



**Appointment of
Chief Executive
Home-Start Hertfordshire**

Thank you for your interest in joining Home-Start Hertfordshire as its Chief Executive.

Home-Start Hertfordshire was launched as a new organization on 1st April 2016, created as a result of the merger of six of Hertfordshire's successful and highly valued local Home-Start schemes into a single entity. Our aim was to provide a sustainable structure for the future of the Home-Start Service within the county.

The organizational structure was further refined a year later. This was a prudent step taken to ensure that expenditure was in line with income and back office provision as efficient as possible.

We initially appointed a CEO to take us through our transformation and develop a modern, professional and efficient organisation delivering a high quality service to parents needing support. Which is what we are today. Finances dictated that for the past 2 years we have been operating without a CEO.

We are now in a position to seek a new CEO to provide the organization with a strong strategic lead, develop innovative new partnerships and to take us forward utilizing lessons we have learned through surviving the past year of the pandemic.

We look forward to receiving your application. Please submit your CV and a covering letter (no longer than 2 sides A4) telling us why you are interested in this post and demonstrating how you meet the requirements of the role. This should be submitted by 5.00 pm on Friday 7th May 2021 via email to admin@home-startherts.org.uk

If you would like further information and an informal discussion on the role contact Pauline Kellett (Chair) on 07805 018991.

Pauline Kellett
Chair, Home-Start Hertfordshire

Home-Start is a voluntary organisation committed to promoting the welfare of families with at least one child under eleven years of age.

Home-Start was founded in Leicester by Margaret Harrison in 1973 and is now one of the leading charities in the UK working with families in need.

Services are delivered through community-based schemes and there are more than 200 of these across the UK. Following a change in funding arrangements for the schemes based within Hertfordshire in 2015, a strategic review was commissioned. As a result of this six of these local schemes merged to create Home-Start Hertfordshire. This took effect from 1st April 2016.

Appointment of Chief Executive

Home-Start Hertfordshire appointed a Chief Executive in 2016 to lead the new organisation through and beyond the merger of six Home-Start schemes, providing a springboard for developing Home-Start further across the county. Home-Start Hertfordshire is now a streamlined, professional organisation offering a unique, quality service to families. Due to financial constraints, we have been operating very successfully without a CEO for the past two years but we are now in a stronger financial position to recruit again to this role. The organisation has a strong team of staff and volunteer family mentors delivering a much needed service. It is time to take the next steps forward and develop the service in innovative ways to meet the needs of families now facing additional challenges as a result of the Covid-19 pandemic.

The Chief Executive will have a strategic leadership role working closely with the Board of Trustees and the management team. The current business plan is being reviewed and includes a funding strategy to ensure a diverse range of income streams. This past year has seen an income above the budgeted expectation which is remarkable considering that many fundraising events had to be cancelled. This has been the result of the hard and creative work of the staff team and is an achievement to be built on.

The Chief Executive will have the job of developing a new five year strategy to support the future sustainability of the organization and service delivery.

The Chief Executive will have a major role to develop and promote the external face of Home-Start Hertfordshire, identifying new partnership opportunities and brokering relationships with high profile sponsors, donors and funders.

The successful candidate will be an experienced Senior Manager/Chief Executive with a demonstrable track record of successfully running an organisation within a relevant field. You will possess strong leadership, strategic management and governance skills as well as being solution focussed. An ability to forge new relationships and generate income from a range of sources is essential. This is a challenging role, the hours are part-time and the current economic climate for charities is difficult, but Home-Start Hertfordshire benefits from working with dedicated team of trustees, staff and volunteers.

Application Process

A Job Description and Person Specification are provided at the end of this document.

Please submit your CV with a covering letter demonstrating how you meet the requirements of the role by 5.00 pm on **Friday 7th May 2021**.

There will be two stage interviews to be held the week commencing 17th May 2021.

