

Recruitment pack for **Chief Executive**



**FIRST
LIGHT**

Safe, free from violence and abuse

<https://www.firstlight.org.uk>

First Light is the trading name of First Light South West Ltd
Company number: 3440794
Charity registration number: 1090457

Recruitment of Chief Executive

Your application

Thank you very much for your interest in this post. On the following pages, you will find details of First Light, the role and the selection process to assist you in completing and tailoring your application.

In order to apply you should submit a completed application form and supporting personal statement explaining, in no more than two pages why you are interested in this role, how you are a strong candidate for this post and how you fulfil the person specification.

Please note that applications can only be considered if all the documentation is complete. Please send your application, in MS Word format, by email to info@firstlight.org.uk no later than Wednesday 29 May 2019 at 0800hrs.

For an informal discussion about the role, please contact Paul Mullin – Chair of Trustees (paul.mullin@firstlight.org.uk) or Jo Stones – Vice Chair of Trustees (jo.stones@firstlight.org.uk)

The role is based in Plymouth and will require travel across Wiltshire, Devon and Cornwall. The working hours are 37.5 hours per week and will require frequent work outside of these times, including membership of the out of hours duty management rota (evenings / mornings, weekends and bank holidays) . The charity offers 25 days of holiday per year, rising to 28 days after 2 years and 30 days after 5 years – this is exclusive of bank holidays and public holidays. There is an employee benefits package, employee assistance package, cycle to work scheme and external clinical supervision is available.

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Welcome to First Light

Dear Chief Executive candidate,

I am delighted that you are interested in becoming our next Chief Executive Officer.

Our next CEO will have their roots firmly based in delivering exceptional services to vulnerable people. Your experience and skills-base, along with a high level of emotional intelligence and values-based style of servant-leadership will enable First Light to continue to make a tangible difference to people affected by domestic abuse and sexual violence living across the southwest of England. You will have a strong track record of building partnerships and successful system working. And it goes without saying that you will be highly organised and a capable leader.

It's a great time to join First Light. Since 2017 when First Light was formed by a merger of two predecessor charities, we have successfully responded to competitive processes for our entire service portfolio and now have core funding in place for the next 3-7 years. We're in a phase of consolidation, service implementation and will soon start to update our organisational strategy and service development plans collaboratively with our staff and partners.

I hope the information shared within this pack gives you a good feel for our organisation, values and ambitions. If you have the relevant experience, share our drive and values, and have exceptional leadership, then I do hope you will apply.

Should you decide to do so, I very much look forward to meeting you during the forthcoming process.

Yours sincerely

Chair of the Board of Trustees

About First Light

Background

First Light is a multi-award-winning charity that supports people affected by domestic abuse and sexual violence in Cornwall, Devon and Wiltshire. We are independent of statutory agencies and every year we help thousands of women, men and children across the southwest to lead safer lives, free from violence and abuse. We employ some 65 staff, supporting volunteering across some of our programmes and services and have a turnover of about £2.3m per annum.

Our 2017-18 Impact Report and Annual Accounts can be accessed [HERE](#)

