



GROUNDWORK NORTH EAST & CUMBRIA RECRUITMENT PACK

CHIEF EXECUTIVE

CLOSING DATE: MONDAY 16 MAY 2022

Groundwork North East & Cumbria | Charity Registration number 1017706

Unit 14 Parsons Court, Welbury Way, Aycliffe Business Park,
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www.groundwork.org.uk



ISO 14001
Registered

Environmental
Management



Help us change places and change lives



Many thanks for your interest in the position of Chief Executive for Groundwork North East & Cumbria. This is an exciting and rare opportunity to lead a successful charity working across our region to transform places and lives in some of the UK's most disadvantaged communities.

Here at Groundwork North East & Cumbria we are passionate about creating a future where every neighbourhood is thriving, every community is strong and able to shape its own destiny and no-one is held back by their background or circumstances. We are also committed to play our part in meeting the COP 26 climate change ambitions, including making our operations carbon neutral by 2030.

We help people to carry out hundreds of diverse, locally-led projects each year. Projects that tackle climate change and help people out of fuel poverty. That bring out the best in young people by helping them to improve their local area. Projects that build stronger communities by improving green space or get people back into work and create green jobs.

Here in the North East the first Trust began in 1985, and has grown to become a charity with a turnover of £10m, employing around 260 people and engaging volunteers to deliver over 200 services, programmes and projects across our region. We are proud of our reputation, which includes strong partnership working with key local, regional and national players, to deliver the most challenging programmes and reach the most disadvantaged across our communities.

Groundwork North East & Cumbria is part of a federation of independent charities mobilising practical community action on poverty and the environment across the UK, and we play a proactive role within the Groundwork Federation contributing to national policy and programmes.

Our current CEO has chosen to retire from Groundwork having been with us for 30 years and we are now looking for a new CEO with the experience, drive and passion to build on our success, work with our partners in the region and the Groundwork Federation and lead us as we develop an ambitious three year strategy to take us forward, towards delivering our ambitious goal of becoming a net-zero by 2030 and to transform lives within our communities.

The role is undoubtedly challenging but will be intensely rewarding and impactful. I hope that you feel excited by the potential and look forward to receiving your application.

The Groundwork Approach



Throughout the Groundwork Federation we deliver our impact through a range of diverse local, regional and national projects, programmes and services, responding to the changing needs of local communities and the opportunity to build powerful partnerships to unlock new resources. Wherever and however we deliver, our approach will always be informed by our commitments:



We will invest in the places and people that need us most

Prioritising our resources to bring about lasting change by building skills and capacity within the local communities where we can make most difference.



We will work with local leaders and listen to local voices

Ensuring our work is shaped by those it is designed to benefit and adds value to the assets that exist in local areas.



We will grow a culture of equity and inclusion

Operating transparently and with integrity and seeking out a diversity of viewpoints, both in the work we do and the people we employ.



We will be committed to collaboration

Forging strong partnerships, contributing to a thriving community sector and helping others lead where this will achieve greater impact.



We will act as environmental exemplars

Championing practical action to combat the climate and nature emergency and measuring and reducing our own environmental impact.

Why our Work is Needed

We believe that working with local communities to build their resilience is vital in facing up to the challenges of a globalised economy and a changing climate. We know that the negative effects of climate change and environmental breakdown impact first and worst on those who have the least power in society, and who contribute least to the cause of the crisis. A 'just transition' to an inclusive, net-zero economy must tackle, rather than entrench, this inequality and provide a springboard for better work and healthier, happier lives in the places that need it most.

This means creating green jobs that build wealth in local communities, changing behaviour to reduce wasted food, energy and water, providing biodiverse, accessible green spaces, supporting businesses to be more responsible and empowering communities to lead activities that improve their quality of life and promote health and wellbeing.





The UK is one of the richest nations in the world yet many people in many communities face significant hardship

Continued reductions in public spending means there is a risk of greater social inequality and greater geographic disparity as services people rely on are cut

The neighbourhood services that enhance our quality of life – from youth clubs to parks – have felt the brunt of spending reductions.

As our economy and welfare system change, some people feel marginalised and vulnerable.

Environmental impacts – from flooding to energy price rises – impact disproportionately on those who have least protection.

Addressing these challenges requires new ideas and approaches, engaging communities and businesses and shaping new ways of delivering public services.