Organisational Chart ~ 2021-2022

TRUSTEES

Pauline Kellett (Chair) Responsible for Safeguarding, Supervision of Operations Manager, sits on HR and M&E committees
 Jill Portas, Lynn Clarke (Treasurer), Steve Mitchell, Responsible for Finance, Supervision of Finance Team
 Peter Mayne, Responsible for Health & Safety, Supervision of Strategic Manager
 Julia Gregory, Responsible for Monitoring & Evaluation
 Pam Magee, Responsible for HR, Premises, Health & Safety
 Philippa Hart, Responsible for Diversity and Inclusion
 Andy Watts, Responsible for Supervision of Strategic Manager

CEO – Vacant

Operations Manager F/T
Faith Hojeer

Strategic Manager F/T
Suzy Moody

Finance Officer
Chris Dranse

Administrator
Di Shilton

Finance Assistant
Maggie Varco

Fundraising
Support Officer
Liz Le Coze

Comms Officer
Nina Puglia

North Team
Volunteer Managers
Zoe Hopkins (EH)
Lisa Nyquist (NH)
Sue Chappell (St)

South Team
Volunteer Managers
Alana Robertson (WH)
Janine Harris (SA)
Ella Mountjoy (Da)

Groups
Family Group Leaders
Sue Chappell (St & NH)
Jeanie Smith (EH)
Claire Johnson (Da)

Home-Start Hertfordshire - Background information

The Board of Trustees

The Board comprises of some trustees who were involved with the schemes who merged in 2016, and new trustees who have joined since. Trustees are recruited to ensure a diverse range of skills. We are currently working on increasing the cultural diversity of the Board.

Employees

Home-Start Hertfordshire has 9 full time equivalent employees and currently 106 volunteers.

Geographical coverage

Home-Start Hertfordshire offers a service to families based in the following district/borough council areas:

- Broxbourne
- Dacorum
- East Herts
- North Herts
- St Albans
- Stevenage
- Welwyn/Hatfield

Services Provided

The core service provides volunteer family mentors, who are themselves parents, to provide impartial support, befriending and practical help to families under stress, preventing crises arising and the family unit breaking down. Trained volunteer family mentors visit families in their homes on a regular basis. Families supported face many different situations, have to deal with a wide range of problems and are from very diverse backgrounds.

Families are also able to access Family Groups based in the community.

Families are referred on to more specialist support where appropriate and are also encouraged to engage in local family support activities.

Families supported in the year 2019/20	315
Number of children in those families supported 2019/20.....	714

Outcomes of the service

The value of our service is exemplified by one family's experience and how input from our service enable the whole family to cope. Our service not only enables children to thrive but supports whole families when faced with challenging times.

A family perspective

"When my child was injured during her birth, as first time parents all our dreams, hopes, expectations and intentions fell apart there and then. All we had was a dark and foreboding prognosis. A bleak and virtually hopeless future. And there is no doubt, none whatsoever, that without Home-Start, we would not be here today.

I would have been unable to return to work (under threat of redundancy) in order to pay the bills and keep the roof above our heads. My wife would have been unable to attend the multiple weekly consultants, doctors, specialist, educational, physiotherapy and hospital appointments.

Without Home-Start, my wife would have spent much more than the first five months of our child's life locked in a hospital room. Believe me, I could go on, and on, and on... and on.

We are intelligent, logical and high-functioning individuals. Without Home-Start, we would have collapsed. Failed, crumbled and who knows what more. We have been through three years of utter terror, complete and unyielding horror. Thank the gods for Home-Start. Thank everyone and everything for Home-Start.

I don't dare imagine the terror less educated and financially able families now face. Nor the increased financial costs on the NHS, local doctors, medical providers and suppliers – and the wider community infrastructure. No-one who has had need of Home-Start would ever doubt your commitment, your value - or the financial impact of not having you there."

