration, finance, fundraising, marketing, communications and IT.

17. To ensure that The Green House's services, contracts and projects are delivered to the highest standards.
18. To take overall responsibility for the recruitment, management and effective deployment of staff, including contracted therapists, ensuring that The Green House Human Resource processes covering recruitment, performance management, appraisal and remuneration are fit for purpose.
19. To undertake management of the Senior Management Team.
20. To be responsible for the custody, maintenance and efficient use of The Green House's assets.

### **FINANCIAL CONTROL, PERFORMANCE MONITORING AND REPORTING**

21. To ensure that the charity's financial resources are managed effectively and that The Green House remains in good financial health, identifying risks and taking appropriate action.
22. To coordinate with the Trustees to develop and lead on the implementation of the charity's financial plans, including setting budgets, formulating income generation strategies and overseeing all fundraising activities.
23. To maintain effective financial management and control systems; ensure delivery within budgets and to performance targets and oversee the production of management accounts, statutory accounts and annual reports.
24. To inform and oversee improvement of The Green House's performance management indicators.
25. To oversee a timely and appropriate financial and performance reporting regime to be distributed to designated Trustees which shall include financial and non-financial performance indicators.
26. Ensure that TGH complies with all financial regulations and requirements set out by the Charity Commission and Companies House

### **GOVERNANCE AND COMPLIANCE**

27. To liaise with the Trustees to ensure that The Green House's governance structure, policies and procedures are appropriate and effective, taking actions as agreed with the Trustees for improved governance.
28. To attend all Trustee meetings and oversee paper generation in advance of each meeting, per Trustee governance processes, detailing matters of interest and concern regarding The Green House's activities requiring decision and oversight; ensure that the Board is made aware promptly of any matters requiring attention or decision.
29. To develop and maintain effective operational policies and processes reviewing and updating the processes to meet legal, regulatory and best practice needs.
30. To ensure the development and practical application of all organisational policies and procedures, e.g. health and safety, equality and diversity, and safeguarding.

31. To ensure that The Green House complies with best practice in its operations.
32. To ensure the safeguarding of the vulnerable persons with whom The Green House works through rigorous DBS procedures and best practice.
33. To ensure that collection and protection of personal information complies with current data protection regulations.
34. To ensure that The Green House activities are conducted safely and that Health and Safety policies are duly followed.
35. To be responsible for the management of The Green House Risk Register and associated processes ensuring that risk management is operated effectively: all material risks (risk inside cost) are identified and regularly reviewed thus allowing systems and procedures to be in place to mitigate risks.

### Job requirements

1. **Enhanced DBS Check:** Applicants will undertake a background check before beginning employment per the requirements of working with vulnerable persons and will be required to repeat the background check on a yearly basis.
2. **Travel:** The role will require travel within Bristol to meet with partners and funders and occasionally outside of Bristol to funders' sites.
3. **Out of Hours Working:** The role will require out of hours working to attend governance meetings and other meetings when required.

### Equal opportunities statement

The Green House is an Equal Opportunity Employer. The Green House does not discriminate based on race, religion, colour, sex, gender identity, sexual orientation, age, non-disqualifying physical or mental disability, national origin, or any other basis covered by appropriate law. All employment is decided based on qualifications, merit, and organisational need.

The Green House future home at St Agnes Lodge will be accessible to those with disabilities.

## Person Specification - Chief Executive Officer

The following table sets out the characteristics for the person holding the CEO role. This list is not exhaustive but indicative of the knowledge, skills and abilities desired and when they will be tested during the selection process.

Experience	Essential	Desirable	Application	Interview
A successful track record at senior leadership level.	❖		❖	❖
Experience of diversifying funding, assessing new fundraising options and generating income from a variety of sources.	❖		❖	
Experience of successful change management.	❖			❖
A successful track record of people management.	❖		❖	❖
Experience in developing effective relationships with local government, statutory and other voluntary organisations.	❖		❖	
Experience of successful partnership and consortia working.		❖	❖	❖
Experience at the senior level of successful financial management, including responsibility for budgets.	❖		❖	❖
Experience of working with a variety of media to successfully promote an organisation or an issue.	❖		❖	❖
Understanding the needs of Sexual Assault and Abuse Survivors.		❖	❖	❖
Experience of managing support services for people with complex needs or clear understanding of trauma and its impact.		❖	❖	

Qualifications	Essential	Desirable	Application	Interview
Educated to Degree Level		❖	❖	
Counselling qualification or experience		❖	❖	

Management, supervision or coaching qualification		❖	❖	
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Knowledge, Skills and Abilities	Essential	Desirable	Application	Interview
Knowledge of strategic, financial and operational planning	❖		❖	❖
Knowledge of the charitable sector and working alongside a Board of Trustees	❖			❖
Strong understanding of the current funding landscape and evidence of successfully developing opportunities to obtain new funding sources	❖			❖
Skills in identifying practical problems, developing options and making decisions	❖		❖	❖
Ability to determine priorities and work under pressure on different fronts simultaneously, while delegating appropriately	❖		❖	❖
Excellent organisational skills with strong attention to detail	❖		❖	

Communication and Networking skills	Essential	Desirable	Application	Interview
Dynamic and an excellent communicator to different target audiences	❖			❖
Able to write clear understandable and reasoned reports for a variety of audiences	❖		❖	

Personal Qualities	Essential	Desirable	Application	Interview
A commitment to challenging injustice, stereotyping, prejudice, discrimination and bias in a non-confrontational way, aligned with the values of the organisation	❖			❖
Self-motivated, dynamic, inspirational and compassionate	❖		❖	❖
To have integrity and be confidential and professional always	❖		❖	❖

Other	Essential	Desirable	Application	Interview
Able to travel when needed	❖		❖	
Able to work occasionally out of normal business hours	❖		❖	
Willing to carry out any additional work, challenges and responsibilities relevant to the role of CEO	❖		❖	