



Lighthouse Furniture Project Chief Executive Candidate Information Pack

December 2018

Contents:

1. Introduction from the Chair of Trustees
2. The roles and responsibilities
3. Job Description
4. Person Specification
5. Job Particulars
6. How to Apply

“Lighthouse Furniture project exists to support people in need in Brentwood and the surrounding areas by providing good quality second-hand furniture, white goods and household items at affordable prices.”



1. Introduction from the Chair of Trustees

Dear Applicant,

Thank you for your interest in the role of Chief Executive Officer at Lighthouse Furniture Project (Lighthouse). We hope you find the following information helpful. We look forward to receiving your application.

History

25 years ago, a small group of Christians at a congregation in Brentwood wondered 'Why are there so many who can't afford to pay so much for decent quality furniture and household appliances when so many others are disposing of the very same items to landfill?'

So, with much prayer, began a weekend collection and delivery service in collaboration with Brentwood Borough Council using borrowed garages. We soon earned a reputation for reliability, a service quick to respond to need and for high quality customer service.

We also soon outgrew that weekend service. But we had a Plan - to convince the National Lottery Fund that we had the basis for a sustainable service with significant outcomes and impacts if it invested in an initial leap in scale. That enabled us to rent sizable premises, one using an investment by two Christian benefactors, and create that growth. One of these we now own outright with a mortgage.

Our journey has involved developing reliable, flexible and responsive partnerships with organisations involved with people in some form of homelessness, housing and household crisis. We have taken new opportunities to develop 'win-win' partnerships with retail and other commercial companies. Our model includes maintaining a viable mix of Volunteering and Employment opportunities. As our reputation has grown, we have supported fledgling groups elsewhere in Essex to develop similar projects through to self-managing services.

Today

You would be joining at a time when we have grown towards maturity with turnover of over £600,000. But we still have our aspirations for the future: finding and supporting that still-unmet need, better use of the Internet and Social Media to enable a wider range of people to find us and use us and develop a Shop in in a strategic location. Our strategy will continue to be funding growth through increased donations and income, plus start-up and investment grants so that most of our core service is fully financed.

And we are still committed to continuing our Christian foundation and its reflection in our core values, practises and development choices.

Our current CEO, a founder of the project, is now retiring. If you share that mission and can take the lead in achieving it, we want to hear from you.



What We Need

As we look to the future, Lighthouse seeks to continue its development, being a leader locally in the reuse of second-hand goods and changing the lives of those that are in need.

To achieve this, we require a new Chief Executive to drive the organisation forward by building on the stable platform and financially secure operation to extend Lighthouse's reach in our locality and build on the developing partnerships with our neighbouring boroughs. This will become embodied in a new five-year plan to be devised with the Trustees, and in consultation with our beneficiaries.

The Job Description and Person Specification will tell you about the role itself and detail the kind of person we are looking for. Our website (www.lighthousefurniture.org) is a useful source of further information. We would encourage you to visit Lighthouse as part of your application.

Michael Briggs

Mike Briggs, Chair of Trustees



2. The Role and Responsibilities

We are seeking an experienced leader who will build on the existing charitable and other activities, leading to the continued development of Lighthouse.

To be successful in this senior role, at this important time in the life of Lighthouse, you will have senior management experience, with a proven record of operational delivery and team leadership. You will have a history of working sensitively and effectively with a range of stakeholders. You will also need experience in a fundraising capacity, securing public sector, trust and grant funding.

In line with the charitable purposes of Lighthouse, it is the considered view of the Trustees that an actively Christian leader is essential to maintain the central purpose of the charitable business as it makes choices of direction and development that are consistent with its Christian mission.

Therefore, it is the policy of Lighthouse that the Chief Executive Officer is an active Christian. The Trustees consider this policy to be consistent with the charitable purposes of Lighthouse and therefore this requirement is a legitimate and proportionate way of achieving its aims. The Trustees consider this policy to be consistent with the provisions of the Equality Act 2010.

