



CHIEF EXECUTIVE OFFICER

CANDIDATE BRIEF

WELCOME FROM THE CHAIR

Thank you for your interest in the role of Chief Executive at Manor Gardens Welfare Trust (MGWT).

MGWT is an Islington based charity that has been playing a central role in people's lives since 1913. Today we are a modern, vibrant health, wellbeing, and early years, provider that assists people to take action to change their lives for the better. Through our varied services, interventions, and community spaces we improve the quality of life for individuals and families throughout the year, especially those most disadvantaged by poverty, poor health, social isolation and exclusion.

The Chief Executive role at MGWT offers an exciting opportunity for an inspiring individual to lead the charity as it further develops its cohesive wellbeing offer and strengthens its position as a trusted support and care provider. Following an extraordinary couple of years, with significant adaptations and developments during the pandemic, we are more ambitious than ever about extending our reach and expanding our services as we enter a new chapter of leadership and with ever increasing need and demand for our support.

MGWT is looking for a Chief Executive who is a visionary leader and excellent communicator; someone who understands the needs and assets of diverse communities and how multi-service community hubs, workforce integration, and partnership can improve the lives of individuals and the whole community, particularly the most vulnerable, and address inequalities.

As Chief Executive at MGWT, you will need to have a track record of strategic leadership and operational management, together with exceptional communication and influencing skills. This will be complemented by stakeholder management, financial and business acumen and an entrepreneurial and creative approach to take MGWT forward to meet the challenges and opportunities the charity faces in an ever-changing external environment.

This is an opportunity to join a vibrant charity, dedicated to doing the utmost to support those who need us. Working alongside a supportive Board and a committed staff team you will join an organisation with a recently reviewed framework and strategy to lead the next stages of organisational delivery.

If you think you have the skills, experience, passion and drive to lead MGWT, we look forward to hearing from you.

Yours faithfully,
Allan Sutherland (Chair of the Board of Trustees)



ABOUT MANOR GARDENS WELFARE TRUST (MGWT)

MGWT was founded by volunteers in 1913 as a 'school for mothers'; its purpose being to offer advice and support at a time when one in ten children in the Borough of Islington died before the age of 12 months. From the start, the emphasis was on education and self-help and its services rapidly expanded. Today MGWT and its Centre in the North of the borough is a thriving hub and continues to respond to community challenges linked to significant deprivation across the borough and more broadly across areas of London. MGWT delivers projects that are innovative and carefully targeted at the most disadvantaged groups - with and alongside co-located partners, more than 1,000 people of all ages will be using its excellent facilities each week.

We see strength in the diversity of our service offer, recognising that the communities that we support reflect this diversity, and MGWT, for many, can be an identified access point in seeking help.

MGWT services continue to seek to both prevent and manage physical and mental health concerns and improve wellbeing.

Our work with partners, commissioners and funders across London boroughs continues to consider how we can connect people to the support and services needed at the right time and in the right way, reducing barriers and duplication, and harnessing the strengths and innovation which grow from our local communities and partnerships.

Starting Well Services

- Building on from our work in maternity and early parenthood, we have developed our interactions with families to provide holistic wellbeing support following the birth of a new child, and onwards with children of all ages.
- We support refugee and migrant families through our specialist bilingual staff who represent and understand our local communities and can support with navigating services and systems to enable people to integrate more fully into the community.

Living Well Services

- We support people in managing their own health and wellbeing to maximise independence. This often involves working with people with long-term health conditions which impact on their daily living and choices in their lives.
- After years of supporting stroke survivors we now work with all people with complex health needs, both physical and mental health, who want to live independently for longer.
- We offer preventative support, in-depth casework and social prescribing.
- During the pandemic our befriending service was in great demand via the telephone, supporting people of all ages who felt isolated and lonely.

