



Charity No. 1155364

# **CHIEF EXECUTIVE OFFICER**

## **CANDIDATE PACK**

**November 2022**

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## Welcome from Claire Rowcliffe, Chair

Thank you for your interest in applying for the Chief Executive Officer role at Staffordshire Women's Aid.

After 25 years of leading Staffordshire Women's Aid, our current CEO, Dickie James MBE has decided to retire from the role. The opportunity has therefore arisen for a dynamic, passionate, and strategic woman to lead our charity and to continue its success. The successful candidate for this key role will be leading the organisation at a time of both challenges and opportunities and you will be expected to lead, alongside the Board, on our strategy for growth and sustainability. You will be joining a fantastically committed and skilled team of staff and volunteers, alongside a strong and dynamic Board.

Staffordshire Women's Aid has been supporting victims of domestic and sexual violence since 1976. We are a locally embedded, award-winning charity, who places the views and experiences of our beneficiaries at the heart of our work and its development. We are experts in our field, and we are proud to have a strong reputation for partnership working. Our work is strongly positioned within the Violence Against Women and Girls agenda.

If you subscribe to our mission, vision, social objectives, and values, and feel you have the skills, qualities and abilities to lead Staffordshire Women's Aid to the next level of achievement and impact, we would love to hear from you.

This recruitment pack provides further information about Staffordshire Women's Aid and the work that we do along with details on the Chief Executive role and how to apply. Additional information can also be found on the Staffordshire Women's Aid website, and you can follow us on Twitter and Facebook.

Claire Rowcliffe  
Chair  
Staffordshire Women's Aid

## **A Brief History of Staffordshire Women's Aid**

Staffordshire Women's Aid was formed as a charity in 1976 by a small group of women in Stafford who believed there was a need for a safe place locally for women and children fleeing domestic violence. They were inspired by the very early refuges that had been set up in the UK, and they lobbied the local council arguing that women and children had a right to somewhere safe to escape to if they were living with domestic violence. Eventually the local council provided basic refuge accommodation, one of the very earliest refuges in the country. It was a two-bedroom flat above a butcher's shop with a yard full of offal and a smoke damaged interior, but it was our first refuge, and within one week there were 3 families sharing it.

There was no funding to run the refuge, but the local community began to support our charity, and the work of running the refuge was done by a group of committed and passionate volunteers. At the same time, we became part of a network of women's organisations that were being established across the UK, and indeed, globally.

As a charity, we have grown a great deal since 1976. Today, we provide a holistic range of specialist support services to all victims of sexual and domestic violence, based on our knowledge and expertise built over 45 years. Some of our services operate across the county of Staffordshire. We remain proud to be a charity that still exists to combat injustice and we continue to campaign and raise awareness on behalf of all victims of domestic and sexual violence, and we are proud that our work is based on feminist values and women's leadership.

### **OUR VISION**

A world where any form of VAWG, and all forms of domestic and sexual violence are no longer tolerated.

### **OUR MISSION**

To Empower victims to become survivors, to live safely and to thrive.

### **OUR SOCIAL OBJECTIVES**

1. To Increase the safety of victims of domestic and sexual violence, including children and young people, whether current, recent, or historical.
2. To meet the immediate and longer term practical and emotional needs of victims of domestic and sexual violence.
3. To empower those who have suffered, or are at risk of experiencing, domestic and sexual violence/and abuse to:
  - Have choices and understand their rights.
  - Improve their physical and mental wellbeing
  - Build confidence, aspirations, skills, and independence
4. To ensure that those impacted by domestic and sexual violence and abuse are given a voice in our communities.
5. To educate, campaign, and raise awareness of domestic and sexual violence, and the widespread phenomenon of violence against women and girls, and its impact on individuals and communities.

## OUR VALUES

**PASSION**

**EMPOWERMENT**

**TRUST**

All of our work and its forward development is underlined by our core values.

**PASSION:** We feel passionate about the work we do, and about supporting those who we work for. We are mission and vision driven, which means that we want to contribute to changing attitudes, raising awareness, giving victims a voice, and preventing domestic and sexual violence and violence against women and girls.

**EMPOWERMENT:** Our working practices are based upon empowering victims of domestic and sexual violence to make informed choices, to have a voice and to build confidence and self-esteem. We aim to ensure that this ethos works within the organisation, empowering staff and volunteers through training, supervision, and employment practices which are underpinned by diversity and staff well-being.