A Father with a disabled child

Referrals to our service come from a wide range of professionals and from families themselves. Our referrer's views on the service are:

'This service is very valuable. Home-Start provided a bridge that took a young mother living at home to independent living. CSF is not able to do this.' (Social worker)

'The support was consistent, helpful and befriending, much appreciated by the family.' (Health Visitor)

'Home-Start did well to encourage the family to accept help in the first place. It has made it easier for them to physically get out and emotional support for the mum who has an awful lot to cope with.' (Health Visitor)

'This family suffered a colossal bereavement and the volunteer was literally a life-line. Mum was agoraphobic and the volunteer was instrumental in getting her out and about again.' (Health Visitor)

'Home-Start helped this family with isolation and practical everyday support.' (Health Visitor)

Finance and Budget Data

HOME-START HERTS BUDGET 2021-2022

	BUDGET 2021/2022 TOTAL (£)	%
INCOME		
<i>Grant funding</i>	219,625	62%
<i>Statutory funding</i>	38,498	11%
<i>Corporate funding</i>	15,000	4%
<i>Fundraising/Donations</i>	80,000	23%
<i>Services/Trading</i>	500	0%
Other Income	470	0%
TOTAL INCOME	354,093	
EXPENSES		
Payroll Expenses		
<i>Net salaries/Tax/Employee NI</i>	255,148	
<i>Employers NI</i>	10,351	
Employers pension	10,534	
TOTAL SALARY EXPENSES	276,033	
Advertising/Promotional	450	
AGM	250	
Bank Charges	96	
Fees		
<i>DBS Fee</i>	1,751	
<i>Membership Fees</i>	800	
<i>Payroll Fee and accounting package fee</i>	792	
<i>Audit Fee</i>	900	
<i>HS UK Fee</i>	6,354	
Fundraising costs	6,000	
Insurances	1,400	
IT Costs	13,219	
Office/General Administrative Expenses	2,000	
Phone Costs - Landline and Mobiles	1,812	
Postage	300	

Printing	300
Refreshments - Core and Groups	984
Rent	18,073
Staff Events	500
Staff Training	1,700
Staff travel	9,000
Utilities	2,635
Volunteer Events	1,000
Volunteer Expenses	4,500
Volunteer Training	1,000
TOTAL EXPENSES	<u>351,848</u>
SURPLUS 2021/2022	2,245

About Home-Start

Our Vision

Home-Start Herts believes that every parent should have the support they need to give their children the best possible start in life.

What We Do

Home-Start helps families with young children deal with whatever life throws at them. We support parents as they learn to cope, improve their confidence and build better lives for their children. The benefits of our support include improved health and well-being and better family relationships.

We provide one-to-one support for parents

Our volunteer family mentors visit the family's home for a couple of hours every week. They tailor-make their support to the needs of the parents and children. Family mentors are very committed and will work with families to achieve agreed goals. The average length of time support offered is 6 to 9 months but this will vary on the individual needs of families and is regularly reviewed. Parents and family mentors often develop a deeply trusting relationship that can lead to powerful change within the family. We also run family groups and social events for families.

Our values

- We offer families **choice**
- We work in **partnership** – with each other, with families and with other agencies,
- We work in a spirit of **openness, encouragement and enjoyment**
- We are **flexible and responsive** to the needs of families.

Why it matters

The five years between birth and school are vital for a child's development. What goes on inside a family during these years strongly determines the opportunities and life chances children have. Children who are raised in a stable, loving, family environment are more likely to have a positive and healthy future. But being a parent isn't easy and sometimes life can get in the way. Circumstances throw you off course and everything else can take a back seat. A young child caught up in this can miss out on the love, routine and stimulation that are so vital for their future. Home-Start works because our family mentors are parents. They understand how hard it can be. They work alongside parents, in their own homes, to help them cope with the stresses and strains of life and make sure they have the skills, time and strength they need to nurture their children.

Job Description - Chief Executive Officer

Job Title: Chief Executive, Home-Start Hertfordshire

Employer: Home-Start Hertfordshire

Vision: Home-Start Herts believes every parent should have the support they need to give their children the best possible start in life

Hours of work: 30 hours per week

Responsible to: Chair, Home-Start Hertfordshire Board of Trustees

Responsible for: Leading the development, delivery and sustainability of Home-Start Hertfordshire's Service.