Core values

Our values reflect and support this culture and we take them very seriously. Our values also guide us in the way we do business and how we conduct ourselves. In summary, these values are:

<i>Integrity</i>	Demonstrate Christian values, showing consistency business ethics and behaviours to build trust and credibility.
<i>Clients</i>	Provide an excellent service to our clients and build a reputation for excellent service with referral agencies and partner organizations.
<i>Initiative</i>	Evaluate, select and act on various methods and strategies for solving problems and meeting objectives before being asked or required to do so; self-directed rather than passively complying with instructions or assignments.
<i>Diversity</i>	Demonstrate sensitivity to diverse perspectives, work styles, values, and ethnic/cultural differences, supporting the unique talents of each individual to maximize total team performance.
<i>Innovation</i>	Generate novel and valuable ideas and use these ideas to develop new or improved processes, methods, systems, and products or services.



- Dignity* Work co-operatively with others to accomplish desired business outcomes, taking specific actions to protect or build others' confidence and sense of personal responsibility; treat others with dignity and respect.
- Enjoyment* Take pleasure in work and interaction with others, striving to make our partnerships enjoyable and rewarding.
- Improvement* Collaborate in establishing and meeting work standards and improvement practices that are pre-eminent in the industry, maintaining focus on key activities that drive performance excellence.

The Board has identified the following areas as priorities for the Chief Executive:

Strategic:

Developing and implementing strategies to deliver in the following areas:

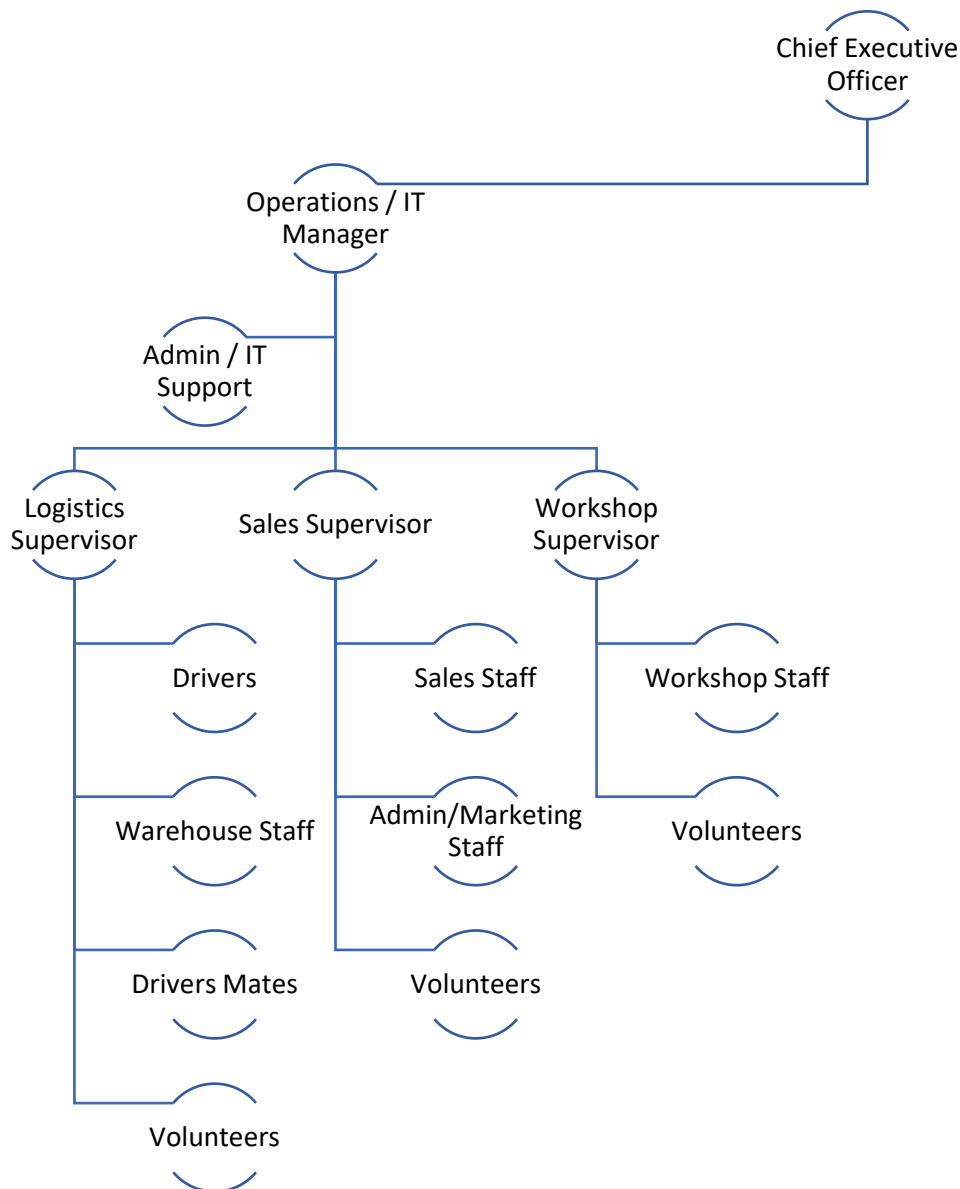
- The Lighthouse Project's significant contribution to the relief of poverty, particularly of people facing various forms of housing crisis, through providing practical support, primarily in the South Essex area. This includes strategies that increase public awareness of the circumstances of people in housing crisis, as well as working together with local government to ensure timely referral of clients in need of support.
- The Lighthouse Project's significant contribution to the conservation and protection of the environment through the promotion of recycling and re-use. This includes developing viable partnerships with businesses to ensure effective management of disposal stock or equipment, as well as building awareness of the collection services available to private individuals who donate household items.
- Growing a vibrant team of staff and volunteers, creating a positive working environment that nurtures and develops those seeking work experience and offering appropriate volunteering opportunities to long term unemployed, youth and the retired.
- Expand the reach of the Lighthouse Project by developing a strong online presence and through the opening of a retail shop.