Community Services

- We have built on our outreach work promoting good mental wellbeing through all our services, raising awareness, offering a range of activities and therapeutic services, breaking down the stigma of mental health, and supporting people to identify the help they need to maintain their wellbeing and that of people close to them.
- During the pandemic food poverty became a growing concern. Our emergency food distribution hub has now become a food co-operative for local residents, and we lead Islington's Food Partnership, on behalf of the local Council.

- Finding help quickly and easily is vital to people's wellbeing. We are part of the Central Point of Access, with a central phone number and email address, enabling clients to be assessed and triaged effectively and get help sooner, working with VCS partners across Islington to connect people to the services and support they need
- We directly support women who have experienced Female Genital Mutilation and work to prevent this harmful practice. Our Dahlia Project remains a dedicated space and service for women who are survivors of FGM, and our awareness raising and preventative work is initiated from the experiences of the women we support.

Early Years Services

Our services at MGWT have always focused on children as well as adults. We believe that education and play can promote health and wellbeing at an early age and provides the best start in life, and has been critical to ensuring developmental milestones, emotional wellbeing, and safeguarding of many children at this time.

- Manor Gardens Nursery, provides early years education to children between the age of 2-5 years within Islington in accordance with the Early Years Foundation Stage (EYFS).
- Hornsey Road Children's Centre, from which we deliver early years education and childcare for children from the age of 9 months–5 years, brings together our early years statutory partners to give children the best start in life within the local Borough's Bright Start offer.

From our bases in the London Borough of Islington we identify need, potential responses and services to support and have impact for individuals and local communities across London, and at times, into regional areas. In partnership with individuals, communities and other agencies and services, both statutory and voluntary, we collaborate to identify potential and existing gaps in provision and where there may be unmet and additional need.

In addition to our services, our Grade 2 listed buildings host and co-locate 14 partner organisations, including charities, social enterprises, and health care organisations. These include Age UK Islington, Islington People's Rights, and the NHS which provides access to psychological therapies from its consulting rooms on site. With recent refurbishment of our reception area, and with further spaces at the Centre, we can host community events and groups on a sessional basis to offer a vibrant hub and locality focused work.

More about MGWT, including the informative Annual Impact Report, can be found by visiting the website at www.manorgardenscentre.org.

Governance & Finance Matters

Possessing a significant real estate asset places MGWT in a much stronger position than many charities. It benefits from diverse income streams – local authority, NHS Islington, various trust funds, and commercial rentals – and has maintained the long-term support of some major funders. The organisation generated income and expenditure of around £2m in 2020/21.

The Board of Trustees is knowledgeable and supportive. There are eight Trustees currently and some recruitment will be necessary in the coming year to ensure relevant skills and diversity of experience are represented.

Charity Objects

Updated Articles of Association were adopted in September 2011 giving the Trust a governing document that is up to date and reflects current company and charity law requirements.

The Charity is established for the following purposes having regard to equality and diversity amongst, and for the benefit of, service users:

- to relieve the needs arising from financial hardship, sickness, disability and old age;
- to advance education;
- to promote mental and physical good health;
- to provide assistance to children and young people who are in need of care and attention arising from their youth; and
- to promote social inclusion for the public benefit by preventing people from becoming Socially Excluded, relieving the needs of those people who are Socially Excluded and assisting them to integrate into society.

Our five-year Organisational Strategy 2020-25, guides us. This was reviewed and updated in 2019-20 following consultation with beneficiaries, staff, partners and Trustees. The strategy, inclusive of our vision and mission, informs strategic goals and business planning.

Vision

The Trustees' Vision for Manor Gardens Welfare Trust from our 2020-2025 strategy is:

“Build strong communities where all people have good health, resilience, and opportunity.”

Mission

Work with people and communities to take action and enable good health, resilience and opportunity

MGWT Strategy 2020-25 is available to prospective candidates to further detail our framework for the organisation.



