



Candidate
Information Pack
**For the role of
Chief Executive**





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A Welcome from
John Walsh,
Chair

I AM DELIGHTED THAT YOU WOULD LIKE TO EXPLORE THE POSSIBILITY OF JOINING CARE ASHORE AS OUR NEXT CHIEF EXECUTIVE.

Having recently taken on the role of Chair, I am very much looking forward to working with a refreshed Board and an invigorated staff team to build on the significant progress that has been made in recent months so that, in due course, the Maritime Charity sector comes to regard Care Ashore as a flagship of what can be achieved.

It will be good to hear your ideas and aspirations for Care Ashore, and to explore whether you might be the person to help develop the massive latent potential within the charity, to help us realise our ambitions.

I hope that this pack will give you much of the information you need, to help you decide whether to take your application further. The contact details for Care Ashore, and for Action Planning (who are helping us with this process) are below. Do please let us know if there is anything else that you'd like to know.

With my best wishes,

John Walsh
Chair, Care Ashore



BACKGROUND TO CARE ASHORE



The Merchant Seamen's War Memorial Society is a registered charity based in Surrey, operating under the trading name of Care Ashore and providing services to seafarers and fishermen in need. Care Ashore works to enhance the wellbeing and quality of life of those from the seafaring community who require support.

Care Ashore provides sheltered housing with support and holiday accommodation on its extensive rural estate. Funding for these services comes from various stakeholders, including residents' rents, Waverley Borough Council (WBC), commercial activities on site, and grants and gifts.

LOCATION

Care Ashore is based on the Springbok Estate which is on the Surrey/West Sussex Border, approximately 40 miles south of London and 30 miles north of the South Coast. It is conveniently placed close to local towns and has good access to the M23, M25 and Gatwick Airport. This and the fact that the charity provides a safe and secure environment make it an attractive location for both residents and those taking a holiday. The estate comprises some 269 acres of beautiful countryside.

FACILITIES

Care Ashore has at its disposal a range of types of accommodation, facilities and services that it can offer seafarers.

The charity currently has 39 accommodation units comprising its sheltered housing scheme; these are made up of 8 one bedroom bungalows, which are under the Almshouse Association, 11 one bedroom flats for independent living and another 20 flats where residents receive an enhanced service that includes the provision of meals. The main building houses single and guest accommodation, administrative and communal areas. There is a well stocked library, launderette, licensed

members' club, TV lounges and a variety of communal areas. A passenger lift is provided for residents located in the main house annex, whilst a stair lift serves the guest rooms.

The charity offers its services to all seafarers, fishermen, and their dependents in need. Currently there are 45 long term beneficiaries of the organisation, 39 from the Merchant Navy with the balance from the Royal Navy and Fishing Fleets. The quality of the service we provide is a major factor in enabling the Society to maintain levels of occupancy. The current resident group spans the age range 50+ to 90+, providing a diversity that cultivates and sustains an understanding, respect and community spirit within the group.

Each beneficiary has the option of benefiting from the support services offered, to ensure they are able to live as independently as possible.

In addition to the supported housing the charity operates a holiday scheme for seafarers and their dependents. There are eight en-suite guest rooms, comprising two family rooms, two doubles and four twins. Three of these rooms are equipped to aid those with disabilities and include easy access showers, hearing loop, and enhanced fire alarm systems. All the rooms can be accessed by a stair lift and walking aids can be provided.

To enhance the life of the beneficiary an advocacy service is provided, with the support of the Seafarers Advice Information Line (SAIL), and the charity is able to make small grant payments to residents at time of real need.

Transport is provided to take residents to doctor, hospital and dental appointments and also for shopping and social trips. The grounds and estate comprise beautiful gardens and woodlands that residents and guests may explore. They are likely to see a wide range of wildlife that can include deer, badgers, foxes, owls, woodpeckers and many other species.



To further enhance the housing, support and holidays the residents and guests have access to activities including a fishing lake, licensed bar, library, gardening, bee-keeping and woodland walks.

The organisation recognises the benefit of engaging with the wider community and encourages its residents to explore various opportunities. These include The Woman's Institute, The Royal British Legion, various Sports and Social Clubs, including local Darts leagues, plus attending the local Chapel and Churches. Being part of these groups not only promotes social inclusion, but enables those involved to feel valued and part of a wider circle.

THE NATIONAL PROVISION OF SEAFARERS WELFARE

Within the UK there are a number of maritime organisations that provide sheltered housing for seafarers, and many of these work together to meet the needs of seafarers. However, it is acknowledged that as the number of seafarers decline there will be a need to review the services that these organisations provide and consider the longer term rationalisation of the range of welfare services, leading to a possible reduction in the number of sites offering accommodation. It is understood that some of the current providers do not exercise the high degree of flexibility that Care Ashore does in offering its services to the wider seafaring community.

CARE ASHORE'S COMMERCIAL ACTIVITIES

In support of its charitable objectives the organisation manages a number of commercial activities that generate income to subsidise the cost of services offered to seafarers, and to support capital and renovation projects.