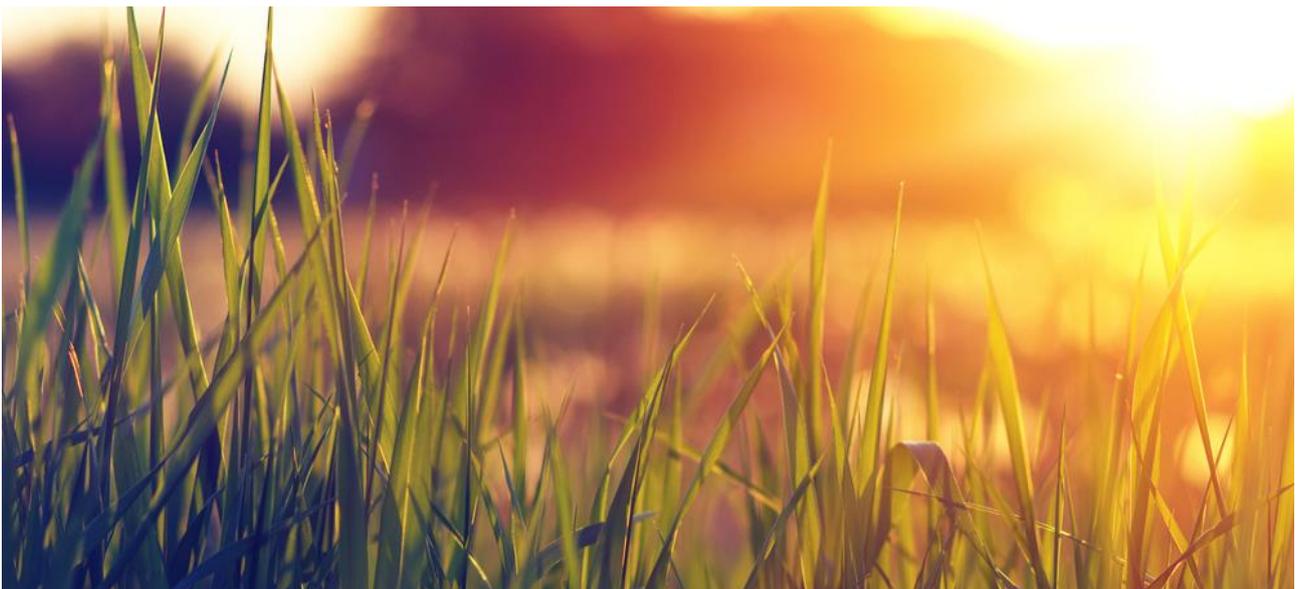
Vision, Mission and Values

We believe in a world where everyone lives in safety, free from violence and abuse.

Our mission is summarised by the SAFER acronym. We

- Save lives by supporting you and your relationships to become safer
- Adapt and transform lives by working together with partner agencies
- Free lives by empowering you to cope, recover and thrive following violence and abuse
- Enhance lives by educating society and rehabilitating harmful behaviour
- Respect lives by valuing your life choices and developing your resilience

Our organisational values are: respect, integrity, non-judgement and teamwork.



Recent History

Recognising a shared vision and values, First Light was formed through the merger of two established domestic abuse and sexual violence support charities (Skoodhya and Twelves Company) in April 2017, under the banner Stronger Together. Since then, the organisation has gone through a process of retendering for all of its services and contracts and relocated its registered office and all Plymouth-based services. We are delighted to have secured almost all our existing services, established strategic partnerships and won a couple of new tenders, such that the organisation has grown in breadth, scale and geography through the process. We have new contracts and core funding secured for the next 3-7 years.

Services

We're focussed on delivering exceptional domestic abuse and sexual violence services throughout the southwest, which support some 6,000 people per year. All services are free at the point of delivery. The areas we support are:

Cornwall and the Isles of Scilly

In partnership with Barnardo's, we deliver Cornwall's Community Domestic Abuse and Sexual Violence (recovery) service. Commissioned by the Safer Cornwall Partnership, it includes the following components:

- Helpline Response Team – Single Point of Access for domestic abuse
- Independent Domestic Violence Advisors (IDVAs)
- Domestic Abuse and Sexual Violence Therapy
- Domestic Abuse Adult Recovery Programme (SUSie Programme)
- Domestic Abuse Children and Young Person Recovery Programme (The ReConnect Programme)
- Domestic Abuse Behaviour Change Programme (Change4U)
- Domestic Abuse and Sexual Violence Early Intervention Training for Professionals
- Children and Young People's Healthy Relationships Education in Schools (incl teachers, parents and carers)

Devon and Cornwall

We deliver the Independent Sexual Violence Advisory (ISVA) services across Devon and Cornwall. Commissioned by the Office of the Police and Crime Commissioner, this service offers support and advocacy for victims of acute and historic sexual violence and abuse. The service supports clients up to and through the criminal justice process (which can take up to 3 years), signposts to other organisations or provides support or just a safe place to listen.

