Carer Support Wiltshire

CHIEF EXECUTIVE INFORMATION PACK

September 2018

Registered Charity No 1092762 Company limited by guarantee 4415685

Carer Support Wiltshire

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Letter from the Chair

Thank you for your interest in becoming the new Chief Executive of Carer Support Wiltshire (CSW), a charity supporting unpaid carers in Wiltshire and beyond.

This is a tremendously exciting time to be involved with the organisation at the start of a new contract to support carers in their communities. This will, for the first time include young carers from the age of 5. We are developing new digital tools and websites to better support carers of all ages and backgrounds. Alongside this, we have invested in diversifying our income, and were successful in a number of grant applications strengthening our volunteer base and working with military communities among others. We run successful annual appeals which raise more than £25,000 a year and have expanded our innovative Working for Carers scheme across the country with new partners in Birmingham, Worcestershire, Gloucestershire and London.

Demand for our services has continued at the higher levels seen post Care Act implementation in 2015. By the end of financial year 2017-18 over 12,000 carers were registered with us. This is a quarter of the known Wiltshire carer population according to the 2011 census. Performance has proved strong with coproduced outcomes framework showing that carers reported the benefits of our support.

As Chair I am proud that our work was recognised nationally though the NHS England Commitment to Carers and subsequent Memorandum of Understanding as well as being shortlisted for a national prize. These achievements stand us in good stead, but there is still much work to be done to ensure that carers in Wiltshire receive the support and acknowledgement that they need and deserve.

Our new Chief Executive will have the opportunity to work with, shape and support a team of highly talented and committed professionals. They are excited by the opportunities we face and committed to tackling any challenges head on with energy, enthusiasm and in accordance with our core values; I hope you will relish the chance to harness their abilities and dedication.

I am privileged to work with and be supported by an exceptionally gifted Board of Trustees who wholeheartedly share the values and vision of the organisation and will provide you with their expertise, guidance and encouragement.

We are keen to appoint an inspirational Chief Executive able to lead our team to deliver the vision for a caring community within Wiltshire which recognises, values and supports carers by putting them at the heart of everything we do.

If you are excited about the prospect of leading our work and believe you have the skills, experience, energy and commitment required, then I hope we have secured your interest.

Yours sincerely

Laraine Marriott, Chair

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Background

CSW is a charity that aims to ensure that all unpaid carers across Wiltshire are well supported. The organisation was formed in April 2011 on the merger of the previous four carer support charities for Wiltshire. The organisation is proud to be a network partner of the Carers Trust – the leading national charity for carers in the UK which works to reach carers and develop services across the country.

What is a carer?

A carer is someone who helps a friend or family member who could not manage alone. Carers who perform this role are usually unpaid and, even though they are often providing care to loved ones or friends, their lives are often negatively impacted by the role. CSW helps support carers by providing support services including carer's assessments, individual and group support, information, advice, training, and breaks and respite. CSW works collaboratively with other organisations to improve their identification of carers and to develop best practice in relation to carers, as well as raising awareness of carers' issues through public relations and events.

How does CSW help carers?

Through our work, which is aligned to the Wiltshire carers' strategy, we aim to improve carers' health and well-being. We help carers access the right services both for themselves and the people they care for and support them in making the sometimes difficult choices about their caring role. We seek to improve carers' financial position, aware of the difficulties that many are facing. We ensure carers' voices are heard by our politicians and service providers and we work with health and social care professionals and employers to raise carer awareness and develop best practice through our innovative projects.

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Some of our recent achievements

Highlights during the year 2017-18 include:

- Successful tender to supply services for all ages of carers in Wiltshire. Building on the basic principle of reaching out to identify and recognise more carers our staff are now community based
- At the end of March 2018 there were **12,307** carers registered with us, a **48%** increase from June 2014
- **2,086** initial assessments were undertaken providing tailored information and advice to support in maintaining or increasing well-being
- Delivering **1,750** short breaks to carers
- We supported volunteering as a pathway back to work, **90** volunteers actively participated and 14% reported in an annual survey that they had returned to work as a result
- Signposting **1,760** and referred **710** carers to other specialist services
- Obtaining **£12,244** in direct grants for carers
- Helping **9** Adult Young Carers access support for themselves and the person they care for so they could take part in education, volunteering or training
- **49** out of **54** GP surgeries across Wiltshire signed up to our Investors in Carers accreditation
- We reached our fundraising target of **£25,000** in our first ever annual appeal, Time for Carers, meaning we were able to offer funded respite to 4 carers who had no other means to fund it
- We launched YACbook, a website for young adult carers in the south west
- We were awarded the PQASSO level 2 marque
- This year saw the signing of the NHS England Carers' Memorandum of Understanding (MoU) that was adopted by the Wiltshire Health and Wellbeing Board
- We were delighted to appoint our first patrons, local MPs Dr Andrew Murrison and Claire Perry.

