



# CANDIDATE PACK FOR CHIEF EXECUTIVE OFFICER



# WELCOME

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Dear Candidate,

Thank you for your interest in becoming our next Chief Executive.

St Michael's Fellowship is a special charity. For over 120 years, St Michael's – as the charity is widely known – has touched the lives of thousands of children and their families in South London and beyond. Our purpose is to secure the best possible future for children by working directly with their parents. The families we support often have complex issues and experience multiple disadvantage. Our support to at-risk children is impactful, highly bespoke and intensive, and is delivered through holistic support for the whole family.

Through our skilled and incredibly dedicated staff team, we provide a range of services for more than 250 vulnerable families every year. These include residential family assessments in one of our three houses, outreach programmes, specialist support for young fathers and Jigsaw, our contact centre. We are one of a few charities working with families providing residential assessment centres in the UK. Our three houses support families from London and from across the UK. Our turnover is approximately £2 million, and our finances are in good shape. We were recently one of a small number of charities selected to benefit from the Evening Standard Christmas Appeal with Comic Relief and, in 2028, we look forward to celebrating our 125th Anniversary.

St Michael's has grown and developed significantly under the longstanding leadership of Sue Pettigrew. As she prepares for her retirement, we owe her an enormous gratitude for all that she has achieved in ensuring that St Michael's is a well-funded and deeply respected charity. We are now looking for our new Chief Executive to lead us forward as we look to continue to grow and evolve and to deepen our impact, ensuring that many more families benefit from our work.

You will be a forward thinking, emotionally intelligent and compassionate leader who will inspire all those who work with us as well as everyone who uses our services. Although you need not have been a Chief Executive before, you will be a proven strategic leader with a real passion for the work of St Michael's with substantive expertise of working with complex families and leading and managing teams.

We are looking for an inclusive leader who is a natural collaborator and who, at a pivotal moment of transition and change for us, will quickly be able to build trust and effective relationships with all our staff and stakeholders, including our funders and commissioners. You will need to be a strong communicator with excellent team-building skills and, of course, as importantly, you will care deeply about the wellbeing of the families we serve, our mission, the quality of our work and our ethos.

If you believe you bring what we're looking for, and share in our values of being compassionate, honest and expert, we very much look forward to hearing from you.

**Sally Prentice**  
**Chair, St Michael's Fellowship**



## ABOUT US

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St Michael's Fellowship has been helping families for over a century and secures the best possible future for children by working directly with their parents. Parenting is the biggest single factor affecting children's well-being and development. We work with parents with difficult histories such as neglect, domestic violence, mental illness and substance use to break cycles of abuse.

We have an innovative approach and believe in the capacity of parents we work with for positive change. Our support can be straightforward such as helping a young mother update her CV; or it may be much more complex for young parents with issues reaching back into their own childhood.

The services and programmes we provide are at the heart of St Michael's Fellowship. Our staff teamwork with parents so that children can be happy, healthy and confident; offering parents practical, therapeutic and emotional support tailored to their individual needs, taking account of their changing circumstances.

### LAST YEAR OVER 200 FAMILIES WERE HELPED THROUGH ONE OF OUR FIVE SERVICES: -

- Residential Family Assessment & Support: working with families in fixed-term residency in one of our three houses.
- Securing Change: our follow-on service, supporting mums and dads after they leave.
- Outreach: one-to-one and peer support groups to young mums and dads.
- 'Jigsaw': a family contact service to rebuild family relationships.
- Working with dads through our Caring Dads Programme

### COMPASSIONATE, HONEST AND EXPERT

We believe no child's life should be blighted because of the circumstances of their birth. Our work is compassionate, honest and expert. St Michael's practitioners are unique in their ability to support a young parent for however long they need. Often the St Michael's practitioner is the only professional who knows the whole story and has built a trusted relationship over months, sometimes even years.

Whenever we can, we work with both parents as this leads to the best outcomes for children. We do not reach thousands of parents with prescribed interventions; we reach the most complex cases and often spend months building a relationship before we can effect change together.

For more information on what we do and the services and programmes we provide, please [click here](#).

