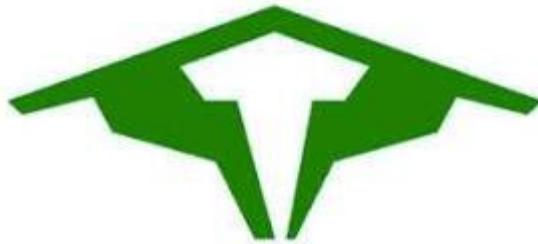


Glencraig Community

For the position of Chief Executive Officer



Completed Application Forms must be returned to CO3 by
noon on Friday November 23rd 2018

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Letter from the Chair of Trustees

Dear Applicant

Thank you for expressing your interest in the post of Chief Executive Officer (CEO) with Camphill Community Glenraig (CCG).

The aim of this pack is to provide you with information to help you to make an informed decision about applying for this strategic position. It describes the kind of person we are looking for to lead the charity over the coming years as we build on our successes and address the challenges we face. Strong leadership is vital to future success.

I am sure you will be aware of the challenging environment which the broader Third Sector is working within. An on-going backdrop of funding uncertainty and cuts combined with the continuing political vacuum and ever-increasing regulation make it difficult to lead and deliver effective change, but it also underscores the important role that the new-to-post Chief Executive will have in leading Glenraig to sustainability, enabling it to continue to provide the services which make it unique.

Glenraig was the first Camphill Community established in Northern Ireland (NI) when it opened in September, 1954. Based on Rudolf Steiner's philosophy, and Dr Karl Konig it strives to integrate intellectual, practical and artistic development in all its services. We are proud of the services we have built and the lives we have changed during our 64 year history.

At the core of the community is the recognition of the dignity of people with disabilities. We believe that, no matter what an individual's disability may appear to be, the essential core that makes us all human always remains whole. Everyone deserves equal respect and to be given opportunities in life so that all may be able to realise their potential. We provide this respect and these opportunities through the range of services and support that forms the core of our community's work.

Camphill Community Glenraig (CCG) has a mixture of salaried staff, long-term and short-term vocational co-workers and volunteers. It provides a range of services on the Community's 100 acre site, which include a registered residential care home for adults, an independent special needs school and boarding facility, a farm, a market garden and a laundry in which our residents play an active in role.

We are extremely proud of the quality of care and the range of opportunities we are able to provide to the more than forty adults and twenty children whose needs we seek to meet.

This is a substantial leadership role, one which offers an exceptional and rewarding opportunity to lead a committed and passionate team and take CCG to its next stage. It is, therefore, critically important that the new-to-post Chief Executive not only understands and respects the values and ethos of CCG but also has the leadership skills and experience needed to secure the Community's sustainability. It is only if this is achieved that CCG will be able to go on meeting the needs of the children, young people and adults for whom it exists.

We are delighted to be working with Chief Officers 3rd Sector (CO3) who are helping us with the recruitment process. If you have any initial queries relating to the post, please contact Iris Pendergast in the first instance. You can reach her at iris@co3.bz or by telephone at 028 90 245356/ 07802 712742

Yours sincerely

Elizabeth Mitchell, Chair, on behalf of the Glenraig Community

Background to the Glencraig Community

Glencraig was the first Camphill Community based in Northern Ireland and opened in September 1954 providing care, support and education for children and young people with additional needs.

Mission

Camphill Community Glencraig aims to create a person-centred community where vulnerable adults and children can maximise their full potential through living, learning and working with others in healthy social relationships based on mutual care and respect.

The Vision

Glencraig strives to be an organisation that provides and delivers sustainable, holistic care and a high level of education. Working in partnership with other organisations, it offers support for individuals with learning disabilities, based on their assessed needs,

Values

Organisational values are the core principles that guide the organisation in how it carries out its activities. These values identify what makes our organisation unique. Through a process of facilitated dialogue and consultation, the following values have been developed as core to the organisation's work;