**TRUST:** Our policies and procedures and working practices aim to enable service users to trust in our commitment to their needs. We also work to build trust in our professional partnerships and agreements, with each other in our working practices, and with the local communities which support our work.

### **OUR COMMITMENTS**

- To place the experiences and voices of those we exist to support at the heart of our work.
- To be accessible and responsive to all victims
- To work in partnership with stakeholders, local communities, and partner agencies.
- To be reflective in all areas of our working practices, including governance, management, and front-line support.
- To use integrity in all areas of our work.
- To seek continuous improvement, aspiring to the highest possible quality in our working practices.
- To monitor, measure and evaluate the impact of our work.
- To offer a holistic range of services so that the journey through support can be tailored to a range of differing needs.
- To be continually aware of the diverse needs across our communities, working to understand these, and to reach out to those groups and individuals who may face barriers to accessing support.

# Staffordshire Women's Aid's Service Model



## 24 HOUR HELPLINE

### SERVICE USERS

Those at risk of, living with, escaping or recovering from the impacts of domestic and sexual violence and abuse



- Forward House Refuge
- Dispersed Refuge Accommodation
- Resettlement Service
- Women's Homelessness Projects



Countywide support service including:

- ISVA
- CHISVA
- Support for Family Members and Significant Others
- Counselling



- Women's Foodbank
- Employment/ Training Support
- Group Work
- Training
- Counselling
- Legal Advice Clinic
- Smallwood Trust
- 

### MISSION STATEMENT

To empower victims to become survivors, to live safely and to thrive

### VISION STATEMENT

A world where any form of Violence Against Women and Girls, and all forms of domestic and sexual violence are no longer tolerated

## Our Services

Our work aims to empower victims to become survivors and to shape their own change towards safer, more independent lives, free from violence and abuse. To achieve our social objectives, we structure our holistic range of services in the following way, delivered by a dedicated team of specialist staff and volunteers:



### 24 Hour Helpline

Our 24 Hour Help Line is the pathway into all of our other services and operates every day of the year and every hour of the day. It is run by a committed and carefully trained volunteers and staff and provides a range of responses:

- Referrals for services. These include self-referrals and those from other agencies.
- Where we do not have available refuge accommodation, our Help Line pledge is to find refuge elsewhere.
- Support and advice for those who call us and just want to talk or get advice. Sometimes this will be the first time someone has disclosed domestic or sexual violence.
- Enquiries and advice.

In the financial year 2021-2022, the Help Line took 2393 calls. Of these, 416 were calls for refuge accommodation. We were able to accommodate and support 47 women and 99 children, and we found alternative safe accommodation for 126 families.

Calls to our Help Line have grown significantly in the last few years, and our current strategy aims to build capacity into this vital service. At the same time, we recognise the need to develop new ways for potential service users to reach out to us, such as direct messaging and a survivors' forum. These developments are key to our current strategy around the Help Line.

### Refuge & Resettlement Services



In 2016, after nearly a decade of lobbying, fundraising and partnership work we opened our purpose built refuge, Forward House. The refuge was designed and built based on consultation with women and children who had used our former refuge provision and includes 12 self-contained apartments and extensive communal areas including playroom, outdoor play areas, communal group room and a teenage room. Forward House is a model of trauma informed excellence in terms of refuge accommodation, and we are proud to be able to offer it to women and children fleeing domestic and/or sexual violence. The design means we are able to offer space to families with older boys and a range of more complex needs which may not be suitable to communal refuge.

During the Covid19 lockdowns, we were able to access funding for a further 4 dispersed flats in Stafford which extended our offer and made it possible for us to provide for male victims fleeing abuse.

All families moving on from our refuge are offered resettlement support to help rebuild their lives in safe long term housing. We also work closely with our local housing departments to access housing and support for vulnerable women, such as rough sleepers, who do not wish to use our refuge. Refuge exists not only to save lives, but to rebuild them. We offer intensive emotional and practical support within refuge and work to access long term housing. Our specialist work with children in refuge includes one to one therapeutic support, group work and therapeutic play sessions, as well as close liaison with local schools, health and welfare so that all children's needs can be met.



