



Applicant Information Pack

Chief Executive Officer

March 2024





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A Welcome from Vince Bick, Chair

Dear Applicant,

Thank you for your interest in the role of Chief Executive Officer at Care Ashore. I am delighted that you would like to explore the possibility of joining us.

Having recently taken on the role of Chair, I am looking forward to working with an engaged Board and an invigorated and expanded staff team to build on significant recent progress at Care Ashore. We aim to be seen as a flagship of achievement across the Maritime Charity sector.

There are two key strands to the Chief Executive role:

1. Ensuring we deliver an excellent supported housing and welfare service to current and future Beneficiaries.
2. Ensuring the effective management and development of our 225 acre Estate and maximising the many and varied commercial opportunities presented by the Estate to support the charity's work.

Our next Chief Executive will be:

- A visionary, able to identify and develop opportunities.
- An effective leader and manager, able to build, motivate and lead the right team of staff and volunteers to deliver on our objectives.
- A team player, understanding the roles of - and working collaboratively with - the Trustees, staff, beneficiaries and other stakeholders.

Ideally our new Chief Executive will have strong leadership expertise relevant to Care Ashore's work, gained in charities, care, or estate management. However, they could also be someone wishing to take successful business experience into the charity sector.

Alongside their own expertise they will have the aptitude to build a team that can deliver Care Ashore's ambitions.

This requires a business-like approach, with a charity heart; a committed and empathetic individual who is able to make the most of the many opportunities presenting themselves to us. This is all for the ultimate benefit of the beneficiaries and seafaring community we serve.

We would be delighted to learn of your ideas and aspirations for Care Ashore, and to explore whether you might be the person to help develop the massive latent potential within the charity to help us realise our ambitions. To that end candidates who are invited to interview will be given the opportunity to visit Care Ashore to meet staff, trustees, and beneficiaries to gain more of an understanding of who we are at Care Ashore, and to explore how your expertise might fit within the charity and the key responsibilities of this role.

I hope that this Pack will give you much of the information you need, to help you decide whether to take your application further.

If you would like more information about this exciting role, you can contact Sarah Divina or Sara Ginn of Action Planning's Recruitment Team in the first instance, who are managing the recruitment process for us, at sarah.divina@actionplanning.co.uk or sara.ginn@actionplanning.co.uk.

Thank you again for your interest in working with us, we look forward to receiving your application.

With my best wishes,

**Vince Bick,
Chair, Care Ashore**
www.careashore.org



ABOUT CARE ASHORE



CARE ASHORE TODAY

Care Ashore provides a safe, supportive, accessible, homely, and stimulating community for seafarers and their dependants – for holidays, for respite, or as their short, medium or long-term home when they are in need. The charity is based at the 225 acre ‘Springbok Estate’, near Cranleigh on the Surrey/West Sussex Border. We provide accommodation and support for Merchant Seafarers and for former members of the Royal Navy, the Royal Fleet Auxiliary (RFA) and others with a maritime link. Our services are also accessible to those who have worked on British Fishing Fleets.

Care Ashore is not Care Quality Commission (CQC) registered but does offer significant welfare support where needed.

Care Ashore has started a process of change and modernisation. With a turnover of circa £1 million and a recent capital injection of £3.7 million, the charity is in a strong financial position and is setting out to:

- bring all of its accommodation up to a modern standard
- modernise its facilities
- make sure that the estate as a whole is in prime condition
- be a location for visitors for respite and holidays
- utilise its assets commercially to strengthen the resource base of Care Ashore for the long term, and
- re-engage with the many other charities and stakeholders supporting the maritime community.

CARE ASHORE'S COMMERCIAL ACTIVITIES

In support of its charitable objectives, the organisation manages several diverse commercial activities that generate income to subsidise the cost of services offered to seafarers, and to support capital and renovation projects. These diverse incomes enabled Care Ashore to survive the Covid Pandemic lock downs relatively unscathed financially. Strengthening this offer is an important part of the work of Care Ashore moving ahead and several potential opportunities have been identified.