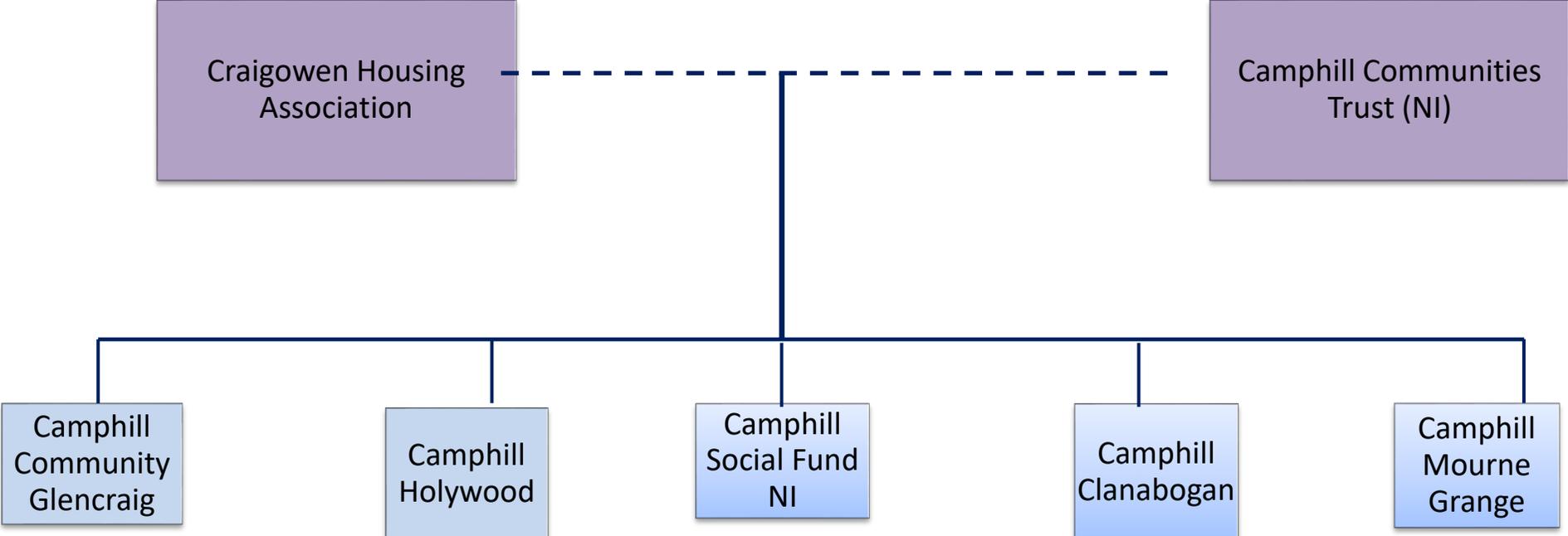
- P Positive Risk Taking
- O Opportunities
- T Transparency
- E Equality
- N Nurture by Nature
- T Therapeutic Environment
- I Integrity
- A Accountable
- L Lifelong Learning