### **Survive (Sexual Assault and Abuse Service)**

Staffordshire Women's Aid has provided services for victims of sexual violence and abuse for some years now. In 2020, we were commissioned to provide our Survive service for victims across the county of Staffordshire. The service includes Independent Sexual Violence Advisors (ISVAs), Children's support and wider family support. It is also closely linked to our Counselling Service as counselling is a key component in helping survivors of sexual violence recover from what are often long term traumas.

Alongside provision for survivors in the communities of Staffordshire, we also provide a counselling service for women in our local prison, Drake Hall. We are deeply conscious of the overlap between women's offending and their experiences of domestic and sexual abuse, and this work helps us to reach out to some of the most vulnerable women in society

### **Women's Community Services**



As part of our offer to our local communities, we provide a range of community services for women. These include a women's clothes and foodbank, legal clinics, group work aimed to build skills and self-esteem, help with accessing learning and employment, money and budgeting advice and help with becoming more digitally included. These services are grounded in our view that violence against women and girls is both the cause and consequence of sexual inequality. By addressing some of the material disadvantages women face through community services, we are addressing this inequality and combatting domestic and sexual violence against women and girls.

This growing area of our work has developed in response to the changing needs of women in our community. Our food bank for example has grown significantly as the Cost of Living Crisis has become a specific reality for women in their everyday lives.

### **Counselling and Therapeutic Services**

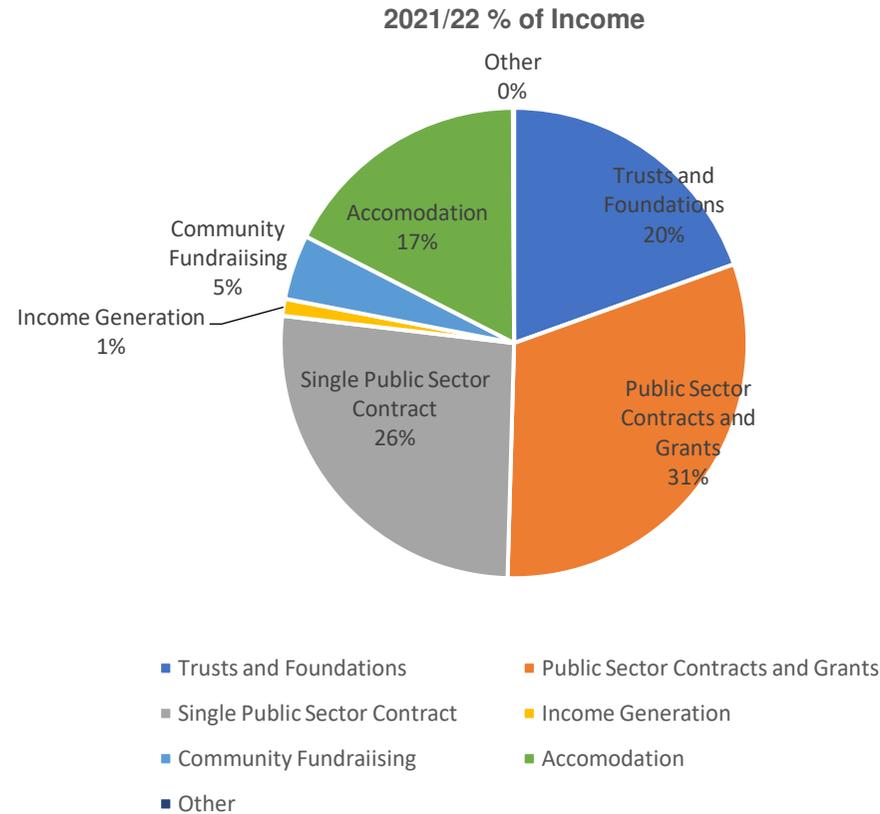
Demand for our counselling services is very high, much of this following the Covid19 pandemic. The service offers a range of therapeutic interventions and building capacity to meet demand is a priority in our current strategy. We understand that the recovery journey for victims of domestic and sexual abuse is often long and complex, and we see this service as essential in meeting the needs of all victims.

Alongside the provision of front-line services, we aim to create positive change in our local communities through training, research, publicity, and preventative education. We believe that effective awareness raising builds both capacity, and resilience, within local communities. We also have a strong reputation for participation in national and international research around domestic and sexual violence, and violence against women and girls.