These activities include commercial and residential property rental, farm rental, camping and caravanning, fishing lake, clay pigeon shooting, and guest rooms. These commercial activities continue to be an essential part of the organisation's daily operations to raise income to support and enhance its charitable activities. The financial

advantages are easily measurable, but the social benefit gained from some of the activities such as the camping, fishing, and clay pigeon shooting are as important. Many of those who use these services forge friendships with our residents that enhance their social wellbeing. Furthermore, not only do our commercial activities secure direct income, but also generate additional secondary income through donations from some, and volunteers coming forward to assist us with meeting our charitable aims and keeping costs down.





CURRENT CONTEXT



It is only fair to acknowledge that the charity has faced multiple challenges in recent years, and whilst most of these have been or are being addressed, our new Chief Executive will require a high degree of resilience, skill, diplomacy and ingenuity if they are to successfully build on recent advances, and lead the charity to achieve our ambitions.

The most critical issue facing the charity right now is cash flow. Care Ashore is in that classic bind of being asset-rich and cash poor. The Board and Acting Chief Executive are totally focused on reversing the negative cash flow, through a combination of stringent cost control and enhanced income generation, although it is recognised that it will take a while for these measures to fully bear fruit. For the longer term, the charity has a strong possibility of realising a significant capital sum as a result of a potential property transaction. However, we are taking care not to rely on this in our planning and budgeting, just in case it does not materialise for some time—or perhaps ever.

The charity is also undertaking a complete ‘refresh’ of its Board. Several very longstanding trustees stood down recently, and alongside the process of recruiting our new Chief Executive, Action Planning is also helping us recruit a number of new trustees to the Board through an open and transparent process, and with a clear focus on building up the skills available to us in a number of key areas.



BUSINESS PLAN



Care Ashore's Board has recently begun a Business Planning process, although we will await the arrival of our new Chief Executive before completing it, so that we can work on this together. For now, we have agreed the following Vision, Mission, and Strategic Objectives:

VISION

These points are not intended for external audiences, but as a reminder to ourselves of where we are trying to get to. Key elements include:

- Unity of purpose, underpinned by an open and transparent environment with clear, consistent and measured communication, in the context of a proper communication strategy. This needs to encompass residents, staff and trustees.
- Financially viable without the need for 'windfalls'
- Premises brought up to good standard, and maintained
- Staff and trustees with right skills mix
- Become really good at what we do now, before exploring significant expansion of service

MISSION STATEMENT

Care Ashore provides a safe, supportive, accessible, homely and stimulating community for seafarers and their dependants—for holidays, for respite, or as their short, medium or long-term home.

STRATEGIC OBJECTIVES

- To provide a safe, secure and supportive community for all service users.
- To maintain a good quality, comfortable and homely living environment.
- To encourage and support a spirit of community.
- To encourage service users to engage with the local community where appropriate.

- To support individuals to enhance their quality of life, and encourage independence.
- To assist service users to move on to more independent living where appropriate.
- To provide further social activities to help alleviate boredom and social exclusion.
- To work with other relevant organisations and agencies to ensure that a high level of service is provided to meet the needs of residents
- To implement an impact assessment programme, to measure the effectiveness of our services.
- To apply strong and effective governance and financial management, so that we live within our means whilst maximising the assets of the charity.
- To establish a trading subsidiary (to include services we might provide to serving seafarers on a more commercial basis)
- To market our services effectively to maximise uptake and minimise voids.
- To raise funds through charitable and commercial activities to support our aims.
- To continue to attract trustees with maritime experience and suitable professional skills to join the board
- To provide training for trustees, staff and volunteers that will help with their development and strengthen the organisation
- To ensure the proper safety, welfare and wellbeing of staff and volunteers as they carry out their duties.





CHIEF EXECUTIVE JOB DESCRIPTION



JOB PURPOSE

The Chief Executive is responsible to the Trustees for the effective overall management of the charity, to deliver its objectives in line with its governing document, values, vision and mission.

The Chief Executive will also work with the Board of Trustees to help them meet their responsibilities in relation to effective governance of the charity.

REPORTS TO, AND DIRECT REPORTS

The Chief Executive reports to the Board of Trustees, and is line managed by the Chair.

There is currently a staff team of some 12 people, and an early task for the Chief Executive will be to decide how best to structure and organise this team, and add to it as funding permits.

There is a Welfare team of two people, an Estates team of three people, a Catering and housekeeping team of three people, one Admin support person, Accounts team of 2 people, and 1 bar manager, with some flexibility between these various teams.