Plymouth

We run the city's Sexual Violence Therapeutic Service. Funded through a mixture of streams (government, local and regional commissioners and charitable sources) the service provides therapeutic support to people affected by sexual violence, including children and young people. We have recently received further charitable grant funding to increase the service capacity.

Swindon and Wilshire

Commissioned by NHS England, the Swindon & Wiltshire Sexual Assault Referral Centre (SARC) is the first point of contact for people who have experienced rape and serious sexual assault. The SARC is a specialist facility, run by a team of experienced crisis workers, which provides immediate help and support including: a safe space to provide confidential, practical and emotional support; access to a forensic medical examination; emergency contraception; sexual health advice; and more.

Fundraising

First Light launched its very first fundraising campaign, 100 days, 100 ways, in 2018. This galvanised local communities around 100 years since women gained the vote in 1918 whilst raising our profile and funds for our charity.



We have since built on the success of the first campaign and are currently running the 100-day challenge to raise further funds to support people affected by domestic abuse and sexual violence.



Training

We also deliver bespoke domestic abuse and sexual violence training, the surplus of which supports our frontline services.

The Future

You'll be joining First Light at a hugely exciting time following a period of growth. We're in a phase of consolidation, service implementation and will soon start to collaboratively re-design our organisational strategy and service development plans with our teams and volunteers to achieve our vision of a world where everyone can live in safety, free from violence and abuse.

We believe that domestic abuse and sexual violence is everybody's business and more and more people are seeking our support each year. Through the forthcoming redesign of the organisational strategy and service plans, we will look to diversify our income streams to add both resilience and breadth to our services and programmes and look for innovative ways to support more people each year. This is whilst simultaneously working preventatively to end abuse and violence, for good.

Our services will maintain and grow their accreditation base, including SafeLives Leading Lights, CQC, LimeCulture, ISO 9001, BACP, CHAS and more besides.