While our approach is grounded in an ethos of diversity and inclusion and we offer services to all victims of sexual and domestic violence, we also recognise that both sexual and domestic violence are deeply gendered phenomena and that this arises from stereotypes and inequalities across all societies. A significant proportion of our work is situated in the Violence Against Women and Girls (VAWG) agenda, and we believe that gender inequality is both the cause and consequence of Violence Against Women. A key element of our overall offer to the communities we serve is the provision of a range of specialist women's services aimed to combat gender inequality, and we provide trauma informed, single sex spaces as part of our work, in line with recommended trauma informed practice.

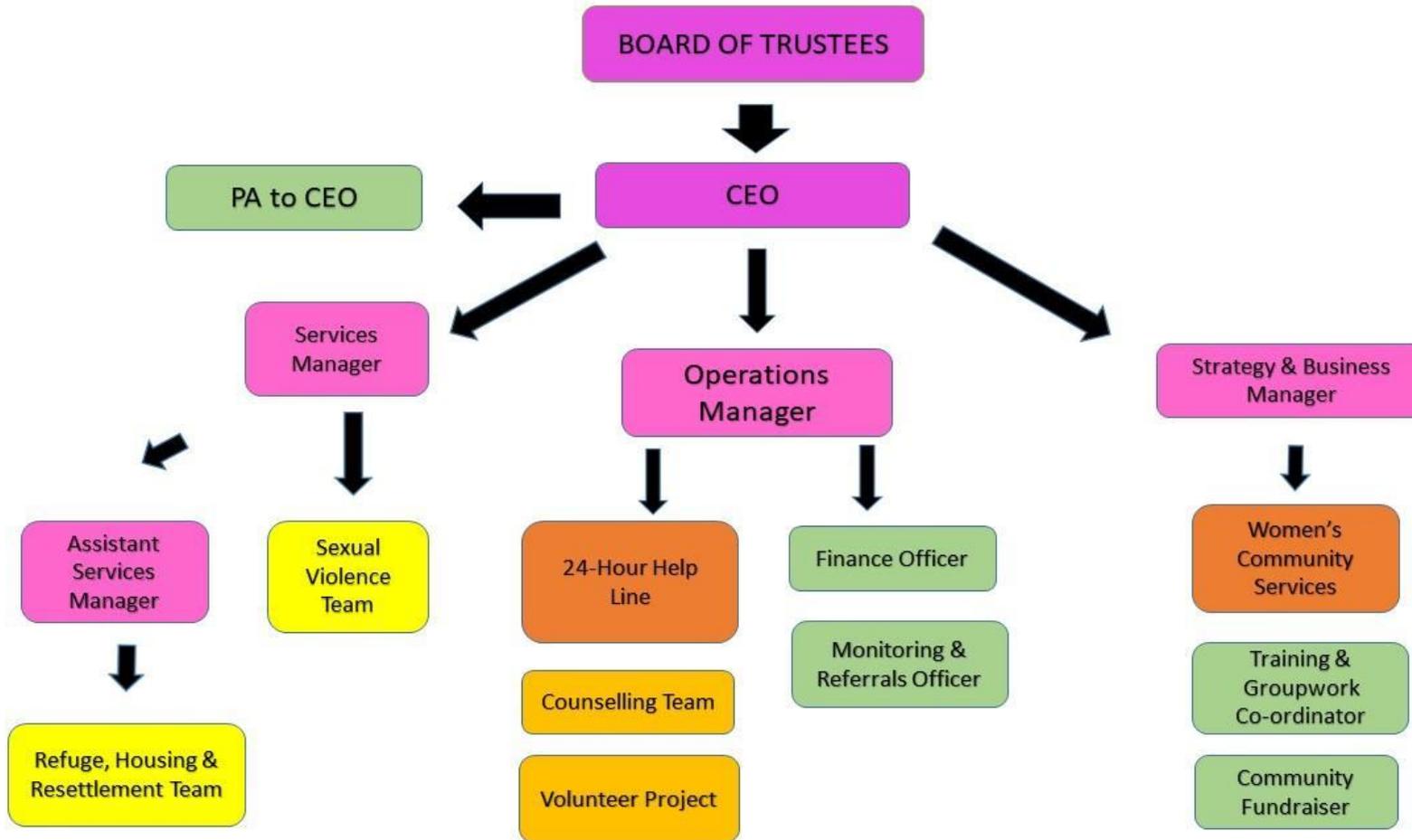
## Finance and Resources

Staffordshire Women's Aid is funded through a range of different sources, including national and local government, Police and Crime Commissioner, trusts and foundations, and community support through donations. The charity also generates funding through training and research activities. Our income for the year to 31 March 2022 was £1,425,339 and expenditure was £1,298,939. The Board of Trustees aims to spread the risk of funding losses in a competitive commissioning climate by having as wide a range of funders as possible. The Board carefully monitors and scrutinises the charity/s finances, identifying and mitigating risk, as well as working towards growth and sustainability. The below diagram outlines the spread of income sources in the year 2021/22.