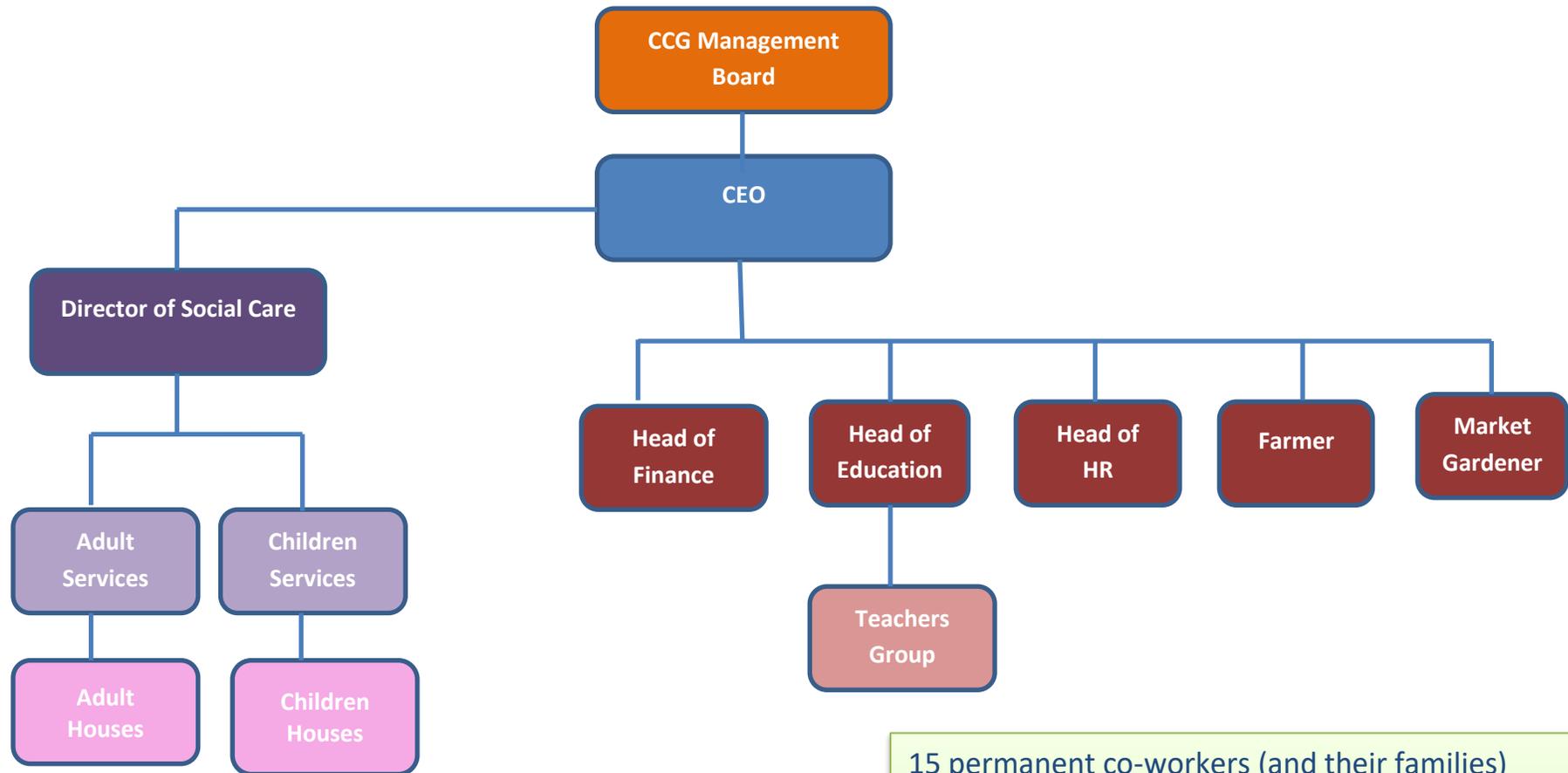
Ethos

The ethos of our organisation is based on a set of guiding beliefs which makes us different and distinguishable from others. They may be summarised as follows :

- We value each individual and help to develop his/her full potential through mutual support, compassionate care, empathy, understanding, equality as well as empowerment and positive risk taking as an important part of human development.
- We are committed to engaging with the wider community to promote cultural life, work opportunities and innovative projects.
- We aspire to work as a whole out of openness and transparency.
- We support and respect differences. We are committed to equality, diversity, collaboration, teamwork and partnership work with other organisations to bring about positive change.
- Through nurture by nature we are committed to care for the land and are inspired by the yearly natural cycle to develop a sustainable and healthy way of living. We recognise the importance of being able to engage with and participate in meaningful activities, which give a sense of purpose and meaning in life, something we see as fundamental to the well-being of each individual, promoting confidence, growth and self-esteem.
- We create a home-friendly therapeutic environment where all individuals can feel safe, respected and have their voices heard. We offer a positive, enriching environment where children, young people and adults are well supported and well cared for through holistic person-centred approaches, which integrate health, education and work and the care that meets the complex needs of each individual. And we work to encourage the development of learning skills that will enable everyone to gain a sense of belonging and control, greater confidence, improved motivation and resilience.
- We are committed to acting with integrity and in a trustworthy and consistent manner so that we maintain the confidence of the public and our stakeholders.
- We hold ourselves individually and collectively accountable for our actions and decisions as members of the community and especially for the quality of the provision we make for the children, young people and adults in our care. We understand that their best interests and well-being must always be our first and our over-riding priority.
- We are focussed on creating and sustaining a lifelong learning environment in which each individual can grow and develop, making the most of his or her potential through working interdependently and creatively with others.