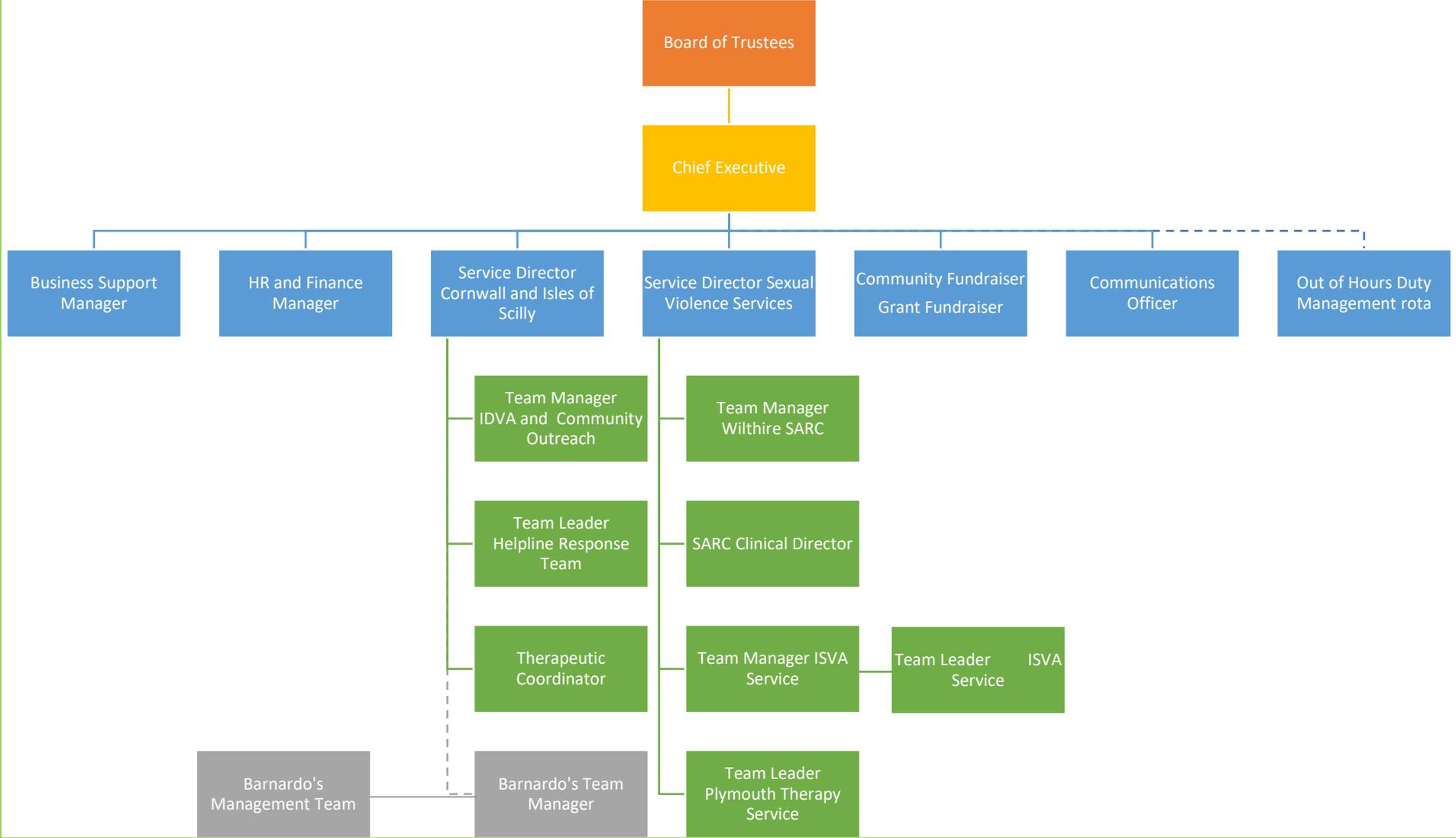
Finally, strategic and operational partnerships will form the backbone of our work and we look forward to establishing more of these to improve the pathways and services for people affected by domestic abuse and sexual violence.

Recruitment timetable

The following are the key dates associated with this recruitment process.

- Wednesday 29th May 2019 at 0800 - – deadline for applications
- Thursday 06th June - full day assessment process for shortlisted candidates
- On or before 31 July 2019 - join First Light having already conducted a handover with our current Chief Executive.

Leadership and management organisational design diagram, including CEO direct reports



Person Specification



FIRST LIGHT

ROLE PROFILE

Role Title	Chief Executive	Team	Executive
The Role	The Chief Executive is responsible and accountable for the executive leadership and management across First Light to meet service and charitable obligations, and commercial aspirations. This includes overall responsibility for the implementation of strategy and plans, leadership and management of staff, services, organisational culture and finance, fundraising, communications, brand maintenance, commercial opportunities and charitable assets.		
Reports to	Chair of Trustees / Trustees	Band	£55,000 - £65,000 dependent upon experience
Location	Base location in Plymouth with frequent travel across Wiltshire, Devon and Cornwall		

Organisational Behavioural Competencies

In addition to the details contained in the person specification, those in bold will be evaluated during the assessment day

Behavioural Competency	Level	Description
Achievement	5	Makes decisions through weighing up the cost-benefits, risk implications and strategic fit. Acts entrepreneurially to make performance gains.
Flexibility	4	Changes the overall plan, goal or project to fit the situation. Creates and supports flexibility by introducing procedures which ensure quick turnaround and encourage flexibility in others.
Working strategically in Systems and Partnerships	4	Realigns the department or operation to meet long-term objectives better, even if this means taking unpopular or difficult decisions in the short-term. Experiments and reinvents thinking using intuition as well as complex analysis to create a new concept or approach not obvious to others. Fosters close working relationships with commissioners and partners in delivering system benefits.
Professional Confidence	4	Speaks out for a course of action even when others disagree. Takes measured personal or professional risks to accomplish important goals. Challenges others with respect.
Initiative	4	Fosters an environment that anticipates and acts upon potential threats and opportunities. Is able to actively coach others to spontaneously recognise and appropriately act on upcoming opportunities. Is able to engage others in supporting efforts and initiatives.