- ✓ **89%** of community groups say their work is needed more than ever, but more than half say it has got harder for them to operate in the last ten years
- ✓ **75%** of people say they feel unable to influence decisions about what happens in their local area.
- ✓ **Nearly half** of young people say they feel they don't belong to their neighbourhood.
- ✓ **2.69 million** people do not live within a ten minute walk of a green space. Those who are at greatest risk of poor physical and mental health are more likely to miss out on the benefits of green space.
- ✓ Around **half a million** young people were 'economically inactive' – not in learning or employment and not looking for work.
- ✓ **One in ten** households in England is experiencing fuel poverty, rising to almost one in five for ethnic minority households.
- ✓ **76%** of adults say they are concerned about climate change.
- ✓ **40%** of young people admit to feeling 'overwhelmed' by the climate crisis.
- ✓ **90%** of SMEs said being sustainable was important for their business but more than half said they were finding it difficult to take action.



Working for Groundwork North East & Cumbria



VALUES

Our values inform what we do and how we do it.

We are **environmentally aware** and focused on **communities in need**.

We are **collaborative**, show **integrity** and strive for **quality** in everything we do.



EQUALITY & DIVERSITY

We are fully committed to eliminating discrimination and promoting equality and diversity in our workforce and employment practices, in the work we undertake, and in the provision of all our services.



SAFEGUARDING

We commit to doing everything we can to ensure the safety of those involved in our projects, programmes and services. Our safeguarding team ensures that our safeguarding policy and practices are rigorously implemented and continually reviewed and improved. Safeguarding is embedded in our organisational culture.



SUSTAINABILITY

Groundwork NE & Cumbria is committed to minimising its environmental impact and promoting positive environmental behaviour among its employees, service users, suppliers and partners. Our sustainable development policy sets out how we will manage our assets and activities in a way that's consistent with our values and demonstrates our commitment. Our OHSAS14001 accreditation supports our achievements.

What We Do

The Groundwork movement began 40 years ago at a time of political, social and economic challenge as an experiment to help communities cope with change and work together to make their lives and neighbourhoods better. That experience and that spirit of enterprise and innovation have never been more needed than now. What drives us is the recognition that in every community – however disadvantaged – there are deep reserves of pride in the local area and people with the passion and ideas to improve their circumstances and surroundings. Groundwork NE & Cumbria exists to harness that pride and unlock that passion through services, projects and programmes that change people's lives now but also make our communities across our region more resilient for the future.

We know that many people face multiple challenges – living in isolation or with significant health issues in communities with few facilities and limited employment prospects. We work with partners to address these challenges in three ways: we create better places, we improve people's prospects, and we promote greener choices.

We create better places

Making communities greener, safer and healthier by enabling people to work together to bring about change in their local area.

We improve people's prospects

Increasing the confidence, skills, wellbeing and employability of those struggling in education or out of work.

We promote greener choices

Helping people and businesses reduce their environmental impact, cut waste save money and live more healthily.

We will prioritise our work and measure our achievements based on the difference we make to the lives of people, our impact on the environment and our contribution to the UN Sustainable Development Goals which align most closely with our work

1 Goal 1: No poverty Helping people into work and building the resilience of those who are most vulnerable

7 Goal 7: Affordable and clean energy Improving energy efficiency and promoting renewables





8

Goal 8: Decent work and economic growth. Creating jobs and enterprise and helping young people into work

11

Goal 11: Sustainable cities and communities Improving green spaces, promoting sustainable transport and improving air quality

12

Goal 12: Responsible consumption and production Reducing waste and promoting positive environmental behaviours among communities and businesses

13

Goal 13: Climate action Promoting practical action and strengthening the resilience of communities to cope with climate-related event

Our ambition is to build our visibility, our reputation and our resource base so that we can be a significant, radical, national force for driving change in attitudes, behaviours, places and prospects in the local communities that need it most. In order to achieve this ambition and fulfil our commitments, we will continue improving our own capability and resilience to ensure we are putting maximum resource into our local delivery and investing in the right skills to improve the quality of our services and management.

Read about some of our operational delivery services over the next few pages

Land & Communities

Holiday and Food Activity Programme

From 2020 we have been successfully supporting communities across County Durham through our Holiday enrichment programmes. From 2021 our Holiday and Food Activity Programme has supported families across County Durham, Tees Valley and Tyne & Wear delivering activities and aiming to address the issues of food inequality which have been intensified during COVID-19.