Organisational Chart





15 permanent co-workers (and their families)
10 retired co-workers
Approx. 21 new short-term co-workers and volunteers
256 Permanent members of staff

Finances

Details on our financial accounts may be accessed [here](#)

Job Description

Job Title:	Chief Executive Officer (CEO)
Reporting to:	The Chair and the Board of Trustees
Responsible for:	<p>You will be responsible to the Board for providing leadership and contributing to the strategic and operational management of the organisation in order to achieve agreed aims and objectives.</p> <p>You will develop the charity's public profile and foster relationships with government, statutory, voluntary and private bodies, individuals and other external stakeholders.</p> <p>You will ensure that the organisation complies with its governing document, Charity Law, Company Law, RQIA and any other relevant legislation or regulations including requirements in respect of safeguarding children and vulnerable people.</p>
Location:	Based primarily in Hollywood, but with travel throughout NI, Ireland, to meet the needs of Glenraig Community.
Salary:	£60,000 - £75,000 per annum (subject to negotiation relating to relevant experience).
Pension:	Both employer and employee (company contribution of 4% and employee contribution of 4%)
Holiday entitlement:	33 Days plus 12 Statutory Days
Duration:	Permanent, full time subject to funding
Probation:	6 month probationary period
Hours of work:	40 hours per week, flexibility is required in terms of hours and days worked to fulfil the obligations associated with the post.

Key Purpose of the post

The CEO is accountable to the Board of Trustees for the overall strategic management, leadership and development of Camphill Community Glencaig.

The post holder will offer inspirational leadership to staff, co-workers and volunteers which will drive a performance-oriented and developmental culture. This will require working with the Board to lead and support the development and delivery of the strategy, ensure that effective monitoring & reporting are in place and that the Board receives appropriate advice and information on all relevant matters.

The CEO will develop effective relationships with a range of key stakeholders, supporting their development and stewardship in order to support the furtherance of the charity's aims.

He or she will role-model the values and ethos of the charity and be committed to fulfilling the mission and vision of Glencaig, maintaining an operational oversight and ensuring the effective management of the delivery of services across the different functions of the organisation

He/she will also ensure that planning, budgeting, governance, risk and operational/financial controls are appropriate for the running and achievement of the strategic objectives and are operating effectively.

The key roles of the Executive Director:

- Strategic Leadership
- Organisational leadership and management
- Leading Transformational Change
- Operational Management
- Income generation – financial sustainability
- Financial Accountability
- Governance and Compliance
- Building Effective Relationships

Strategic Leadership

The CEO will be an outstanding strategic leader who is able to articulate the vision, values and ethos of CCG and is committed to the highest achievement in all areas of the charity's work.

Strategic : the CEO will

- Have overall responsibility for managing the change, sustainability and ultimately the growth of the Charity.
- Work in partnership with the Board of Trustees in establishing the strategic vision and objectives.
- Lead on the implementation of the strategic objectives to fulfil the Charity's vision.
- Develop appropriate operational plans to ensure the effective implementation of the strategic objectives.
- Ensure that the contribution of the Board of Trustees, staff team, co-workers and volunteers is maximised and coordinated effectively so that the organisation's objectives are achieved in a consistent manner.
- Create an empowering culture that embraces change, promotes innovation and the kind of continuous thinking that builds the sustainability of the charity.
- Lead the senior management team to ensure those involved have the skills and commitment to develop and run the organisation both now and in the future.

Organisational leadership and management

Operating in a complex environment, the CEO will have the skills, experience and expertise needed to ensure that the overall leadership and management of Glenraig enable it to meet its statutory obligations.

He/she will

- Ensure that Glenraig has appropriate and effective management and the organisational structures and systems needed to fulfil its objectives, with all staff, co-workers and volunteers understanding their roles and responsibilities.
- Ensure that the residential care home, school and boarding facility meet the highest standards in care and fulfil their statutory obligations in line with RQIA and ETI.
- Ensure that the programmes of care provided for our service users are adaptable and take account of our clients' needs now and in the future.
- Build a strong and committed leadership team through the development of a culture of openness, accountability and continuous improvement, including development of performance management systems that ensure that the team's key targets are met and underperformance is addressed in a timely manner.
- Develop and implement operational plans to fulfil the strategic plans.
- Oversee the appropriate delegation of duties to committees, staff and volunteers.
- Instil a culture of accountability, using effective methods for monitoring performance and plans against the strategic plan and financial budget.
- Ensure that the organisation has an appropriate staffing structure and develops an effective recruitment and retention plan.
- Ensure that Glenraig has the facilities it needs to achieve its aims and objectives and that these facilities are effectively and efficiently managed and

developed: this will involve overseeing the development and implementation of an effective maintenance plan, which adheres to the highest standards in health and safety and meets all statutory requirements.