Planning and Organising	4	Develop strategic plans considering short-term and long-term requirements. Plans and deploys resources to deliver organisational-wide results. Sets and communicates priorities within broader organisation.
Analytical Thinking	4	Undertaking complex analysis and traces performance implications through complex data, or in dealing with complex situations. Applies analytical tools or techniques to analyse a range of data.
Client Focused	4	Always works closely with clients/customers, developing an independent view of their needs and acting in long-term interest. Moves client/customer thinking forward, helping them understand issues beyond day-to-day work.
Holding People Accountable	4	Addresses long term performance problems, removing poor performers from positions when necessary. Clearly states consequences and follows through. Provides guidance and support as well as challenge and constructive criticism.
Leading and Developing Others	4	Communicates and gains team commitment to a vision of what is to be achieved. Delegates fully and creates opportunities which help others to develop their potential. Identifies inequalities of opportunity within the workplace and takes steps to address them. Inspires and empowers others to overcome difficulties and achieve goals. Nurtures strong team identity and pride.
Team Working	4	Creates new opportunities for individuals to work together, breaking down barriers that may get in the way of effective team working. Challenges others to do the same. Is a model of co-operative behaviour. Commits time and resources to team-based projects.
Emotional Intelligence	5	Demonstrates high degree of emotional intelligence in assessing situations, individuals and groups; self-awareness, understands and manages impact on others.
Self-Awareness	4	Self-aware and reflective; Uses coping mechanisms to deal with difficult or emotional situations over time. Sets up support structures to manage stress levels on a proactive basis. Understands need to be strong and positive in the face of adversity, but also recognises areas of own weaknesses and when to seek guidance and support.
Values and Ethics	4	Ensures that standards and safe guards are in place to protect the organisations integrity and identifies underlying issues that impact negatively on people and take appropriate action to rectify the issues.

Safeguarding

Adult and child safeguarding is everyone's responsibility and local partnership working is essential to ensure there is consistency within counties in how adults and children are safeguarded from abuse and neglect. It is vital that all staff understand their roles and responsibilities, and work in ways that safeguard adults and children who use the services at First Light. Expectations of staff are set out in our safeguarding policies, which are regularly updated to meet the local safeguarding board requirements.