Duties and Key Responsibilities

Strategic Leadership

- Provide leadership and strategic direction to Home-Start Hertfordshire, in accordance with its charitable objects and agreed strategic priorities
- Work with the Trustee board management team to develop the organisation's strategy, resources and services including collaboration with other organisations, so that services are relevant, and financially sustainable
- Work with the Chair to ensure that the Board of Trustees formulate and regularly review Home-Start Hertfordshire's mission and business plan; ensure it is able to monitor annual targets and goals
- Work with the Chair to ensure the board receives appropriate advice and information on all relevant matters and enable it to fulfil its governance responsibilities by having a clear understanding of the health and performance of Home-Start Hertfordshire and is able to take informed decisions
- Recommend annual budgets for Board approval and prudently manage the organisation's resources within those budget guidelines according to current laws and regulation

Organisational Leadership

- Lead the organisation to respond proactively to changes in the external environment
- Take overall responsibility for Home-Start Hertfordshire management and administration within the governance and accountability framework established by the Board of Trustees
- Ensure the effective day to day management of Home-Start Hertfordshire in accordance with the Home-Start Memorandum & Articles of Association; the Home-Start Standards & Methods of Practice, Home-Start Agreement and Quality Assurance Standards including supervision of the management team.

- Provide clear and visible leadership to create and foster a working environment for all Home-Start Hertfordshire employees which promotes commitment and provides scope for personal development, to enable Home-Start Hertfordshire to recruit, retain and motivate high quality and high performing staff at all levels.
- Ensure equality of opportunity, fairness and diversity in all aspects of Home-Start Hertfordshire's work
- Provide guidance and support to the staff team on all aspects of Safeguarding and to ensure all policies and procedures are followed
- Ensure compliance with GDPR
Ensure Home-Start Hertfordshire maintains high standards of practice in supporting families within the Home-Start model
- Oversee the development of the service in line with the business plan targets
- Ensure robust systems of financial management are in place

Commercial Leadership

- Identify and secure new opportunities for income generation and partnerships
- Oversee the implementation of identified income generation, media, marketing and communications strategies in line with the business plan targets
- Lead on large grants and tenders with input from the management team

External Relationships and Influence

- Champion Home-Start Hertfordshire's mission, strategy, policies, values and activities with funders, donors, sponsors and other partners as appropriate and those whom Home-Start Hertfordshire seeks to influence
- Act as the main spokesperson in order to influence government, local government, NHS, our partners, corporate sponsors and the general public in the furtherance of Home-Start Hertfordshire's mission, aims and service delivery
- Ensure a high profile for Home-Start Hertfordshire, developing and managing existing relations with funders, donors, sponsors and encouraging and securing new funders, donors and sponsors
- Represent Home-Start Hertfordshire at external events and publicity opportunities

Person Specification – Chief Executive, Home-Start Hertfordshire	
Essential and desirable skills, abilities, experience and knowledge	Relevant JD section
ESSENTIAL	
Ability to think strategically and to communicate the strategic vision	Strategic & Commercial Leadership
Results driven with the ability to measure and evaluate an organisation's impact on achieving its aims and vision	Strategic & Commercial Leadership
Significant senior experience of working at board level gained in charity, not for profit, or commercial sectors	Strategic & Commercial Leadership
Experience of developing and successfully delivering business strategies, business plans, and budgets	Strategic & Commercial Leadership
Proven track record of securing long term sustainable funding in a tough financial climate	Strategic & Commercial Leadership
Experience of developing and managing budgets and financial systems	Strategic & Commercial Leadership
Ability to lead, manage and motivate a diverse team of highly motivated and experienced staff and ensure good practice in the management of volunteers	Organisational Leadership
A commitment to diversity and inclusivity and non-discriminatory practice	Organisational Leadership
Evidence of building a high-performing staff team and leading the activities of staff to achieve service outcomes.	Organisational Leadership
Knowledge of safeguarding issues	Organisational Leadership
Experience of using digital technology to promote and deliver services	Organisational Leadership
Experience of working in the health/social care sector	Organisational Leadership
Good understanding of the opportunities and challenges faced by Charities	Organisational Leadership
Excellent interpersonal skills that allow you to communicate persuasively with potential funders, donors, and sponsors	External Relationships and Influence
Excellent networking skills that enable you to develop effective relationships with funders, sponsors and donors	External Relationships and Influence
Experience of acting as the public face of an organisation	External Relationships and Influence
DESIRABLE	
Understanding of the needs of families with young children	
Experience of work in the voluntary sector or as a volunteer	
Experience of working with families	