- Have ultimate responsibility for the welfare and safeguarding of all those accessing the Organisation's services and facilities.
- Ensure that the Organisation has in place adequate systems and procedures to enable it to operate efficiently : these systems will include management information, financial and statutory reports in line with RQIA and other statutory requirements.
- Lead the development of human resources policies and practices which ensure that the staff team, co-workers and volunteers are trained, managed, motivated, appraised, accountable and rewarded in a way which enables the Organisation to achieve its goals most effectively and comply with all employment law and equal opportunities guidelines and laws.
- Be accountable for large scale asset management across the estate, including the oversight of capital projects: this will include the design, planning and financing of infrastructure improvements as informed by the Strategic Plan.

Leading Transformational Change

To drive transformational change within the Organisation to ensure that the Charity is sustainable and able not only to fulfil its mission but ultimately to enhance the services it provides, the CEO will

- Create and maintain an empowering organisational culture that encourages new thinking and innovation to support the sustainability and ultimately the growth of the Charity.

- Connect Glencraig's history with the present and develop the future vision.
- Be responsible for meeting the demands of changing legislation, new initiatives and changing practice.
- Capitalise on the unique Glencraig model, mobilising the community in support of a strong culture of accountability and change to fulfil the vision and mission of the charity.
- Demonstrate a collaborative leadership style which will instil a culture of partnership working with key internal and external stakeholders.

Income generation – financial sustainability

The CEO will cultivate a portfolio of opportunities to generate income from a diverse range of sources so as to enable the Charity to meet its objectives and build its sustainability.

He/she will

- Ensure that an appropriate income generation strategy is developed, implemented and regularly evaluated.
- Lead on the development of corporate donors to support the sustainability of the Charity.
- Lead a programme of successful bids for income from a range of funders including statutory sources (grants and tenders), grant-making trusts and foundations.
- Develop and maintain a strong profile and relationships with present and previous funders.

- Enhance relationships with key donors and friends utilising Glencreig’s unique brand to generate income.
- Optimise income from, associates, and other individuals, through regular giving, gift-aid, legacies, etc.
- Develop social enterprise services and models to generate new unrestricted income sources for Glencreig.
- In collaboration with the Board, develop a robust reserves policy to ensure the sustainability of Glencreig.

Financial Accountability

The CEO will have overall responsibility for the operating and financial stability of the organisation.

He/she will be expected to

- Lead on financial reporting, ensuring that the financial systems, controls and processes demonstrate accurate financial stewardship.
- Ensure long term financial sustainability by confirming that proper financial systems are established and effectively monitored, that appropriate action is recommended to address problems and that the Trustees are presented with accurate and timely financial reports
- Review and approve the annual budgets of each of the Senior Directors and ensure that all budgetary targets are met and efficiencies are maximised.
- Working with and through the appropriate processes, negotiate optimum prices with service providers in order to achieve economies of scale and adopt the appropriate procurement procedures

Governance and legal Compliance

The CEO will work with the Chair of the Board to enable Trustees to fulfil their duties and carry out their legal and other responsibilities for the proper governance of Glencreig.

He/she will be expected to

- Provide clear and concise information to the Board through carefully structured meeting agendas, briefing papers, policy proposals and progress reports.
- Work with the Board in fulfilling Glenraig's constitutional, regulatory and legal duties, in order to ensure compliance with all relevant legislation, including, RQIA, employment law, charity law, company law and health and safety legislation.
- Ensure that the major risks to which the charity is exposed are reviewed and that systems - including a live risk register - have been established to mitigate these risks.
- Together with the chairperson, enable the Board to maintain high standards of governance and fulfil its role effectively through the provision of transparent briefings and reports
- Attend, support and offer guidance to relevant sub-committees of the Board.

Building Effective Relationships

The CEO will develop effective relationships with a range of key internal and external stakeholders and partners in order to support the furtherance of the Charity's aims.

External

The CEO will be expected to

- Build and maintain an outward-facing role on behalf of Glenraig which will strengthen its external relationships, future growth and development, with a particular focus on funders across the public sector and independent trusts and foundations.
- Develop effective working relationships with the leadership of the wider Camphill Community Group across NI.
- Develop effective relationships with the family network that accesses Glenraig's services.
- Identify key agencies, individuals and groups that could enhance the delivery of Glenraig's strategy at local level and build relationships locally, nationally and internationally as appropriate.

- Identify and build new working partnerships and collaborations to further the mission of the charity.
- Build and maintain a strong public profile and positive reputation.