### OUR FINANCES

We have 56 permanent staff and a similar number of sessional staff. Our annual income is approximately £2 million which is secured through councils, trusts and foundations and fundraising. Our latest trustees annual report and accounts can be viewed [here](#) and our Impact Report [here](#).



# JOB DESCRIPTION

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<b>Job title:</b>	Chief Executive
<b>Reports to:</b>	Chair of the Board of Trustees
<b>Direct Reports:</b>	Deputy Director Head of Finance and Operations Fundraising Manager Officer Manager

## ROLE PURPOSE

- To provide strategic vision and leadership to the operation and development of St Michael's, working closely with the Board of Trustees.
- Working with the Chair, enable the Board of Trustees to develop a new strategic plan for St Michael's and effectively assess its impact; fulfil its duties and responsibilities regarding the proper oversight, assurance and governance of the charity; and ensure trustees are well supported in their role, and receive timely advice and appropriate information on all relevant matters.
- To take overall responsibility for St Michael's management and administration within the established governance and accountability frameworks.
- To manage and lead St Michael's staff and stakeholders.
- To ensure that St Michael's operations and services align with its vision, mission and objectives.
- To ensure that the services St Michael's provides are safe, effective and relevant to the people it serves.
- To act as an ambassador and spokesperson, raising the profile of St Michael's.
- To ensure the long-term sustainability of St Michael's both in terms of its finance and the impact of its work with families.

## MAIN RESPONSIBILITIES

- Provide a clear vision and purpose for the organisation. Evolve the vision and develop and lead the implementation of a new strategic plan for the future of the charity, and a focus on measuring the impact of the work that St Michael's undertakes with families.
- Operate as a positive role model for the culture of the organisation, embodying the organisation's values.
- Work closely with the Board of Trustees to develop a strong, collaborative culture across the organisation, embodying best practice in charity governance.
- Ensure compliance with legal and regulatory requirements.
- Ensure robust safeguarding policies and procedures are in place and followed.
- Take ultimate responsibility for budgetary and financial management, bringing a commercial perspective to ensure the sustainability of St Michael's.
- Represent the organisation externally to key stakeholders.
- Ensure that service quality exceeds expectations with continuous improvement at its heart.

## STRATEGY AND BUSINESS PLANNING

- Working with the Trustees and senior leadership team to develop a new strategic plan.
- Working with the senior leadership team, develop sustainable business plans to implement the strategic plan.
- Oversee the translation of strategic objectives into achievable operational plans and individual work programmes.
- Define and secure the resources (human, material, data and financial) needed to operate effectively and demonstrate impact.
- Ensure that risks within the charity are identified and mitigated where possible.

## GOVERNANCE

- Develop effective working relationships with the Board of Trustees so trustees feel well supported in their role and their skills, experience and time is used effectively.
- Attending Board meetings and reporting on agreed objectives, impact and performance.
- Making decisions within the authority delegated by the Board, taking account of legal duties.
- Overseeing the preparation of the annual Board report, statutory accounts and returns to the Charity Commission with the Chair and Treasurer
- Keep abreast of developments affecting the charity governance so St Michael's embodies best practice in charity governance
- Work closely with the Chair on trustee recruitment and development.

## FINANCIAL MANAGEMENT

- Ensure that sound financial planning and budget management underpin St Michael's operations.
- Work closely with the Head of Finance and Operations to prepare and manage the charity's annual financial budget, expenditure forecasts and income generation targets.
- Ensure that any in-year spend over and above the agreed budgets is scrutinised and challenged.
- Ensure that the charity has the appropriate policies, procedures, systems and processes in place and that they are understood and adhered to.

## BUSINESS DEVELOPMENT, FUNDRAISING AND DONOR RELATIONSHIP MANAGEMENT

- Developing an income generation plan to maintain and enhance the level of funding from an optimum mix of income streams, including tendering for contracts, grants, voluntary donated income and the sale of services.
- Oversee the production of grant applications and the development of commercial propositions.
- Developing and building effective relationships with key stakeholders including local authorities, commissioners and funders to maximise opportunities for income generation.
- Oversee the development of a marketing plan.
- Ensuring appropriate internal CRM measures are in place, particularly the 'thanking' of donors.