Current activities include commercial and residential

property rental, farm rental, camping and caravanning, fishing/model boating lake, clay pigeon shooting, annual music festival, caravan, vintage car and steam engine rallies, dog training, bee keeping, glamping and bed and breakfast guest rooms. We also now have the potential to let out meeting rooms and an external Marquee for celebrations and events. Establishing a trading subsidiary to broaden commercial activities may well be an initial opportunity.

The financial advantages of the above activities are easily measurable, but the social benefit gained from some of the activities such as the camping, fishing, and clay pigeon shooting are as important. Many of those who use these services forge friendships with our residents that enhance their social wellbeing. Furthermore, not only do our commercial activities secure direct income, but also generate additional secondary income through donations from some, and volunteers coming forward to assist us with meeting our charitable aims and keeping costs down.

THE BACKGROUND TO CHANGE

It is only fair to acknowledge that the charity has faced multiple challenges in recent years. Now that these have been or are being addressed, our new Chief Executive will have the opportunity to build on secure foundations and lead the charity through a significant period of growth and development.

As a result of a recent land sale that charity now has strong cash reserves, enabling us to start our programme of significant refurbishment, and invest in infrastructure and people. There is a good possibility of a further land sale within the next few years, which will open up even more exciting possibilities. Moving into stable waters, Care Ashore's Board is looking forward to working with our new Chief Executive, to develop a 3-to-5-year strategic plan to define our mission, vision, values and objectives for the future - anticipating the changes in the seafaring community likely in the years ahead and improving support for those in need today. The board is also overhauling governance, including effective delegation to a modern committee structure, and broadening its trustee base to make Care Ashore effective to a 21st century standard.





ABOUT THE ROLE



CHIEF EXECUTIVE OFFICER - JOB PURPOSE

The Chief Executive is responsible to the Trustees for:

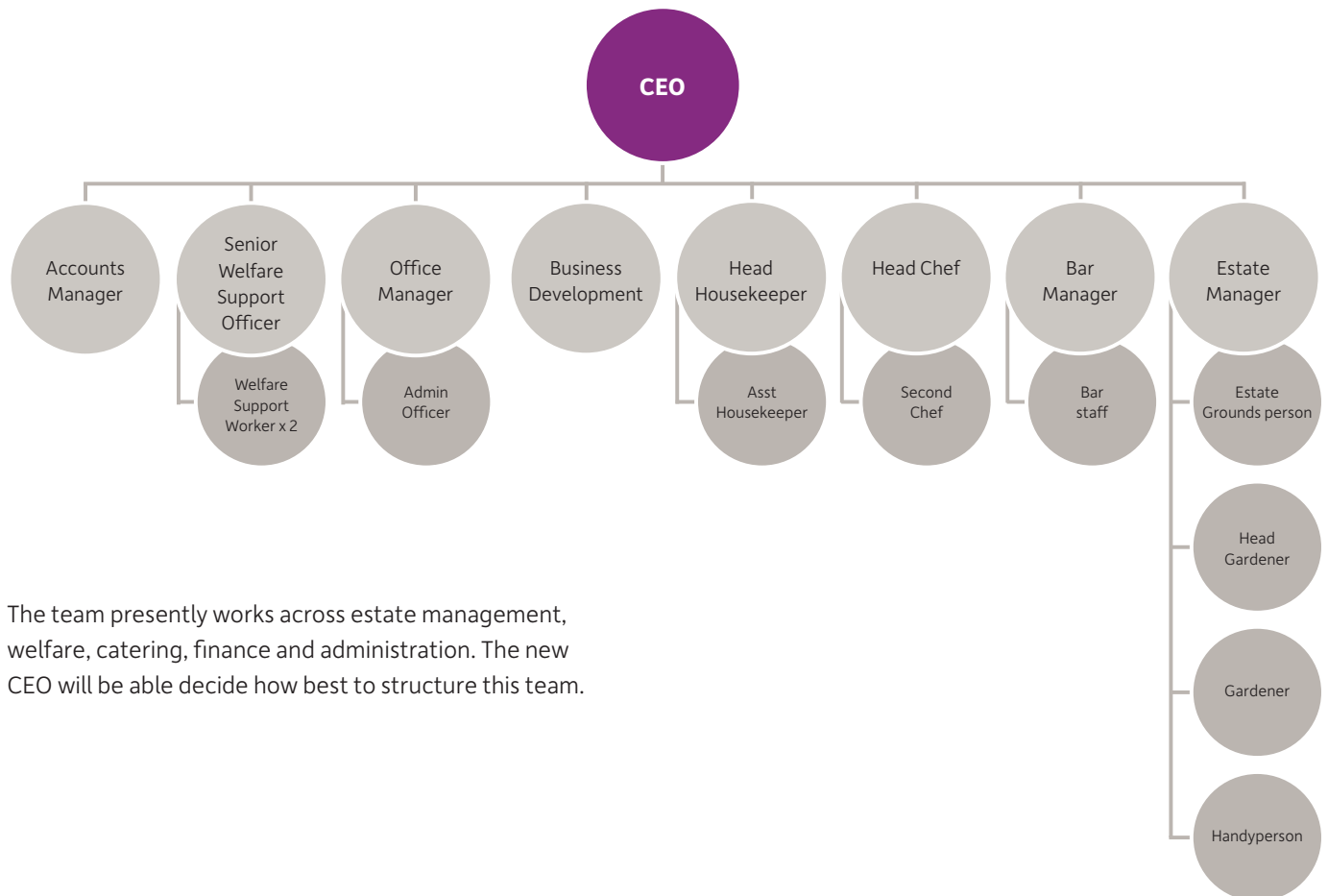
- Delivering Care Ashore’s objectives in line with its governing document, values, vision and mission and strategy
- The effective overall management of the charity working with the Board of Trustees to help them meet their responsibilities for the effective governance of the charity.