Internal

The CEO will be expected to

- Build and maintain effective relationships with Trustees, staff, co-workers and volunteers.
- Oversee the development of an effective communication plan and processes across the Glenraig community.

Professional and Personal Development

Together with the Chair, the CEO will be responsible for maintaining his or her own personal and professional development.

He/she will

- Be subject to an annual appraisal and regular supervision
- Be required to meet an enhanced Access NI check

Additional duties

It is the nature of the work of Glenraig that tasks and responsibilities are unpredictable and varied. All members of staff are required to work in a flexible way in order to meet the needs of the Organisation and those whom it exists to serve. This may include residential periods and time away from home representing Glenraig Community.

Personal Specification

Essential Qualifications

Hold a third level qualification or equivalent. If a candidate does not have a degree level qualification, he/she will be required to have at least ten years' experience of managing a complex organisation and be able to demonstrate a track record of success.

Essential Experience

A minimum of seven years' experience of leading and managing a complex organisation with a track record of developing and delivering key strategic objectives.

Significant experience of working with and to a Board (a minimum of seven years).

Able to move adeptly between strategic and operational priorities, demonstrating flexibility, pragmatism, adaptability and a solution focused approach.

A minimum of seven years' experience of leading, managing and motivating a staff management team.

A minimum of seven years' experience of leading, managing and motivating volunteer teams.

Proven ability in creating, developing and delivering effective strategies and plans that have delivered growth and financial sustainability.

A proven track record in developing new and existing income streams which ultimately lead to a balanced budget and sustainability.

A proven track record in delivering results, with a strong focus on staff performance management and accountability.

Experience of ensuring that an organisation has a clear structure in place and that all resources are aligned with the mission and goals.

Proven experience of relationship-building and influencing at senior levels.

Demonstrable experience of implementing organisational change, resulting in a sustainable organisation.

Desirable Experience

Experience or knowledge of residential care setting

Experience of working with individuals with learning difficulties

Essential Knowledge
Breadth of knowledge and experience in the health and social care sector.
An understanding of the ethos and values of the Camphill Community
Understanding the diverse range of funding models available to charities, including grants, project funding, independent trust/foundation funding and trading income.
Financial Understanding – an appreciation of the commercial realities facing charities and an ability to set realistic options based on the resources available, together with skills and experience of budgeting, managing organisational finances and assets.
Essential Skills
A strategic thinker and implementer, with the ability to see the big picture and to make difficult decisions in the organisation's best interest.
Strong financial management, with the ability to set, analyse and control the management of budgets.
A strategic problem solver who is solutions-orientated
An excellent communicator, able to inspire and engage with a wide range of internal and external stakeholders.
*A full current driving licence and access to a car to meet the travel requirements of the job, including occasional travel throughout Northern Ireland and elsewhere.
Values and Personal Attributes
A high degree of integrity
Commitment to the ethos and values of Glenraig

*Consideration will be given to alternative travelling proposals in respect of applicants with a disability who cannot hold a licence.

Shortlisting stage

To be shortlisted, candidates are required to :

- Hold a third level qualification or equivalent. If a candidate does not have a degree level qualification, they will be required to have at least ten years' experience of managing a complex organisation and a track record of demonstrable success

- Have a minimum of seven years' experience of leading and managing a complex organisation with a significant income and a track record of developing and delivering key strategic objectives of an organisation.
- Have significant experience of working with and to a Board (a minimum of seven years)
- Have a minimum of seven years' experience of leading, managing and motivating a staff management team.
- Have a minimum of seven years' experience of leading, managing and motivating volunteer teams.
- Show a proven ability to create, develop and deliver effective strategies and plans that have delivered growth and financial sustainability.
- Have a proven track record in developing new and existing income streams which ultimately lead to a balanced budget and ensure the sustainability of the charity.
- Have demonstrable experience of implementing organisational change, resulting in a sustainable organisation.

If we receive a high number of applications, we reserve the right to increase the years of experience the candidates have held in their leadership roles.

Interview stage

In addition to being assessed against a range of competences, candidates will also be considered at interview against the following criteria:

- Commitment to the ethos and values of Glenraig
- A high degree of personal and professional credibility
- The ability to engender trust and inspire key stakeholders.
- Credible and confident communication skills
- Exemplary interpersonal skills, including the ability to engage people of all levels, backgrounds, and disciplines and to communicate effectively with internal and external stakeholders so as to build support for the organisation.
- The ability to think and act strategically, developing practical and creative solutions.