The project has focussed on easing the impact of food insecurity, relieving pressures and stress from families during the holiday periods by providing exciting, enjoyable, meaningful activities and the provision of meals for children who might otherwise be completely disengaged in any form of enriching activities.

To date we have delivered over 2,000 food packs, supported over 4,300 people and provided over 13,000 meals to families in need within our communities.

River Estuaries Programme

We know that healthy natural habitats can help soak up carbon emissions whilst contributing many additional benefits, yet recent data shows only 14% of English rivers are at good ecological standard and almost none of our rivers are truly untouched by human influence. As well as current pollution inputs, historic activities (development of ports, dredging, land drainage, flood protection and land reclamation) have impacted our rivers and estuaries. The Tyne estuary is one of these highly modified estuaries: most of the valuable intertidal habitat that would have lined this estuary has been lost through development.

Groundwork has been working with the Environment Agency to develop a partnership to green the Tyne estuary and restore some of the lost habitat. In 2021 we installed two pilot interventions to create new estuary habitat and a further five projects are planned for 2022.



Floating Island





Men's Sheds

For a long time research has shown the negative impact of loneliness and isolation on a person's health and wellbeing. Recent evidence has shown loneliness and isolation can be as hazardous to our health as obesity and excessive smoking. Surveys from mental health charities are finding that millions of people report feeling lonely on a daily basis. Men's Sheds can change all that

About our Men's Sheds

Focused around allotments sites, our Men's Sheds projects in Stockton, Middlesbrough and Darlington, offer opportunities for men to become more physically active, develop stronger social networks and improve mental health and wellbeing. Our sheds are a friendly, informal space for men to meet. They provide a lifeline for men with poor mental health as they enable our participants, 'Shedders', to chat to others, build friendships and reduce isolation and loneliness. Our 'Shedders' have been instrumental in the design of sessions according to their needs giving them a strong sense of ownership and belonging.

Our Sheds offer the opportunity for men to meet in a safe informal outdoor space where they can share experiences, knowledge and skills whilst working towards a shared purpose. Our Men's Sheds enable our Shedders to learn new skills through a range of informal activities such as digging, building timber beds and creating growing spaces. We also get involved in local community projects which give our Shedders a great sense of achievement and pride in their community.

Have a look at our Berwick Hills Men's Shed project here:

https://www.youtube.com/watch?v=0B2wsgE_bu4

Youth, Employment & Skills

Building Better Opportunities

Building Better Opportunities (BBO) is a national programme of local projects funded by The National Lottery Community Fund and the European Social Fund. The aim of BBO is help individuals to overcome multiple complex needs, build confidence and resilience, become less isolated from their local communities, and to improve their economic prospects. Groundwork NE & Cumbria successfully lead and deliver two partnerships and also deliver as a partner for a further two projects. These include:

- > [Reaching Out Across Durham – Lead Partner and deliverer](#)
- > [CHOICES \(Cumbria\) – Lead partner and deliverer](#)
- > [Step Forward Tees Valley – delivery partner](#)
- > [Moving On Tyne & Wear – delivery partner](#)

To date, Groundwork NE & Cumbria's BBO programme has supported 4,650 participants with a combined programme value of £2.2m per annum. Currently 53 FTE of our people are currently employed delivering this programme.

Youth, Employment Initiative (YEI)

Youth Employment Initiative (YEI) is part funded by the European Social Fund targeting 20 localities experiencing relatively high levels of youth unemployment. Groundwork NE & Cumbria deliver this programme in County Durham and across Tees Valley in partnership with public, private and voluntary sector providers. Based on our performance and compliance assurance we have been successful in securing further funding from the North of Tyne Combined Authority and European Social Fund to deliver similar activity across Northumberland, Newcastle and North Tyneside.

To date, Groundwork NE & Cumbria's YEI programme has supported 1,250 participants with a combined programme value of £1.4m per annum. We currently employ 22 FTE people on this programme. You can understand more about the real impact of this programme here [Case Study link](#)

National Citizen Service (NCS)

NCS is a part-residential youth programme that builds the skills and confidence of young people. NCS is available to all 15-17 year olds across England and is founded on three key principles:

- > **Social cohesion:** bringing our country together by building stronger communities and fostering understanding between young people of all backgrounds.
- > **Social mobility:** building essential skills for life and work, investing in our country's future talent
- > **Civic engagement:** engaging young people in social action in their communities and the democratic process, building their understanding of their role as citizens.