You can obtain a full copy of the Annual Report and Social Impact Report by downloading it from our website www.carersupportwiltshire.co.uk.

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Our vision, mission and values

Our vision

To create a caring community where Wiltshire recognises, values and supports carers.

Our mission

We aim to ensure all unpaid carers in Wiltshire are supported, have a voice in policy-making and their contribution to the community is valued.

Our Values

Carer centred:	Ensuring that carers are at the heart of our decision-making.
Collaboration:	Working with others to develop and deliver best practice.
Enablement and empowerment:	We support the growth of individuals in their community and at work.
Innovation:	We will take a leading role in the development and improvement of services for carers.
Access for all:	We seek to ensure that all can access the services they need, when they need them.
Integrity and honesty:	We work towards the highest standards and ensure accountability and transparency at all times.
Compassion and empathy:	Understanding and demonstrating kindness and consideration through all our work.

Our Objectives

The main strategic priorities for CSW are:

- To provide services for unpaid carers across Wiltshire and beyond
- To improve the financial sustainability of Carer Support Wiltshire by increasing diversity of funding
- To influence care and support policy within elected and none elected bodies by being the voice for carers and on their behalf
- To continuously improve leadership, management, service delivery and quality performance.

Financial year 2018-19:

From 1st April 2018, Carer Support Wiltshire began providing carer support to all ages of carers with breaks and respite for young carers provided through a partnership arrangement with Youth Action Wiltshire. We were bold in the design of our winning tender and reshaped and refreshed teams will be providing a broad range of holistic carers support.

We will continuously drive to improve our systems and processes so that more of our income is spent directly on carers.

Using our new flexible working tools, staff have moved to new roles of community connectors working alongside health and carer professionals in their communities, able to link with local resources and improve support and awareness of carers and their needs. We have put additional emphasis on volunteering and outreach into schools to help with the identification and recognition of young carers. Communications is another area of development with the launch of new websites YACbook and a young carer site as well as an upgrade of our main website and introducing digital tools to ensure carers can get the information and peer support they need at the time they need it.

In July 2018, we commenced our Courage to Care project, funded by the Community Covenant. It will create a network of skilled military carers, encouraging self-sufficiency and providing transferable, accredited skills which can be used in future postings and upon re-entering civilian life.

Fundraising activity is focused on the Returners Fund, supporting the expanding Working for Carers scheme, and our Community Connections Appeal 2018 with its aim of reducing carer isolation.

Our structure

Organisational Structure

CSW is a Registered Charity number 1092762 and a Company Limited by Guarantee 04415685 not having a share capital.

Its registered office is The Clock Tower, 5 Farleigh Court, Old Weston Road, Flax Bourton, Bristol BS48 1UR.

The company is governed by Articles of Association as amended in August 2017, extending the area of benefit. It was renamed in 2011 on the merger of the previous four carer support organisations in Wiltshire.

The Board of Trustees

The governing body of CSW is the Board of Trustees (who are also directors of CSW for the purposes of company law).The Board of Trustees is legally responsible for the governance and management of the charity.

The Board identifies the skills it needs to carry out its work now and in the future and recruits accordingly. Vacancies are advertised using specialist help to reach a diverse field of potential applicants. Trustees are recruited by a thorough, open and inclusive process to ensure a diverse range of skills and experience.

The Board of Trustees is made up of the following individuals:

- Laraine Marriott, Chair of Trustees
- Jane Mason, Vice Chair
- Ruth Martindale – Treasurer, Chair of Finance Subcommittee and Company Secretary
- Derek Hayes, Chair of Quality, Compliance and Volunteering Subcommittee
- Chris Meier, Chair of Fundraising and Publicity Subcommittee
- Malcom Seymour
- James Minett
- Janet Surr
- Gerard Montgomery
- Elizabeth Brown
- Dr Toby Williams

About you

To succeed in this role you will be able to inspire, motivate and lead by example in accordance with our values. Critically you will have an understanding of the health and social care sector and a commitment to improving the lives of unpaid carers. In addition you will have significant experience of developing and delivering organisational strategy and change and experience of working within a governance framework.