- Experience of building relationships and collaborating with partners.
- Evidence of being highly self-motivated, creative and determined, with the ability to take initiative and problem solve effectively.
- Tactical awareness and the credibility necessary to operate and communicate at a senior level.

Guidance notes on completing your application form

- Please complete the application form provided
- To ensure an equitable recruitment process CVs in lieu of the application form cannot be accepted.
- The application form is designed to ensure that applicants provide the necessary information to determine how they meet the requirements of the role and the short-listing criteria.
- You should ensure that ALL sections of the application form are completed.
- You should ensure that you provide evidence of your experience in your application form, giving length of experience, examples and dates as required.
- Glencraig will not make assumptions from the title of the applicant's post or the nature of the organisation about the skills and experience gained: these must be articulated within the application form.
- Write down clearly your personal involvement in any experience you quote. Write "I" statements, e.g. I planned meetings, I managed a budget, I prepared a presentation. It is how you actually carried out a piece of work that the panel will be interested in.
- The examples you provide should be concise and relevant to the criteria. For example "I increased the staff turnover by X% or created a saving of X%". It is important that you provide clear examples of the impact you have made.
- The examples which you provide may be checked out at interview and you may need to be prepared to talk about these in detail if you are invited to interview. It is your unique role the panel are interested in, not that of your team or division.
- If you do not provide sufficient detail, including the appropriate dates needed to meet the eligibility criteria, the selection panel will reject your application.

- ONLY the details provided by you in your application form (the employment history and eligibility criteria) will be provided to the selection panel for the purpose of determining your eligibility for the post.
- The quality of your submitted application in relation to your written communication skills will also be assessed as part of the selection process.

Monitoring and Criminal Convictions Disclosure

Please complete the Equal Opportunities Monitoring form and Criminal Convictions Disclosure Form, these forms will not be disclosed to anyone involved in short-listing your application.

ACCESS NI (Criminal Conviction Checks)

The successful applicant will be subject to an Enhanced Access NI check. The successful applicant will not be able to commence employment until this check has been successfully completed.

Disability

In accordance with the Disability Discrimination Act a person is disabled if they have, or have had, “a physical or mental impairment which has, or has had, a substantial and long term adverse effect on your ability to carry out normal day to day activities”.

If you consider yourself to have a disability relevant to the position for which you are applying please contact the Human Resources Manager so that we can process your application fairly, make any specific arrangements for your interview, and make any necessary reasonable adjustments or adaptations, or provide any aids to assist you in completing the duties of the post.

Equal Opportunities

Glencraig Community is an Equal Opportunities Employer and all applications for employment are considered strictly on the basis of merit.

References

Applicants are required to provide details of three referees. Referees will not be contacted without prior consent from the candidate. You should not seek a reference from anyone who is related to you.

Timescale for Interviews

Please protect the below dates. Candidates should note that it may not be possible to offer alternative interview times.

Closing Date for Applications	First Interview With CO3	Second Interview (will include an unseen/seen task) With Glencraig	Final Interview (may include an unseen/seen task)	Relevant Reference checks sought and notification provided to candidates
Friday November 23 rd 2018 at 12noon	Monday 26 th November 2018	Morning of Wednesday 28 th November 2018	Friday 30 th November 2018	As apt.

The successful candidate will be required to participate in two induction days prior to commencing. The dates will be agreed after the selection process is completed.

Application Deadline

The deadline for completed applications is Friday 23 November 2018.

Please note that you are required to submit two signed hard-copy applications and one electronic copy.

Your completed application should be sent as follows:

Iris Pendergast

Chief Officers 3rd Sector (CO3)

34 Shaftesbury Square

Belfast

BT2 7DB

Two hard copies and one electronic copy to iris@co3.bz

Glencraig Community cannot accept incomplete application forms; application forms received after the closing deadline or reformatted application forms.

Applicants using Royal Mail should note that 1st class mail does not guarantee next day delivery. It is the responsibility of the applicant to ensure that sufficient postage has been paid, normally a large letter stamp, to return the form.

Contact Details

If you have any queries regarding the recruitment process, please contact: by e-mail or telephone **028 90 245 356**

Further information on Glencraig may be accessed [here](http://www.glencraig.org.uk)
www.glencraig.org.uk