## Our Team

Our services are delivered by a dedicated team of volunteers and paid staff. We strongly believe in empowering our staff and volunteers through training and knowledge, and through the development of an environment where they can grow and develop their skills.



## Our Future

The successful candidate will be leading Staffordshire Women's Aid at a time of both challenges and opportunities. Demand for our services has increased very significantly following the pandemic and alongside the cost of living crisis.

The Board and current senior management team have set out a 2 – 3 year strategy which aims to meet this growing need while being mindful of the limits to our capacity to provide services. We are aiming for growth and sustainability through the following key Business Objectives:

1. Diversify our income streams to develop a more financially sustainable organisation.
2. Implement robust monitoring systems to ensure that we can measure performance and the real impact of our work.
3. Develop resource and infrastructure in line with our business needs, investing in our board, staff and volunteers to ensure excellence in governance, practice and service delivery.
4. Increase the range of services we offer through development of a Women's Centre model.
5. Research, monitor and respond to the changing environment in which we operate, and the changing needs and challenges our beneficiaries face.

Our strategy is entitled Shaping Our Future Together and has recently included an internal review to identify and improve areas such as quality, efficiency, culture, and communications. The new Chief Executive Officer will work on behalf of the Board of Trustees to implement and monitor the strategy.

This is an exciting opportunity to lead Staffordshire Women's Aid into a strong and sustainable future where our values, vision and mission underline all our developments.

## CHIEF EXECUTIVE ROLE DESCRIPTION

<b>Salary Range:</b>	<b>£45,000 - £50,000 per annum (dependant on experience)</b>
<b>Benefits:</b>	<b>3% Pension, 28 days Annual Leave + Bank Holidays, Annual leave long service reward</b>
<b>Hours:</b>	<b>37 hours per week + Hybrid Working</b>

This role requires strong leadership and strategic skills, and the ability to act as ambassador for Staffordshire Women's Aid and its work. The CEO will lead the organisation, and work with the whole team in taking forward strategies to strengthen and grow the organisation on behalf of the Board. A strong understanding of the local landscape in terms of commissioning and governance will be required, as well as knowledge of the demographic characteristics of our service users. The role also requires organisational and financial management and an ability to build and sustain the structure of the organisation. The CEO will oversee the development and delivery of high quality services aiming to achieve the organisation's objectives.

### STRATEGY AND PLANNING:

- In conjunction with the Board of Trustees, set the strategic vision for Staffordshire Women's Aid, and advise the Board on the strategic direction of the charity and implement Board decisions.
- Ensure that the whole team are part of the setting and achieving of the organisation's strategy.
- Place the experiences and views of those we support at the heart of SWA's strategy and development.
- Work to ensure the strategy is in line with external change and the changing needs of our beneficiaries.
- Report regularly on progress with accountability for achievement of strategic goals and performance of the organisation.
- Identify potential future risks and opportunities in conjunction with the Board to proactively plan and position the charity for the future.

### LEADERSHIP

- Communicate and sustain an inspiring vision for the team.
- Lead Staffordshire Women's Aid through opportunities and challenges, always seeking to meet the needs of our beneficiaries.
- Continually place the views and experiences of those beneficiaries at the heart of the charity's strategy and practice.
- Ensure that our feminist leadership ethos remains an inspiration for the team and our stakeholders.
- Foster and embed a trusting and collaborative internal culture centre on our values.
- Nurture and continue to build high-performing teams throughout the organisation in alignment with Staffordshire Women's Aid mission.

## **BUILDING OUR EXTERNAL PROFILE**

- To act as an ambassador for Staffordshire Women's Aid, campaigning and informing the media and the community regarding domestic and sexual violence and the organisation's work within the Violence Against Women and Girls agenda.
- To oversee the on-going development of a publicity and marketing strategy for the organisation which will promote its aims and values and build a strong and positive reputation.
- To participate in relevant interagency and community working groups, committees, and forums in order to represent and promote the aims and values of Staffordshire Women's Aid and the views of its service users.
- To direct Staffordshire Women's Aid to contribute in any way possible to research on issues related to domestic and sexual violence, and Violence Against Women and Girls, whether national, local, regional or trans-national.
- To provide management and expertise to external and/or partner projects where appropriate.