## LEADERSHIP AND INFLUENCE

- Live the values of St Michael's, building on the strengths and successes of the charity.
- Nurture a positive, inclusive and supportive culture that reflects the community that it serves.
- Provide clear vision and direction for all staff and volunteers about their role, objectives, professional development and how each strand contributes to St Michael's strategic plan.
- Manage and support direct reports to maximise their personal contributions.
- Develop a high performing, collaborative culture.



# PERSON SPECIFICATION

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## YOUR KNOWLEDGE AND EXPERIENCE

- Evidence of substantial leadership experience within charity or not-for-profit sector.
- Experience of working alongside a Board to develop, agree and implement a strategic plan.
- Experience of effectively leading and managing staff teams to deliver results both strategically and operationally.
- Experience of managing standard financial and operational management practices and processes, e.g. service development; business and project planning; staff management; change management; performance management; managing financial information.
- Experience in managing regulated services and safeguarding.
- Experience of change management and in creating a cohesive, supportive, reflective culture.
- Experience of building and developing partnerships; including with local authorities, commissioners and trusts and foundations.
- Excellent business acumen and commercial awareness; experience of representing an organisation externally.
- Experience of leading teams working on multiple sites. [desirable]
- Experience of running residential services. [desirable]

## YOUR SKILLS, ABILITIES AND PERSONAL QUALITIES

- A passion for St Michael's purpose, vision and values.
- A commitment to working effectively with trustees and an understanding of their role.
- Leadership and people-management ability that inspires and motivates others, creating inclusive culture and values led leadership style.
- A commitment to inclusion and investment in St Michael's EDI journey.
- A strategic thinker with the capability of being both strategic and operational.
- Ability to articulate strategic vision and translate this to operational objectives.
- Effective negotiating, influencing and persuasion skills at the highest level.
- A leadership style that is inspiring and supportive coupled with a drive to succeed.
- Effective negotiating, influencing and persuasion skills at the highest level.
- Empowers and enables others to achieve and engages in team development.
- Understands and empathises with individuals that we support.

We are committed to diversity and we strongly encourage applications from people from Black and global majority communities; and people with lived experience as young parents and/or in the children's social care system. We would also welcome applications from men as working with men is an important element of the work we do at St Michael's and men are currently underrepresented within the charity.



# TERMS OF APPOINTMENT

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## SALARY

The salary for this role is c£80,000 - £85,000 per annum on a full-time permanent basis.

## LOCATION

There is some scope to work from home for one day a week, but this is a leadership role that requires a high level of visibility. Our office is based on Streatham High Road, London, SW16 1BW.

## PENSION

After 3 months in post we auto-enrol staff into the NEST contributory pension where the employer pays 3% and the employee 5%.

After 3 years of employment staff can opt to join St Michael's Group Pension scheme with Aegon and this is encouraged.

Under 36 years of age the employer contributes 8% and the employee 6%.

36 years and above the employer contributes 12% and the employee 6%.

(Death in service Staff receive 3 x annual salary as long as in employment for 6 months by 1st Dec).

## ANNUAL LEAVE

St Michael's offers all staff 25 days holiday plus 8 Bank Holidays. Annual leave rises by one day per year worked up to a maximum of 30 days.

## ADDITIONAL BENEFITS

We offer access to WeCare, a health and wellbeing service, this gives counselling sessions, a second opinion on health matters and more.

# HOW TO APPLY

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We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact Hannah Chapman at [Hannah.Chapman@starfishsearch.com](mailto:Hannah.Chapman@starfishsearch.com) and we will be happy to arrange a call. To make an application, please go to <https://starfishsearch.com/jobs/smf-ceo/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

We would also be grateful if you would complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

<b>Closing date:</b>	Friday 8th November 2024
<b>Preliminary discussions:</b>	w/c Monday 18th November 2024
<b>Informal stakeholder engagement sessions:</b>	w/c Monday 2nd December 2024
<b>Final Panel Interviews:</b>	w/c Monday 9th December 2024