



St. Paul's Community Development Trust

'A Fairer and Brighter Future for Communities'



Chief Executive Officer Recruitment Pack





Welcome – Message from the Chair of Trustees

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

St Paul's Trust has a dynamic and diverse history, growing to continually respond to local community need and the wider environment of Birmingham in which we operate. The Trust was established as a charity in 1979 as a community anchor organisation supporting local people and providing access to new opportunities. Our work has broadened to include delivery within the Hall Green locality and a wider city offer for our education settings.

Despite our growth we remain true to our core purpose and have recently completed a strategic review. This sets out our new vision '**A Fairer and Brighter Future for Communities,**' alongside an updated mission, and new strategic aims. The strategy is supported by a 3-year action plan to continuously improve and develop our offer, alongside building organisational strength. We are finalising a significant piece of work on branding, and this will place us well to reflect our current and future offer.

With a staff team of over 80, as well as 30+ volunteers and an annual turnover of £3.7 million in 2023/2024, we are one of the largest and most established third sector anchor organisations in the city. The new CEO will continue to lead us into this exciting new phase of our growth and development.

So, what are we looking for in our new CEO. St. Paul's is a charity comprised of many diverse parts, and which includes a specialist school, farm, nursery, early years and after and out of school activities, and community services. We need an experienced leader at a senior level, preferably in the charity sector, with the energy, resilience, flair, vision and determination to drive through our three-year strategy and beyond, and further the excellent reputation of St. Paul's Trust. A leader that aligns with our values is crucial.

If you think you are the person we are seeking, then we look forward to receiving an application from you and, if shortlisted, can promise you a positive recruitment process. Thank you for your interest, and we look forward to hearing from you.



Patrick Wing MBE JP - Chair of Trustees



About St Paul's Community Development Trust

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 across the city, and close partnerships are maintained with many independent organisations originally developed with the assistance of St Paul's.



Our impact is evident and presented in our annual impact report [St-Pauls-Development-Trust-Impact-Report-2023-24.pdf](#) demonstrating the difference we make on a number of levels. Our strategic plan sets out our priorities, however this needs to be responsive to the external and internal environment, the financial position and available resources.

Our Strategic Plan 2024 – 2027 [Strategic Plan.pdf](#) focuses upon building upon our strengths and our offer to achieve our new vision, mission, aims and objectives set out for the next 3 years.

We are motivated to continue to respond, providing legacy and sustainability for our local communities, be that community of interest, geography, social networks, diversity, and/or family. People are our strength, as we harness skills, experience and provide capacity to learn and grow, adapting to flex to changing needs and future proofing the charity to be here for the next 50 years.

Our Mission

Nurturing lifelong opportunities that leave a lasting impact by working together and investing in people and place.

Our Values

Honesty - We are open and accountable in all we do.

Inclusive - We are welcoming and champion all people.

Togetherness - We cooperate to build communities.

Invest - We support people and recognise potential.

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



Job Description

Job title: Chief Executive

Salary: circa £65K

Hours of Work: 37.5 hours per week

Reports to: Board of Trustees, with line management by the Chair of Trustees

Supervises: Senior Management Team (includes HR and Governance, Finance, Compliance and Facilities, Out of School/Well-Being, Head of School, Nursery, Children's Centre and Family Hubs)

The directorates within the Trust are:

- Independent Specialist SEMH Education - School and Post -16
- Children's Centre and Family Hub
- Out of School and Well-Being Services including a community hub and city farm
- Nursery
- Support Services including Facilities Management, HR, Governance, IT, Finance

Main Purpose of the Role

To be the key leadership figure responsible for driving the vision and mission forward, ensuring operational effectiveness and efficiency, and securing the resources needed to support the organisation.

- 1.The Chief Executive will work with the Board of Trustees to develop, implement and review 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, in line with the Code of Governance for charities
- 3.Oversight of the Trust's operational delivery, strategic plan, annual plan and performance for the charity and Ofsted related services
- 4.Ensure financial viability via a diverse range of income sources and business growth
- 5.Ensure compliance with regulatory, legislative and contractual frameworks
- 6.Risk management and mitigations
- 7.To promote the work of the Trust, locally and nationally
- 8.Work in partnership with the people and community of Balsall Heath and neighbouring districts, with VCFSE organisations, and with local and national government
- 9.Providing line management support to the Senior Management Team.