## **INCOME GENERATION**

- Develop and monitor strategies for accessing and securing funds to build and sustain the organisation and its strategy.
- Develop and implement an income generation strategy on behalf of the Board of Trustees.
- To maximise the potential income of Staffordshire Women's Aid wherever possible.
- Ensure that strong and enduring relationships with key funders and corporate partners are established and nurtured.

## **FINANCE**

**Take top-level responsibility for the overall financial and operational health of the charity, ensuring Staffordshire Women's Aid activities and assets are efficiently managed and in line with available resources.**

- Ensure that all funds are used in an efficient and accountable way, in line with the standards and legal requirements of the Charities Commission and other relevant bodies.
- Oversee the preparation of budgets and business plans where appropriate, identifying the strengths and weaknesses in the organisation's financial position and working with the Board of Trustees to address these.

## **GOVERNANCE**

- Ensure that Staffordshire Women's Aid meets its statutory and other obligations as a Charitable Incorporated Organisation, and that good governance is central to the charity.
- Convey to Staffordshire Women's Aid's Board of Trustees the activities of the organisation, including producing an Annual Report and other reports where appropriate.
- Identify and implement effective risk management strategies and frameworks to measure progress against objectives.

## **CHIEF EXECUTIVE PERSON SPECIFICATION**

### **LEADERSHIP & MANAGEMENT**

- Proven leadership skills, developed through senior management or CEO experience.
- Experience and knowledge of board and governance work within the charity sector.
- Demonstrable ability to lead and inspire an organisation at all levels to achieve its strategic objectives.
- Knowledge of the operational structures needed for delivery of services and organisational sustainability.
- Demonstrable experience of performance monitoring and quality assessment frameworks.
- A strong team working ethos.
- Experience of managing or directing front line
- Violence Against Women, domestic and/or sexual violence services.

### **ANALYTICAL & STRATEGIC THINKING**

- Significant experience of strategy development and implementation.
- Ability to exercise independent judgement and challenge constructively
- Excellent communication skills across all levels
- Excellent public speaking and presentation skills.
- Demonstrable experience of financial management, including preparation of budgets and reporting.
- High level of skills in report and critical review writing.

### **RELATIONSHIPS AND COMMUNICATION**

- Demonstrable knowledge of governance, trusteeship, and the necessary lines of authority within charitable organisations.
- Strong policy understanding and a proven track record of working with the voluntary sector in order to influence change
- Excellent networking and stakeholder management skills, with significant experience of representing organisations externally and at the highest levels
- Experience and/or understanding of the importance of partnership interagency work in the context of domestic and sexual violence.
- A Commitment to working with equalities in service planning, delivery and employment, and a willingness to challenge discrimination.
- In depth understanding of and commitment to the Violence Against Women and Girls agenda, and its place in the values of Staffordshire Women's Aid

## PERSONAL QUALITIES AND ATTRIBUTES

- Strong leadership qualities.
- Inclusive, open, clear, and consultative management style
- A commitment to delivering safe, appropriate, and high quality services to victims of domestic and sexual violence.
- A high standard of interpersonal and communication skills.
- Ability to work under pressure.
- Ability to make effective leadership decisions and to be accountable for them.
- High degree of integrity.
- Ability to manage your own time and that of others.
- A sense of humour
- Enthusiasm and creativity.

## KNOWLEDGE, QUALIFICATIONS AND SKILLS

- Educated to at least graduate level.
- Significant experience of team management and leadership.
- Experience of income generation and of tendering and procurement processes.
- Management qualification such as MA.
- Direct experience of work in the Violence Against Women and Girls sector.
- Full driving licence and access to a vehicle are essential requirements.

## HOW TO APPLY

To apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria, via email to [personnel@staffordshirewomensaid.org](mailto:personnel@staffordshirewomensaid.org)

If you would like any further information, please contact [personnel@staffordshirewomensaid.org](mailto:personnel@staffordshirewomensaid.org)

**Application Deadline: 5 pm Wednesday 11 January 2023**

**Interviews: To be held in January 2023 – Date to be confirmed**