The Role

Title: Chief Executive of Carer Support Wiltshire

Accountable to: The Chief Executive is accountable to the Board of Trustees through the Chair of Trustees

Direct reports: Support Services Team Leader, Community Connectors Team Leader, Reaching Communities Team Leader, Fundraising & Development Manager, Finance Manager, Personal Assistant

Location:	Wiltshire, flexibly based at Semington Carers Centre/Salisbury Carers Centre
Hours of Work:	37 hours per week Monday to Friday plus occasional weekend / evening
Salary:	£50k per annum
Contract:	Permanent

Job Description

Job purpose: Working with the Chair and Trustees, the Chief Executive is responsible for providing leadership to the organisation, delivering the vision and leading the development and progress of Carer Support Wiltshire (CSW).

The Chief Executive takes overall responsibility for implementing the agreed strategy through the effective and efficient use of resources.

Our Chief Executive needs to be inspirational, bringing enthusiasm, energy and conviction to lead by example in accordance with our values and demonstrate to the highest degree CSW's core competences of: Trust and Respect, Working Together, Creativity, Responsibility and Leadership.

The Chief Executive is responsible for undertaking the following key activities:

Main duties and responsibilities:

Leadership:

1. Lead, inspire and motivate staff and volunteers to achieve the highest standard of practice in all aspects of their work focused on carers
2. Ensure the Board, staff and volunteers maintain a collective sense of vision and purpose
3. Ensure all of CSW's internal and external activities reflect the vision, mission and values of the organisation
4. Promote shared learning, innovation and teamwork at all levels of the charity, fostering excellent relationships between centrally located and remote staff and volunteers
5. Promote a positive and healthy working environment, demonstrating leadership through personal example

Strategy and planning:

1. Lead on the design and implementation of CSW's strategic plan
2. Research and review service needs and ensure that the organisation is well placed to respond and deliver services as required
3. Seek out and develop new strategies for CSW to extend and evidence its reach and impact
4. Ensure that effective infrastructure, support services and risk management are in place for all aspects of the organisation's service delivery and activity
5. Ensure effective delivery of CSW's key objectives, working closely with our partners and other stakeholders

Income Generation:

1. Lead on negotiating contracts and service level agreements with funders
2. Lead on the development and implementation of a strategy to diversify income streams including the development of social enterprises and trading activities
3. Energise skilled staff and volunteers and involve the wider community to ensure maximum impact and sustainability of income generation
4. Lead the cultivation of current and prospective donors, including corporate partners, to ensure increased and sustainable annual revenues
5. Develop competencies within the organisation, which will lead to consistent, predictable funding for CSW

Performance Management:

1. Ensure the effective performance of the senior management team through best practice recruitment and selection, development and review and ongoing leadership and line management
2. Encourage innovation among staff and volunteers within the policy framework laid down by the Board of Trustees and in accordance with CSW's values
3. Ensure that volunteers are properly valued and integrated within CSW's structure and ethos

External Relations:

1. Lead and foster high-level external relationships with key stakeholders such as commissioners, the community, corporate leaders and donors
2. Oversee the charity's external relations with all relevant parties including service users and other charities
3. Oversee the charity's policy influence in services and advocacy work at all levels, ensuring our communications strategies impact over the long-term
4. Act as the lead spokesperson where appropriate for the charity, particularly within media channels, including social media and provide leadership to others, both staff and volunteers, when they are acting as spokespersons on behalf of CSW
5. Develop competences in the charity to extend its reach and delivery through digital channels

Governance and Legal:

1. Support the Board, in liaison with the Chair of the Board, and advise the Board on matters of policy, strategy, legal, financial, staffing and procedural matters
2. Ensure that CSW's mission is safeguarded, statutory duties are satisfied and objectives and decisions are well-informed, clear and implemented on schedule
3. Ensure the Board receives regular and appropriate reports on the degree to which the organisation is achieving and implementing the strategic objectives, including reports on the quality of the programmes and performance against the financial and business plan
4. Ensure that the major risks to which the charity is exposed are reviewed regularly and systems have been established to mitigate those risks in accordance with the Board's risk appetite
5. Oversee the development of policies in the whole organisation, ensuring that these are legally compliant and facilitate due diligence
6. Work closely with the Board of Trustees to enable it to fulfil its duties and legal responsibilities for the proper governance of the charity including the production of the Trustees' Annual Report
7. Ensure the charity delivers on all contracts ensuring due diligence, monitoring and evaluation
8. Establish a collaborative and open working relationship with the Chair through regular meetings and contact

9. Work with the Chair to recruit new members to the Board and ensure development of all members through appropriate induction, advice, information and training

Financial and Resources Management:

1. Be responsible to the Board for the overall financial health of Carer Support Wiltshire including developing, overseeing and monitoring an effective programme of income generation and fundraising to ensure the ongoing sustainability of the organisation
2. Ensure effective systems and procedures are in place for budgeting, forecasting and financial control
3. Develop and keep under review the organisation's staffing and organisational structure to ensure that skills, information, knowledge, time and other resources are used to maximum impact
4. Identify resources to enable CSW to achieve its objectives
5. Be accountable for the use and upkeep of premises in line with any leasing, tenancy or ownership arrangements

General Responsibilities:

1. To undertake continuous professional development / professional training / learning opportunities in line with the needs of the post and resources available
2. To be familiar with and uphold of all CSW's policies and procedures including Health and Safety and Equal Opportunities
3. Uphold CSW's vision, mission and values through words and actions
4. To undertake other tasks and duties as appropriate following consultation with the Chair of the Board of Trustees.