Groundwork NE & Cumbria have been a delivery partner of this service since its pilot back in 2009. Year on year we successfully engage over 500 young people across Northumberland, Sunderland, Gateshead, Darlington and Stockton. This can involve recruitment of 100+ temporary staff to support our delivery phase and a turnover of circa £650k per annum . Learn more about NCS here [NCS Explained link](#)



Enterprise

We also operate a Trading company which is home to two successful enterprises. We worked in partnership to design and build both sites, securing funding for these fantastic facilities which support our ethos and generate income back into the charity.

The Greenhouse Business Centre

Our Greenhouse Business Centre situated on Greencroft Industrial Park in Anfield Plain. The Greenhouse was built in 2006 to be the first commercial eco building in County Durham. Ideally located, just 10 miles from Durham Centre and 15 miles from Newcastle, we offer high quality office space as well as meeting and conferencing facilities, within a unique, eco-friendly, professional environment. The Greenhouse is ideally suited for start-ups or small to medium size enterprises looking for a **place to grow**.

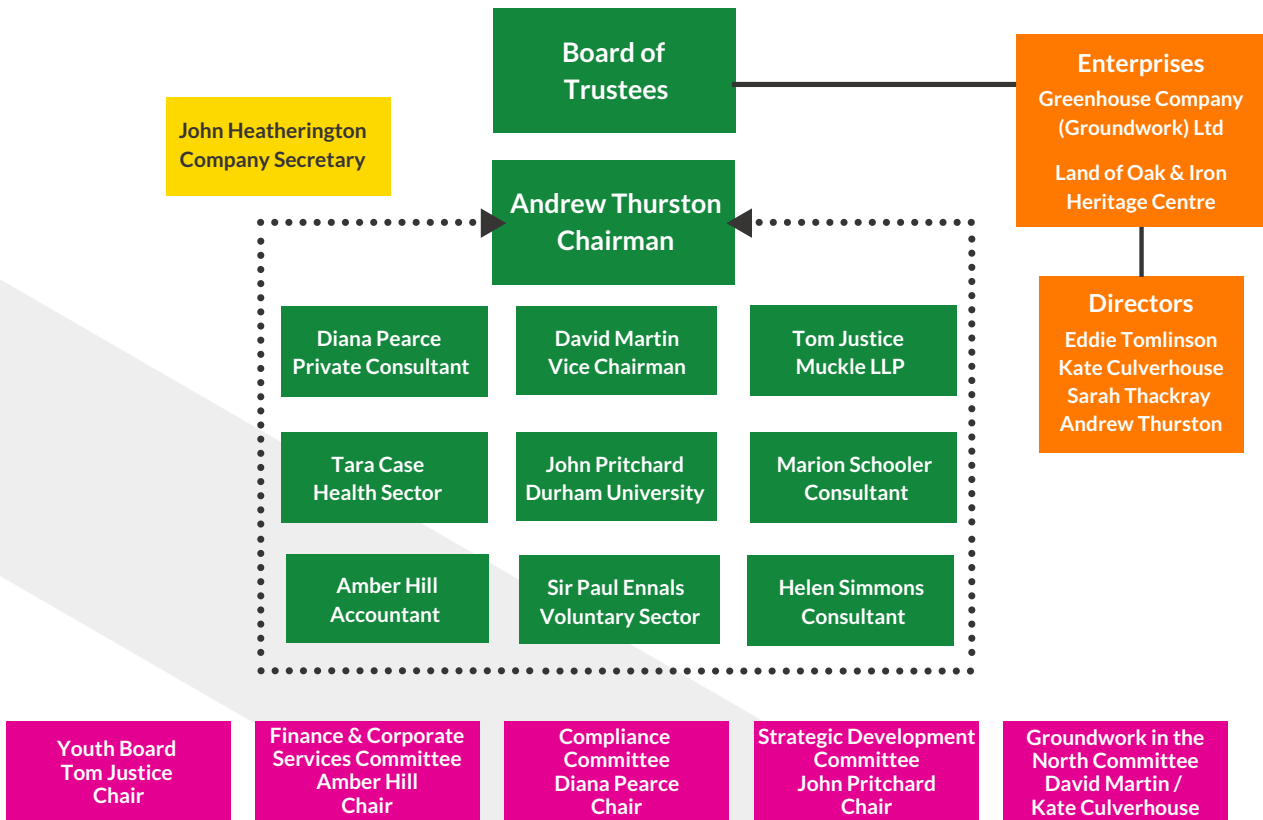


Land of Oak & Iron Heritage Centre

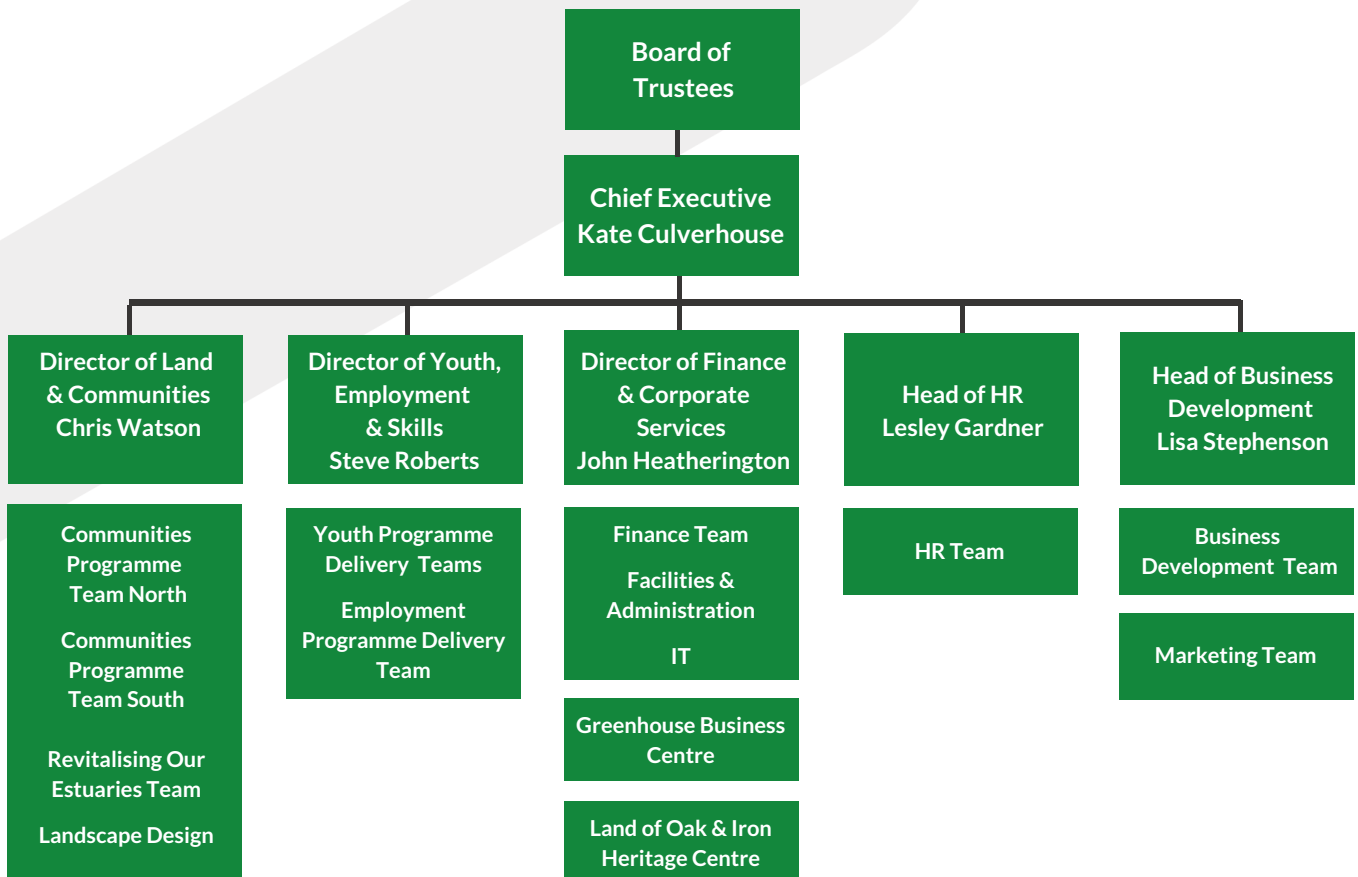
Completed in 2018, our Land of Oak & Iron Heritage Centre is set within the beautiful steep-sided Derwent Valley with an abundance of natural woodland, rare and iconic wildlife. It covers a 177km² area surrounding the Derwent Valley including Consett, Rowlands Gill, Prudhoe and Wickham. From here we deliver a range of activities and projects engaging people with their local heritage. You'll find our Café Shrub located in the Heritage Centre, our fresh, seasonal ingredients and produce have been locally sourced wherever possible to showcase what the Land of Oak & Iron and the wider North East region has to offer. We also support and promote smaller businesses in the region from here and encourage them to grow with us.