Operational:



- Ensuring continuous improvement of business practices and high-quality governance.
- Leading the development of a culture in which people understand the Lighthouse Project objects, goals and values, and how these translate to day-to-day business behaviour of high standards, accountability and effectiveness.
- Effective management of business, financial and workforce planning to ensure high standard of services that deliver on the Lighthouse Project charitable objects.
- Managing all aspects of the Lighthouse Project activity and operations and ensuring its ongoing high reputation.

The team at Lighthouse comprises a mixture of employed and volunteer staff and you will need to be able to relate to, manage and inspire these distinct groups.





3. Job Description

The Chief Executive will oversee all day-to-day operations of Lighthouse, providing inspirational leadership to the organisation and be responsible for its performance and the achievement of its vision, mission and objectives

Working with the Board of Directors/Trustees

- Ensure policies, arrangements and procedures are in place to ensure that the Directors consistently fulfil their duties and responsibilities for good governance
- Ensure continuous compliance with legislative and regulatory requirements
- Agree strategy and direction and prepare the Lighthouse Project “Now-Near-Far” business plan within the objects of the charity.
- Agree and prepare a budget reflecting the resources needed to support and deliver the business plans.
- Agree indicators of charity performance, monitor and review progress of plans and budgets and provide timely reports.
- Monitor the charity’s external environment and provide timely appraisals of risks and opportunities.
- Agree, maintain and implement adopted policies and procedures; advise on changes/ actions that become necessary mitigate risks the Charity may face and/or capitalise on opportunities.

Resource allocation and management:

- Ensure budget sustains core charitable functions.
- Develop business cases for new proposed developments, including funding sources and implementation plans.
- Maintain control of business and financial performance, reporting significant variations and trends to staff and Directors.
- Make budget changes and business decisions based on sound information and assessment of options; make timely proposals and timely reports of actions to Directors.
- Identify and capitalise on all grant and other funding opportunities.

Internal organisation and behaviour

- Lead by embodying the standards and values of the charity, setting the tone for a vibrant organisation characterised by integrity, and our core values
- Provide effective communication of the charitable and Christian objects, policies, values, business strategy, targets and choices that have to be made, and how people can contribute to their achievement.
- Ensure people understand and adopt the high standards of business behaviour and corresponding accountability.
- Ensure recruitment, employment, development and treatment of staff meet the policies, plans and standards required.
- Ensure business practice is compliant with legislative, regulatory governance good practice, and best practise of sector standards.



- Ensure policies, arrangements and procedures are implemented consistently and effectively.
- Provide effective team management and control through mentoring, delegation and monitoring of people's performance with timely and constructive feedback.
- Make effective use of people and teams to develop proposals for improvement and their implementation.