INTRODUCTION TO THE ROLE

Job Title: Chief Executive Officer

Location: Islington, with flexible and hybrid working

Salary: c.£65,000 (including Inner London Weighting)

Reports to: Board of Trustees, supervised by the Chair of the Board of Trustees

Direct Reports: Senior Management Team (3-4 direct reports) and all staff of MGWT

Contract Type: Permanent, 36 hours per week (some evening/occasional weekend work will be required)



ROLE PURPOSE

1. To lead the continued development and implementation of MGWT's strategic overview and business plan to achieve core objectives.
2. To work with the trustees to ensure that the Board operates effectively.
3. Build partnerships and develop effective relationships across a wide range of networks.
4. To lead the organisation to deliver appropriate, high quality services and activities -to further the charitable objectives.



PRINCIPAL TASKS

1. To lead the continued development and implementation of MGWT strategic overview and business plan:

- Provide leadership to develop continued clarity of shared vision, values and purpose throughout the charity by implementing the strategic planning process, ensuring the organisation-wide Business Plan and Operational Plan remains fit for purpose.
- Play an active role in the wider environment in which the organisation operates, recognising emerging trends and policy initiatives, threats and opportunities, new and changing community needs, and leading on new initiatives, partnerships and services.
- Set and support the strategic direction for funding, income generation and fundraising to deliver against our core objectives.
- Ensure that the charity's buildings and resources are used effectively and properly maintained, complying with all relevant legislation and good practice.

2. To work with the Trustees to ensure that the Board operates effectively

- Assist the Trustees in maintaining an effective governance and management model which clearly distinguishes respective roles and responsibilities.
- Act as the Company Secretary and carry out all necessary functions of that role including ensuring that returns to Companies House and The Charities Commission are completed and submitted as appropriate and on time.
- Attend and service all Board meetings, General meetings, sub-committees and working groups.

- In conjunction with the Senior Management Team (SMT) set Board agendas in liaison with the Chair of Trustees and present written information and progress reports.
- Keep the Board fully informed of relevant issues which may occur between meetings.
- Assist in the recruitment and induction of new Trustees and support each Trustee and the Board overall to maximise their effectiveness.

3. Build partnerships and develop effective relationships across a wide range of networks

- Position and promote the charity through effective communication and networking within the Borough of Islington and more widely as relevant and necessary.
- Identify and develop appropriate collaborations and partnerships with aligned partners in the voluntary and statutory sector to achieve the charity's strategic and operational objectives and to drive integration and system efficacy and efficiency.
- Promote the demonstrable value and contribution of the voluntary sector activity, expertise and knowledge in Islington and beyond, with funders, policy and decision makers.
- Maintain active involvement in strategic boards, networks and agendas to share knowledge, influence change, and contribute to local and wider tangible social value.

4. To lead the continued delivery of appropriate, high quality services and activities by ensuring that the organisation is managed efficiently and effectively.

- To provide leadership to the charity and in partnership with the SMT develop an effective operational management team in which individual roles and responsibilities are defined.
- Support the Director of Finance & Administration to exercise overall financial control and ensure that appropriate and robust financial management policies and procedures are in place.
- Support the Director of Fundraising and Development to ensure that income-generation and fundraising strategies and procedures are in place and work to secure resources including preparing applications and bids as necessary.
- Ensure that clear policies and procedures are in place, robustly utilised to ensure the effective and sustainable running of the organisation and the appropriate data systems monitor and evaluate services/activities.
- Provide direct line management support to posts in line with the organisational structure.
- Ensure HR policies provide an effective framework for staff recruitment, training, supervision and appraisal, development and support, in a manner consistent with the charity's values and strategic direction.
- Ensure that the organisation acts in accordance and meets all relevant regulatory and legislative requirements, including GDPR, Health & Safety, Employment law, and fundraising regulations.
- In consultation with the Director of Finance & Administration ensure the upkeep and planned maintenance of the MGWT site, and have overall responsibility for the leases with tenant groups.