Board Structure Chart



Organisation Structure Chart



Role Details

- > Competitive salary of circa £80,000 per annum plus pension & benefits
- > 37 hours per week
- > Flexible working available - Hybrid working options apply to this role with location flexible, but regular attendance at our Head Office in Newton Aycliffe, Team Events, Board Meetings and to meet with partners is expected.

Overview

Working with the Board and Executive Team you will be responsible for leading the strategic development of the charity, directing a business plan which underpins our sustainable future and bringing together collaborative partnerships that create a fresh, positive and inspiring approach to our operational programmes

Our Chief Executive will provide strategic leadership and management of the Trust ensuring realisation of our organisational aims and goals, in line with our commitments and values.

You'll ensure our Trust's financial development and performance in accordance with legislation and ensure the governance of the Trust is well informed and developed to support and enable our Board of Trustees to meet their legal obligations

You will enhance and maintain the reputation, profile and performance of the Trust through key relationship management, focused operational delivery and effective marketing and communications to ensure its regional influence and role in community based environmental regeneration through partnership building.

Our Chief Executive will provide inspirational leadership and build high performing teams, maximising capability and creating an inclusive culture. You will also proactively engage and participate within the Groundwork Federation driving the region's voice in national policy and our participation in national programmes

Responsibilities

Strategic and Business Oversight

- > Develop, monitor, achieve and review the Annual Trust Business Plan and 3-Year Strategic Plan.
- > Lead and focus development of programmes and services into areas designated as priority in the Strategic Plan
- > Ensure Groundwork NE & Cumbria meets all regulatory and legislative requirements including Charity Commission standards.
- > Working with the Board to drive the Trust ambition to be net zero by 2030 and ensure sustainability is embedded within our culture.
- > Assume responsibility for all financial, legal and corporate functions and ensure Groundwork NE & Cumbria has in place and regularly reviews, effective frameworks of
 - Governance arrangements
 - Corporate policies and procedures
 - Relevant monitoring/assessment arrangements
 - Organisational and operational arrangements
 - Reporting arrangements that collectively meet the requirements of the Trust's rules, relevant legislative and regulatory requirements and reflect best practice in the sector.
 - Risk management and reporting
- > Proactively represent and lead the region within the Groundwork Federation
- > To drive commitment to the vision, values and plans of the Trust.
- > Ensuring that the internal and external communications strategies of the Trust are robust and provide up to date information needed for all employees, Board Members and Volunteers.

Trust Development and Partnerships

- > Build effective strategic partnerships with private, public, voluntary, community and social enterprise sector partners promoting the Groundwork approach to develop and deliver collaborative proposals which achieve environmental and social impact.
- > Ensure all significant investment decisions reflect business plan assumptions, are considered by the Board prior to implementation, and present minimal risk to the Trust.
- > Identify, and act upon, trends and growth opportunities.
- > Directing strategy towards the profitable growth and value-based operation of the Trust; overseeing and contributing to income generation, marketing strategies and submission of significant proposals to generate new/continuing business
- > To work with the leadership team to secure sustainable funding opportunities and partnerships across corporate public and private sector and voluntary, community and social enterprise partners

Financial Management

- > Ensure compliance with the Trusts financial regulations and oversee implementation and review of robust financial management systems
- > Exercise overall financial control and ensure that the Board is provided with timely and accurate management accounts, including detailed information on budgets, cash-flow, investments and financial performance across the Trust and Trading Companies.
- > To have overall responsibility for maintaining and enhancing the long-term financial sustainability of the Trust



People Direction and Management

- > Oversee the recruitment, leadership, management and development of all people employed by the Trust.
- > Provide inspiring leadership to the Trust's staff team as a whole to ensure high levels of empowerment, engagement and motivation.
- > Lead and develop the Executive Management Team to motivate staff and maximise their potential.
- > Maximise the contribution of Trust's senior leaders through mentoring and guidance.
- > Ensure that equality, diversity and inclusion is integral to the culture at Groundwork NE & Cumbria.
- > Lead any required business transformation and cultural change initiatives in an inclusive manner
- > Ensure organisational and operational arrangements are regularly reviewed.
- > In partnership with the Head of HR, deal with issues around employment terms and conditions and implementation of HR Strategy

Health & Safety

- > To have overall responsibility for the management and implementation of the organisations' health and safety. Working with designated responsible person to ensure systems and procedures comply with current legislation, regulations and best practice, including ensuring our commitment to Safeguarding is met.
- > Ensure health and safety and safeguarding principles are integral to the culture of Groundwork NE & Cumbria.