External relations

- Act as spokesperson when authorised.
- Ensure all activity protects and enhances the charity's reputation, standards and Christian values.
- Seek opportunities to be an ambassador to promote public awareness of the Lighthouse Project's Christian values, the needs of the beneficiaries and how we make an impact for the public benefit.
- Develop and maintain advantageous relations with potential partners, competitors, and agencies involved with our beneficiaries, funding sources and sector networks.
- Keep up to date with developments and trends in the sector and external environment, advising Directors and Staff of potential opportunities and threats.
- Seek out and develop new strategies for optimising future resources.
- Develop up to date use of information and marketing media to raise our profile.
- Formulate and implement marketing strategies and campaigns, including Lighthouse Project's Digital Strategy.

Other duties

- The nature of the post and the charity dictates that range of duties and tasks must be flexible, which may, when required, include duties and tasks outside those specified above.



4. Person Specification

As an experienced leader, you will be an excellent, engaging and inspiring communicator. You will also be a leader with strong emotional intelligence. You will be able to demonstrate the ability to network purposefully and be able to build effective and productive partnerships.

Able to manage relationships internally and externally with partners and supporters. The Chief Executive will have the drive and ability to enhance the standing and profile of Lighthouse in a range of settings. A self-starter but formidable team player, you will enable others, and the organisation, to deliver to a high standard and see the organisation develop and grow.

Competencies

Leadership and interpersonal skills

- Senior experience in management, team leadership and Board level reporting;
- A proven manager with experience across key business areas;
- An inspirational leader able to work effectively with staff, volunteers and others;
- Excellent interpersonal skills, high level of emotional intelligence and the ability to influence a range of stakeholders;
- Able to demonstrate sound decision making and operational delivery
- A clear understanding of legal implications, for example, H&S, GDPR, Environment Agency, etc.
- Able to develop plans and translate these into action, reporting on outcomes in a range of settings;
- Able to manage change sensitively;
- Financially literate, able to set and manage budgets, experienced negotiator and possessing a commercial outlook;
- Experience of fundraising and income generation
- Understanding of the value of marketing and communications including messaging and brand recognition;
- Proven personal motivation, personal organisation, drive and initiative;
- Able to handle demanding workload including competing priorities and possessing excellent self-organising skills;

Partnerships

- Proven ability to work effectively with others in partnership being a confident networker;
- Able to influence others and work constructively with a range of people and perspectives;
- Capable of building the profile of, and support, for Lighthouse.



Communications

- An experienced, skilled and engaging public speaker able to command respect from a range of audiences;
- A persuasive communicator who inspires the confidence of others by building support for ideas, proposals, projects and solutions;
- Able to communicate key issues surrounding the work of Lighthouse.

Complementary

- Knowledge of the sector;
- High-level experience of charitable fundraising and working with, for example, Local Authorities, Trusts and charitable funders;

Circumstances

- Able and willing to work flexibly and occasionally outside of normal office hours including weekends;
- The role may be suitable to some element of home-based working;
- Hold a full UK Driving Licence, and willing to travel as required.



5. Job Particulars

Title: Chief Executive Officer

Responsible to: The Trustee Board through the Chair

Responsible for: All staff employed by Lighthouse and volunteers

Locations: Tallon Road in Brentwood CM13 1TE

An appropriate package is available to the right candidate, including:

- Salary Circa £40,000 - £45,000 subject to experience
- Contributory pension (4%)

The role is a full time, 37.5 hours per week working over 5 days per week. Lighthouse opens on a Saturday morning and the CEO is expected to work one Saturday morning in three on average. Time off in lieu is taken for these additional hours. The role is a permanent position and subject to a six months probationary period. After probationary period notice period will be three months.

To apply, a CV and covering letter outlining relevant experience and latest salary should be sent to Mike Briggs at: lighthousejobs@lighthousefurniture.org – **NO AGENCIES PLEASE.**

As part of your application process we would encourage you to visit Lighthouse, arrangements for this can be made via the above email address.

The closing date for applications is midnight on the 15th January 2019.

Interviews will take place in the week commencing 21st January 2019.