Key Activity Areas	<p>Leadership</p> <ul style="list-style-type: none"> • Role model energy, drive and values to motivate and enthuse staff and volunteers • Lead and manage the organisation, through the delegation of accountabilities to operating leaders and managers and staff to ensure successful provision of services • Provide clear communication processes to disseminate the strategic objectives to stakeholders • Recruit, train and mentor members of the senior management team • Direct programmes of organisational change, encouraging communication and consultation with trustees, staff and volunteers. • Ensures the safeguarding policy is adhered to by all staff, volunteers and trustees • Nurture a workplace culture based on our organisational vision and values <p>Strategic planning, service delivery and management</p> <ul style="list-style-type: none"> • In partnership with the Trustees formulate, develop and implement the annual strategic business plan, objectives and budget • Lead programmes of monitoring, review and evaluation on strategic objectives and budget • Through close liaison with relevant managers, review service delivery, outcomes and demand and direct necessary modifications and development to optimise performance • Direct programmes of income diversification including fundraising and brand awareness • Direct and support managers and fundraising team members in preparing tenders and applications for additional resources • Membership of the out of hours duty management rota (evenings, weekends and bank holidays) <p>Compliance</p> <ul style="list-style-type: none"> • Ensure audit and review processes are in place that demonstrates the Agency is maintaining corporate and clinical governance that is legally compliant and reflects best practice. • Responsible for managing the implementation and adherence to effective systems which protect people and the Agency's assets, including legislative requirements, health & safety, resourcing, employee relations and risk management. • Develop and maintain systems and processes to ensure accurate records of resources with particular regard to ensuring financial record keeping is in line with regulations • Ensure that financial systems that manage the income and expenditure are in place and audited in line with agreed annual plans and SORP • Ensure the Agency is compliant with regulatory requirements with particular regard to the Charity Commission, Care Quality Commission, Forensic Regulator, Information Commissioner and Companies House. • Ensure services gain and maintain appropriate accreditation, including SafeLives Leading Lights, BACP, ISVA Male Standards, ISO 9001, NHS Information Governance Toolkit, ISO 27001, Cyber Essentials <p>Relationships</p> <ul style="list-style-type: none"> • Develop and maintain effective working relationships with the members of the Board of Trustees, acting as a key point of contact for queries and information. • Develop and maintain effective working relationships with partner agencies and regional boards, politicians, commissioners, businesses and funders • Represent the Agency at conferences, public events and speaking engagements. • Establish and maintain positive media relationships, taking the lead in brand awareness and supporting causes relevant to the core services of the Agency. • Participate in fundraising activities to promote our cause and brand • Represent the charity and service with a broad range of organisations and individuals
	Key Results

When completing your application form, you should consider how you've demonstrated the items listed below through your professional and personal life, including hobbies, academia, part-time jobs and extra-curricular activities. Please cite specific examples and ensure your personal statement is no more than 2 pages in length. Applications meeting all the 'essential' criteria will be considered; however, this does not guarantee invitation to interview.

EDUCATION, QUALIFICATION AND TRAINING	
Leadership and management qualifications at postgraduate degree level or significant equivalent experience	E
Demonstrable IT mastery with Microsoft products – Word, Outlook, PowerPoint, Excel, Skype	E
Ability to travel across all areas of Wiltshire, Devon and Cornwall	E
Postgraduate qualifications in coaching / mentorship	D
EXPERIENCE	
Strong track record of inspiring strategic and operational leadership and management in a health or social care environment	E
Strong track record of income diversification, including competitive tendering, fundraising and communications	E
Strong track record of organisational representation and advocacy with politicians, the media, businesses, funders and commissioners	E
Leading organisational-level change and development, and risk and crisis management	E
Organisation-wide budget setting, implementation, control and review	E
Delivery of internal and external governance processes and implementing Board-level decisions	E
Information governance (UK Data Protection Bill)	E
Working to regulatory requirements, for example: Charity Commission, Fundraising Regulator, Information Commissioner, Care Quality Commission,	E
Experience of work within the domestic abuse and or sexual violence landscape and knowledge of associated national, regional and local legislation, policies, services and approaches	D
KNOWLEDGE, SKILLS & ABILITIES	
Communicate cogently, persuasively and with brevity at Board level and with funders	E
Rapidly analyse and synthesise complex quantitative and qualitative data getting to the core of the issue quickly and making balanced decisions	E
Be digitally literate and excited about the opportunities the digital revolution can bring to our work	D
PERSONAL	
Be passionate about the delivery and promotion of our vision and mission	E
Model and champion our values acting as a First Light ambassador	E
Believe that partnerships and 'system-based' services are fast becoming the single determinant of success	E
Promote, plan and ensure the health and wellbeing of staff and volunteers	E
Operate with diplomacy, tact, decorum and high levels of emotional intelligence	E

Short listing criteria

- 2 points = significantly / fully meets criteria
- 1 point = partially meets criteria but falls short on key aspects
- 0 points = does not meet criteria

E = essential. D = desirable.