



St. Paul's Community Development Trust



Chief Executive Recruitment Pack





Welcome – Message from the Chair of Trustees

Firstly, can we thank you for your interest in the vacancy of Chief Executive at St Paul's Community Development Trust.

St Paul's was established in 1973 and works with and for the community of Balsall Heath and the wider community.

With a staff team of 90, as well as 30+ volunteers and an annual turnover of £2.9m. We are one of the largest third sector organisations in the locality.

Like many charities, St Paul's has been through a very difficult period and was running with considerable deficits for at least the last 6 years. Over the period of our current Chief Executive being in post, we have remodeled the Trust, attracted new income/business, improved our internal housekeeping and improved the quality of the services we deliver.

We responded extremely well to the challenges of the pandemic, and St Paul's has come out of that period with improved resilience.

So, what's next for St Paul's? Our current Chief Executive leaves us next year, so we are now looking for a dynamic leader to take St Paul's on the next phase of our journey.

Financially we are in the best position for many years and our reserves are in a positive position. However, we take nothing for granted and our Board of Trustees ensure our income and expenditure is managed sensibly.

Our next Chief Executive will be asked to develop a new three-year strategy that is both realistic but challenging. The Board want to develop new partnerships, expand our health and well-being offer, create a well-being hub, look to improve/retain all Ofsted ratings and be an active partner in wider work within the locality.

We hope to attract a new Chief Executive with the drive and vision to grow the organisation. We look forward to receiving an application from you and, if short listed, can promise you a positive recruitment process that we hope candidates will enjoy and learn from.

Thank you for your interest, and we look forward to hearing from you.

Mr Pat Wing MBE JP





About St Paul's Community Development Trust

St. Paul's Community Development Trust is a pioneering charity that works with the community of Balsall Heath, a diverse inner-city area in Birmingham. With a turnover in excess of £2.9 million, 90 staff and 30 volunteers, we provide play, education, training, and leisure opportunities for all age groups. We have a:

- School (including City Farm)
- Early Years Health & Well-Being Services
- Out of School and Well-Being Services
- Nursery
- Support Services

We are seeking a new **Chief Executive** able to take our vision forward and develop strategies for success. You will need to be able to lead and manage day-to-day in a complex local environment, in partnership with the people and community of Balsall Heath, with other third sector organisations, and with local and national government. We are looking for a person with considerable senior management experience with the drive and ambition to develop new partnerships and increase income for the organisation.



Our Mission

To support individuals and families in Balsall Heath and wider Birmingham to lead healthy and fulfilled lives and make a positive contribution to their neighbourhood and the city"

Our Values

- We believe in people. Every person has talent and the capacity to achieve his or her potential.
- We focus on the need to ensure that every child receives the best start in life, to access education and to on-going support where it is needed
- We value equally our staff (paid and voluntary) and recognise the talent they have and their passion to deliver high quality responsive services.
- We believe in partnership working and will seek to collaborate with organisations and stakeholders to ensure high quality services are delivered to those we support.
- We believe in transparency, openness, delivering value for money, and are accountable to our Board of Trustees, partners and the communities we work with.
- We aim to be inclusive, to promote and deliver fairness in access to services, use of buildings, and employment





Background and History

The Trust developed from three small community projects which all began between 1968 and 1972. All were, and still are, located in Balsall Heath. One of these was St Paul's Nursery, which started as a preschool playgroup in the hall belonging to St Paul's Church. Just across the railway line, an adventure playground was opened by residents on the Malvern Street site where the Venture has remained and grown. The third and youngest of the projects was St Paul's School. The School was founded in 1972 to work with pupils who were disaffected from large mainstream secondary schools. Like the Nursery, it was first based in St Paul's Road, where it occupied three Victorian terraced houses. Like the Nursery, also, the School moved as it grew.



Each of the original small projects was relatively weak in terms of resources. None had many staff, or much equipment. Management was demanding for the volunteers who made up three different committees. Only the Nursery had good premises. It made sense in 1979 for the three to come together as one under the name St Paul's Project. All benefited from sharing resources, especially management and staff expertise. Soon after this, the School gained its building in Hertford St, which was previously a Local Authority Infant School. The Venture moved from its first home in a prefabricated hut to its purpose-built accommodation on the same site. The new Urban Farm was built and opened next to the Venture, in 1980, and

the sports pitch was laid. The first of two periods of expansion and development, which brought major changes in the scope and quality of work, was therefore around 1980-1985.

A second spurt in growth began at the end of the 1990's, resulting in the building of new premises for the Nursery and the Balsall Heath Children's Centre. This new building is again, on the Malvern Street site – clustering next to the Venture and Farm to form an attractive campus for children and families. In 2003 the Trustees decided to change the name of the organisation to reflect its wider role and sustained presence in the community. It became St Paul's Community Development Trust.

St Paul's has close links with other agencies in the area and close partnerships are maintained with many independent organisations originally developed with the assistance of St Paul's.