MAIN RESPONSIBILITIES

- 1. Strategy:** To work with the Board to further develop the strategic and operational plan for the charity, and oversee its effective implementation in line with Care Ashore's vision, mission and values.
- 2. Governance:** To work with the trustees to ensure the charity meets its legal and statutory requirements, and to provide effective reporting and performance management information to the Board, enabling the Board to monitor annual plans and targets and exercise its governance duties.
- 3. Compliance:** To ensure the organisation is compliant with relevant statutory regulations and standards, including those related to charity and company law, welfare, housing, health & safety, fire safety and hygiene.
- 4. Service delivery:** To formulate the housing management policy and oversee its implementation, for example in relation to new tenancies, 'moving on policy', security, welfare, safety and antisocial behaviour.
To be responsible for ensuring that properties are fully occupied and maintained to a high standard.
To oversee supported and respite housing operations and ensure that staff deliver high quality welfare and support services that meet the needs of tenants, beneficiaries and commissioners in accordance with the charity's policies and procedures.
To be the named designated safeguarding lead for Care Ashore at service level.
To participate in the on-call rota should the need arise.
- 5. People management:** To be responsible for employee leadership, management and administration in the execution of policies agreed by the Board.
- 6. Financial management:** To ensure the resources of the charity are managed as efficiently as possible and take a lead in constantly searching for ways in which efficiencies can be achieved without compromising effectiveness. Oversee effective financial management, ensuring the preparation of budgets, cash flow and forecasts for the short, medium and long term.
- 7. Asset management:** To manage the acquisition, use and disposal of all the organisation's assets including land, buildings and equipment, under the direction of the Board of Trustees.
- 8. Fundraising:** To maximise voluntary income in support of the work of Care Ashore through the establishment and implementation of an effective and broad-based fundraising strategy.
- 9. External relations:** To foster positive relationships with relevant statutory and voluntary agencies, funders, supporters, and the wider local community.
- 10.** To undertake any other duties relevant to this post, as agreed with the Board.



PERSON SPECIFICATION



The Chief Executive will provide leadership, energy, enthusiasm and grit to the organisation. A highly motivated self-starter but strong team player, they will enable others, and the organisation as a whole, to deliver to a high standard. He or she will be able to manage change and its consequences, possessing a determination to make progress in a challenging environment. They will be a sound and inspiring communicator and purposeful networker with a diverse range of stakeholders.

- An enthusiastic and goal oriented 'people person' who relishes a challenge and is capable of driving the charity forward.
- A strategic thinker and practical doer, able to develop and present clear plans, then translate those plans into action, and report on outcomes.
- Significant successful leadership and management experience at a senior and strategic level including Board reporting and leadership of a senior team, in one or more of the following: the charity sector, the care sector, social housing, or commercial private or public sector senior management.
- A genuine interest in older people and their needs.
- A natural leader with high integrity, reliability and honesty, being able to balance confidence with humility.
- A team player, with strong interpersonal skills and emotional intelligence, who is able to command respect and be an effective advocate for the organisation to beneficiaries and their families, commissioners and funders, and volunteers and supporters.
- Experienced in building effective collaborative partnerships, with excellent negotiating skills and a sound understanding of 'win-win' solutions.
- Strong financial competence, with the ability to interrogate and present financial reports and assess their significance for the business.
- Strong analytical and problem-solving skills and logical thinking, to underpin sound decision making.
- Ability to carry a high level of responsibility, handle stress, and manage a demanding workload including competing priorities.
- Ability to manage own time and priorities, possessing excellent self-organising skills and IT competence.
- Willing to work flexibly to fulfil the demands of the post and work outside normal office hours.



TERMS AND CONDITIONS



The appointment will be subject to a satisfactory DBS (Disclosure and Barring Service) check at enhanced level.

Title: Chief Executive, Care Ashore.

Responsible to: The Chairman, Care Ashore

Direct Reports: To be confirmed

Location: Care Ashore, Springbok Estate, Alfold, Cranleigh, Surrey, GU6 8EX

Hours of work: Contracted hours are 37.5 hours per week. As expected in a role of this nature and seniority the job holder will be willing and able to work extended and at times unsocial hours. Overtime is not paid. The job holder will usually be able to take time off in lieu of extended hours worked.

Salary: Circa £55,000 per annum

Pension: Care Ashore will provide a pension contribution of 3% of salary; the employee will contribute a minimum of 5% of salary.

Holiday: 28 days annual leave plus Bank Holidays.

Probation: The role is subject to a 3 months' probationary period.

Notice: Two months either way after successful completion of the probationary period. Two weeks either way during probationary period.

HOW TO APPLY



The closing date for applications is 9.00am on Tuesday 1st September 2020

Applications should be sent by email to Hayley.mcdonald@actionplanning.co.uk

Please enclose:

- A full CV, including educational and professional qualifications, full employment history showing the more significant positions, responsibilities held, relevant achievements, budget and staff responsibilities. Please include details of your latest remuneration and benefits.
- A covering letter, of no more than two pages in total, summarising your proven ability to address the areas set out in the Job Description and Person Specification and your reasons for applying.
- A completed Personal Details Form—available on the Action Planning website at www.actionplanning.co.uk/jobs-board

If you have any questions about this post, please address them in the first instance to david.saint@actionplanning.co.uk

All applications will be treated as confidential.



CARE ASHORE

Springbok Estate, Alfold, Cranleigh,
Surrey, GU6 8EX
www.careashore.org
Registered charity number 207500

RECRUITMENT CONSULTANT

David Saint, Action Planning, 99 Ashurst Road,
Tadworth, KT20 5EY
david.saint@actionplanning.co.uk