Person Specification

The successful candidate will have the following experience and knowledge, skills and qualities:

		Essential	Desirable
Qualifications	Educated to degree level or equivalent, or can demonstrate equivalent qualifications, skills and experience.	Yes	
	Recognised management qualification		Yes
	Evidence of continuous personal development	Yes	
Experience and knowledge	A demonstrable track record of successful and dynamic leadership gained as a Chief Executive or leading a significant directorate/programme	Yes	
	Substantial experience of developing organisational strategy and delivering innovation and change in an ambiguous and complex environment	Yes	
	Knowledge, understanding and experience of working within a governance framework	Yes	

	A proven track record of raising income from diverse streams, including commissioning, and developing innovative and sustainable business models	Yes	
	Significant experience of negotiating and influencing at a strategic level, and building relationships and partnerships	Yes	
	Understanding of the agendas of unpaid carers	Yes	
	Understanding of the current climate of wider health and social care agendas	Yes	
	Substantial experience of representing an organisation publicly to the media and diverse audiences.	Yes	
	Strong knowledge of digital media and their application in communications, marketing and delivery	Yes	
	Demonstrable track record of leading and developing well-motivated teams of staff and volunteers in networked organisations	Yes	
	Strong and proven strategic financial management including budget management and forecasting, with the ability to evaluate and manage risk	Yes	
	Extensive knowledge of the voluntary sector and best practice in UK	Yes	
Skills	Ability to promote CSW effectively at all levels and command the respect of others quickly, including Trustees, partner organisations and high-profile ambassadors	Yes	
	Good leadership skills with the ability to encourage and utilise the talents of team members (including volunteers) to mobilise collective effort and commitment	Yes	
	Strong coaching skills to bring out the best in colleagues	Yes	
	High-level, relationship-building skills to enable all current and prospective donors and key stakeholders to be informed, influenced and persuaded to give support	Yes	
	Exceptional communication and presentational skills, with the ability to deliver CSW's' messages in a persuasive and nuanced way to secure support, through influencing and partnership working	Yes	

	A strategic approach to work and managing others that translates plans into reality	Yes	
Qualities	Alignment with and commitment to the aims, purpose and vision of CSW	Yes	
	Strong commitment to improving the lives of carers	Yes	
	Lead by example to promote a culture of equality, inclusion and transparency throughout the organisation	Yes	
	Resilient with a positive outlook	Yes	
	Strong skills in innovation, with the ability to introduce new ideas and lead and manage change	Yes	
	Enterprising approach, displaying resourcefulness, initiative and creative problem solving	Yes	
	Able to work with and make sense of ambiguity, leading others through uncertainty	Yes	
	Highest integrity and with a strong sense of fairness	Yes	
	Dynamic, persuasive, charismatic, outward facing personality	Yes	
	Results orientated, disciplined, demanding and fair	Yes	
	High level of emotional intelligence - naturally collaborative in approach	Yes	
	Flexible and self-aware, committed to continuous professional development	Yes	
	Politically astute	Yes	
Other	Prepared to work in other locations or at times outside normal working hours (i.e. in the evenings or at weekends) on an occasional basis, as required by the organisation and willingness to travel across Wiltshire and further as required	Yes	
	Flexibility is required for this role and you may be asked to undertake other duties from time to time, as determined by the Board of Trustees, and in keeping with the purpose of the post	Yes	
	Full driving licence and car owner	Yes	
	Proficient computer skills, familiar with Microsoft Office suite	Yes	

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How to Apply

Please submit a CV, covering letter / email and supporting statement of 500 words evidencing how you meet the person specification for the role, with particular emphasis on your understanding of the health and social care sector to:

admin@rootshr.org.uk

By 12 noon on Monday 17th September 2018

For an informal, confidential conversation with Laraine Marriott, Chair, please contact Roots HR on 01562 840060 or via email at admin@rootshr.org.uk with your name, contact details and availability.

Interviews will be held on 28th September 2018 at our offices at the Independent Living Centre, Semington, Trowbridge, Wiltshire BA14 6JQ.