Governance

- > Ensure the Board's corporate responsibilities under company and charity law meet its obligations within relevant legislation and are in line with governance best practice.
- > Ensure the Board is provided with all the necessary information and guidance it requires in order to fully and effectively discharge its responsibilities., including the evolving operating environment, policy trends, opportunity and risk appraisals, human resources and the financial health of the Trust.
- > Keep the Board informed of significant developments within the Groundwork Federation, optimising the Trust role within national affairs.
- > Liaise with the Company Secretary to ensure that the Board is provided with sufficient advice and information on legal and other governance matters affecting the Trust.
- > Ensure Board Members (individually and collectively) have access to the training, development, advice and support necessary to enable them to perform their roles as well as possible
- > Undertaking governance reviews and resourcing new Trustees and induct to meet skills gaps to enhance the organisation

Person Specification

Knowledge and Experience

- > An experienced senior leader who has worked in complex, dynamic environments and with senior stakeholders from a range of sectors.
- > Excellent people management skills
- > Experience of successful strategy formulation and implementation
- > A strong track record of delivering results
- > Credibility and ability to build successful relationships with key partners at a senior level
- > Commitment to high performance and service delivery
- > Experience of strategic planning and performance management techniques
- > Sound understanding of the environmental agenda and the economic and social factors impacting our communities
- > Committed to equality, diversity and inclusion
- > Financially literate with experience of setting and achieving income targets through the development of new services and securing funding.
- > Initiating and successfully implementing organisational change and improvements
- > Experience of working with boards and demonstrable understanding of the role of Chief Executive
- > Able to demonstrate understanding of the principles of charity governance – or your ability to develop that understanding quickly.

Desirable

- > Experience of delivering organisational growth
- > A track record in developing regeneration/community initiatives and programmes
- > Knowledge of socio-economic landscape across the North East and Cumbria.

Skills and Abilities

- > An inspiring, engaging, visible and motivational leader
- > Demonstrable understanding and commitment to the key role which a leading charity plays within the community
- > Significant customer and community engagement experience, ensuring that the customer voice is heard and acted upon
- > Influence and impact – excellent inter-personal skills with the ability to persuade and influence key decision makers, both internally and externally
- > An excellent communicator, able to build strong relationships with all stakeholders
- > Ability to create a culture which is open to change, opportunities and innovation
- > Analytical skills – have proven analytical skills and the ability to apply them effectively to practical problem solving
- > Upbeat, motivated by difficult challenges, and tenacious in solving them.
- > Strategic thinking – ability to anticipate, interpret and develop innovative responses to national and local agendas. Takes a long-term view.
- > Collaborative and entrepreneurial
- > Consultative management style with a record of team building and development
- > Personal resilience and integrity – capacity to cope with ambiguity, uncertainty and pressure





How to Apply

Closing Date for Applications	16 May 2022
Interview & Selection Days	13 & 14 June 2022
2nd Stage Interview	20 June 2022

To have an informal chat about the role with our current Chief Executive or Chair of the Board please email Lesley Gardner, Head of HR at HR.NorthEast@groundwork.org.uk,

To apply for this post, please download the application pack available on our website:

<https://www.groundwork.org.uk/about-groundwork/careers-across-groundwork>

or request one by emailing HR.NorthEast@groundwork.org.uk or contacting our office on 01388 662666

Please let us know if there are any dates you will not be available to participate in the selection process

Due to the nature of the work that we deliver, this role is subject to an enhanced DBS check through the Disclosure and Barring Service.

Groundwork NE & Cumbria strive to have a diverse and inclusive workforce that is representative of the communities we serve. We want you to be yourself at Groundwork and we value everything that makes you unique. We recognise and celebrate your difference and together we make Groundwork a special and great place to work.

Groundwork NE & Cumbria is committed to safeguarding and protecting the welfare of children, young people and vulnerable adults and expects all staff and volunteers to share this commitment.



Groundwork NE & Cumbria
@GWKNE