St. Paul's Trust is a Registered Charity and a Company Limited by Guarantee.





Job title:	Chief Executive
Salary:	£60,000pa + annual bonus (subject to conditions)
Hours of Work:	37.5 hours per week
Reports to:	Board of Trustees, with line management by the Chair of Trustees
Supervises:	Support Services (includes HR, Finance, Facilities & Contracts), Out of School/Well-Being Manager, Head of School, Nursery Manager

Main Purpose of the Role

1. The Chief Executive will work with the Board of Trustees to develop the Trust's vision and strategy, and to secure and manage resources to implement them.
2. The Chief Executive will ensure high standards of governance, lead and manage the Trust's day-to-day operations, and promote the work of the Trust, locally and nationally.
3. Work in partnership with the people and community of Balsall Heath and neighbouring districts, with other third sector organisations, and with local and national government.

Duties and Responsibilities

1. Key short and medium term priorities

- To ensure all Ofsted regulated services are good/outstanding
- To establish a community hub for health and well-being and community use
- To identify partnerships that deliver services to raise aspirations within the community
- To increase income and ensure all business units are viable and sustainable
- To ensure that the Trust maintains a high profile using social media/other forms of publicity
- To develop a three-year strategic plan for the Trust

2. Strategy Leadership and Development

- a) Responsible for ensuring the Trustees vision and strategic plan is achieved through the effective leadership and management of the Trust's activities.
- b) To support the Trustees to review and develop their strategic plan adapting to external forces and market opportunities.
- c) To build and foster positive strategic alliances and partnerships to realise the Trust's vision.
- d) To motivate, encourage and enable the senior team and operational staff to meet the needs of the local community in line with the Trust's aims and objectives.

3. Financial Control and Income Generation

- a) To secure appropriate contracts and resources for the effective delivery of the Trust's aims and strategic plan (with an emphasis on partnership working).
- b) To identify appropriate tendering and funding opportunities to meet the Trust's aims, tender and apply as appropriate.
- c) To set and monitor appropriate budgets for the effective delivery of the Trust's contractual and legal obligations.





- d) Ensure appropriate financial controls are robust and report to Trustees on performance against budgets / targets.

4. Governance

- a) To support and maintain the track record, values and aims of the Trust, as a high quality and impactful organisation that improves lives of local people
- b) To support the Trustees in their legal and governance responsibilities by ensuring effective policy development, controls, systems and operational management.
- c) To report on performance to include, financial targets, delivery and quality achievements, risks and options available.
- d) To ensure systems are appropriate for the Trust's activities, report to the regulatory authorities as appropriate and in good time.
- e) To maintain good knowledge of current and new legislation that affects the effective running of the Trust.

5. Marketing and Communications

- a) Leading on marketing and promoting the Trust and it's work to relevant stakeholders through a variety of medium and activities e.g. digital, events, presentations, visits, partnership development.
- b) Supporting the Trustees and staff to design, and develop an effective marketing and communications strategy.
- c) To ensure consistency in branding and increase brand awareness and value.

6. Management and Administration

- a) To ensure the effective management and administration of the Trust through effective implementation of Trust policies and systems.
- b) Ensuring that current and new policy guidelines are implemented, appropriate reporting, financial and administrative controls are implemented.
- c) Reviewing new guidelines and legislation as appropriate, developing policy procedures as required to ensure the effective operation of the Trust.
- d) Leading the senior and staff team to continually provide high quality, innovative and impactful services.
- e) Direct line management of the Senior Managers.

7. Leadership and Community Relationships

Fostering high quality and positive relationships with other VCSE's, statutory sector and community members working for the benefit of the local community.

8. Other

The role of CEO is to lead and develop the organisation and therefore the duties and responsibilities above are for guide purposes. The post holder may at times be required to undertake other duties commensurate with the grade and nature of the post.





Person Specification Essential Skills/Experience

- At least three years' senior operational management experience in related area
- Proven senior leadership and strategic development ability and experience
- Previous experience working with a governing board
- Proven commercial awareness and ability, including business planning
- Evidence of bringing innovation and creativity to an organisation, seeing ideas through from inception to delivery
- Proven analytical ability
- Experience in building and working within strategic partnerships and networks
- Tender writing skills and experience
- Financial literacy skills to include, budgeting and accounting
- Excellent communicator with high degree of emotional intelligence and empathy
- High level interpersonal and relationship building skills
- It is essential that all candidates are deemed suitable to work with children and/or vulnerable people
- Flexibility around working hours as required

Timetable for Recruitment

Open Day – 14th September 2022 – slots available 9-11am or 1 – 3pm. A chance to visit St Paul's, meet the staff and see our work first hand.

Closing date for applications **30th September 2022**

Stage One of recruitment **12th October 2022**

Stage Two of recruitment **19th October 2022**

If you would like to attend the open day, please e mail HR@stpaulstrust.org.uk to book your place.
If you would like an informal discussion, please contact David.cusack@stpaulstrust.org.uk