- To act as the Ofsted Registered Person and Designated Safeguarding Lead.
- To lead the embedding of MGWT's Equality Diversity and Inclusion strategy, promoting a fair workplace serving a diverse community.

This job description gives a general outline of the post and is not intended to be a comprehensive or final list of duties. It may therefore be amended from time to time in consultation with the post holder.



PERSON SPECIFICATION

Experience

- Senior-level leadership of a not-for-profit organisation – an experienced and visionary leader who can inspire and bring a staff team with them.
- Strategic and operational planning – this is a hands on leadership role, balancing oversight and strategy across a diverse team and broad portfolio of projects/services.
- Experience of developing and delivering services in a multi-cultural, inner-city environment.
- You will have a record of successfully engaging with key stakeholders in local government and public health so they become strategic (funding/commissioning) partners.
- Managing the performance of others.

Skills and Abilities

- Confidence in planning and analytical skills and decision making/execution in all aspects of delivery and strategic oversight.
- Excellent written and verbal communication to achieve credibility at all levels within MGWT and externally.
- Demonstrable ability to operate on a self-serving basis without significant central support functions.
- Financial management of budgets involving multiple funding sources.
- Effective in motivating others to perform to high standards.
- Relationship management skills with the ability to influence, negotiate and persuade.
- Entrepreneurial and innovative; able to identify and develop new service, partnership, and development opportunities.
- Managing through change and uncertainty.
- Putting into practice a strong commitment to inclusive practice, equality of opportunity and diversity.

Knowledge

- A strong understanding of the voluntary sector and charity legislation/frameworks.
- Community development and opportunities to positively impact health and wellbeing in disadvantaged communities.
- Performance management and quality assurance methodologies.
- Appropriate Board and stakeholder management and reporting systems.
- Sound knowledge of the legal, governance and financial responsibilities of managing a charity.
- You will be risk aware and be familiar with the benefits and risks associated with systems deployment, including IT, across an organisation.
- Knowledge of the public and voluntary sector and social issues in an urban environment is an advantage but not a prerequisite.

CORE COMPETENCIES FOR ALL MGWT STAFF/MANAGERS

The following are attributes/behaviours the role holder must possess, in addition to those above, to be successful in the role:

Service focused

- Focuses on addressing organisational priorities
- Understands the success of MGWT depends on the primacy and integrity of the whole
- Represents MGWT effectively to all internal and external stakeholders
- Works in partnership with others and service users
- Portrays the organisation in a positive light
- Understands the importance of attention to finance and resource management for the effective delivery of services and stability of the organisation

Clarity of purpose

- Develop objectives and targets linked to the business & operational plan
- Establishes clear priorities, a practical framework for achieving them and keeps issues in proportion
- Focuses on quality, impact and outcomes/results
- Exercises judgement and confidence in decision making
- Takes ownership and responsibility for decisions that affect self, others and the organisation

Managing change & innovation

- Contributes to continuous organisational improvement and evaluation
- Anticipates the need for change and gets others on board
- Manages risks effectively and sensibly
- Responsive, flexible and optimistic
- Communicates change positively
- Produces and encourages innovations and improvements in systems and practices

Leadership

- Communicates a clear vision to others, both internal and external to the organisation, and can influence
- Maintains awareness of changes in the political, economic, social and technological environment which influence commercial awareness
- Honest, brave and acts with integrity
- Takes difficult decisions and gathers information to take measured risks
- Empowers and manages through others
- Makes the most use of financial and other resources; and interprets and monitors financial information appropriately

Managing others

- Provides constructive feedback on performance; coaches and develops others on a timely and regular basis
- Maximises staff's contribution to the organisation
- Rewards and recognises the value of employee contribution to the organisation
- Promotes openness and discussion and encourages others to contribute ideas to improve the performance of self, others and the organisation
- Uses informal and formal procedures sensitively and appropriately
- Sees conflict as normal and healthy and effectively manages disagreements and differences of opinions