Duties and Responsibilities

Leadership and Development

- a) Responsible for ensuring the charity's 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 the 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 Management Team and operational staff to achieve the charity's vision, aims and objectives.
- e) Review and implement learning and development for wider staff and Senior Management Team.
- f) To work collaboratively with a range of stakeholders and sectors, fostering high quality relationships to respond and proactively influence policy, strategy, delivery and work together to achieve a common goal.
- g) Ensure the 'voice' of the communities served are enabled, heard and responded to.
- h) Develop new networks and partnerships, brokering new opportunities

Financial Control and Income Generation

- a) To ensure the overall financial health of the charity, mitigating financial risk.
- b) To secure appropriate contracts and resources for the effective delivery of the Trust's aims and strategic plan (with an emphasis on partnership working).
- c) To identify appropriate tendering and funding opportunities to meet the Trust's aims, tender and apply as appropriate.
- d) To set and monitor appropriate budgets for the effective delivery of the Trust's contractual, regulatory and legal obligations.
- e) Ensure appropriate financial controls are robust and report to Trustees on performance against budgets / targets.
- f) Identify and develop alternative income streams, through an enterprising culture and model
- g) Oversight of estates, management of lease agreements and liaison with local authority

Governance and Compliance

- a) Work collaboratively with the Chair of the board, Vice Chair and wider Trustees in developing and implementing reporting requirements, governance support and development.
- b) To ensure robust Governance for the charity, working with Trustees to implement the Governance action plan.
- c) To provide oversight and report to Governors Committee for the Trust's education settings and ensure compliance in line with Department for Education and Independent Schools framework.
- d) 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
- e) To support the Trustees in their legal and governance responsibilities by ensuring effective policy development, controls, systems and operational management.
- f) To ensure high quality reporting in line with the reporting and performance management framework.
- g) To ensure systems are appropriate for the Trust's activities, report to the regulatory authorities as appropriate and in good time.
- h) To maintain good knowledge of current and new legislation that affects the effective running of the Trust in line with Ofsted and Charities Commission.



Advocacy and Public Relations

- a) Act as the spokesperson for the charity, representing it in public forums, and advocating for issues aligned with the charities vision.
- b) 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.
- c) Design and develop an effective marketing and communications strategy.
- d) To ensure consistency in branding and increase brand awareness and value.

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

- **Leadership** - At least three years' senior leadership experience in a VCFSEE organisation with proven ability to lead teams, inspire staff and build a positive organisational culture
- **Strategic Thinking** – ability to think critically plan long-term, an pivot when necessary to respond to the changing environment and financial circumstance.
- **Governance** – experience working with or reporting to a Board of Trustees and/or other governance arrangements. Understanding of governance structures and requirements. To collaborate effectively with the Board.
- **Operational Oversight** - working knowledge and experience of operational delivery, challenges and opportunities, systems, processes, data, policy etc. – requirement to provide more operational guidance and support as required.
- **Business Development** - Proven commercial awareness and ability, including business planning, brokerage of opportunities and a high level of negotiation skills.
- **Change management and adaptability** – ability to navigate and lead the organisation through periods of change, growth, or crisis, responding to challenges and opportunities and evidencing resilience.
- **Innovation** - Evidence of bringing innovation and creativity to an organisation, seeing ideas through from inception to delivery and able to evidence impact.
- **Analytical ability** - understanding of complex data, research and customer insight across diverse operations. High level of risk management experience to future proof the charity.
- **Integrity and Accountability**-able to evidence high ethical standards.
- **Financial Literacy** – understanding of not for profit sector financials, budgeting,



financial planning, scenario modelling and accounting against financial goals.

- **Income generation** – deep knowledge of diverse income streams, tender/bid writing and able to evidence a high success rate.
- **Communication Skills** - excellent communicator with high degree of emotional intelligence and empathy both for internal leadership and external representation.
- **Stakeholder Management** – high level and demonstrable interpersonal and relationship skills, working with a range of stakeholders, including understanding of service-user and customer requirements to ensure a positive longstanding relationship with communities and others.

Other

- It is essential that all candidates are deemed suitable to work with children and/or vulnerable people
- Flexibility working hours as required including evening Board meetings, networking events, and weekends for Board away day and community events

How to Apply

Please submit your CV and Supporting Statement including:

- What motivated you to apply for this role?
- Evidence of how you meet the person specification
- How you meet our organisational Values

Maximum of 3 sides of A4

Closing date: 3rd January 2025 12 noon

Assessment and formal interviews: 15th January 2025

If you would like an informal discussion, please contact HR on 07957 678874 or email HR@stpaulstrust.org.uk to arrange this.