REPORTS TO, AND DIRECT REPORTS

The Chief Executive reports to the Board of Trustees, and is line managed by the Chair of Trustees.

There is currently a staff team of some 18 people, and an early task for the Chief Executive will be to decide how best to structure and organise this team and bring in additional staff to help meet the charity’s aspirations.

ORGANISATION CHART



The team presently works across estate management, welfare, catering, finance and administration. The new CEO will be able decide how best to structure this team.





CEO JOB DESCRIPTION



MAIN RESPONSIBILITIES

- 1. Strategy:** Work with the Board to develop the strategic and operational plan for the charity, and oversee its effective implementation.
- 2. Governance:** Work with the trustees to ensure the charity meets its legal and regulatory obligations as a charitable entity, and to provide effective reporting and performance management information to the Board, so it can monitor plans and targets and exercise its governance duties.
- 3. Compliance:** Ensure the organisation is compliant with relevant regulations and standards, including those related to Charity Commission requirements and best practice and company law, welfare, housing, health & safety, fire safety hygiene and data protection.
- 4. Service delivery:** Oversee supported and respite housing operations and ensure that staff deliver high quality welfare and support services that meet the needs of tenants, beneficiaries, and the Charity Commission in accordance with the charity's policies and procedures. In particular:
 - Be responsible for ensuring that properties are fully occupied and maintained to a high standard.
 - Formulate the housing management policy and oversee its implementation, for example in relation to new tenancies, 'moving on policy', security, welfare, safety, antisocial behaviour and communication and liaison with the beneficiary community.
 - Be the named designated safeguarding lead for Care Ashore at service level.
- 5. People management:** Be responsible for employee leadership, management, HR policies and procedures and administration in the execution of policies agreed by the Board.
- 6. Financial management:** Ensure the resources of the charity are managed as efficiently as possible and take a lead in constantly searching for ways in which efficiencies can be achieved without compromising effectiveness or welfare. Oversee effective financial management, ensuring the preparation of budgets, cash flow and forecasts for the short, medium and long term.
- 7. Asset management:** Manage the acquisition, use and disposal of all the organisation's assets including land, buildings and equipment, as agreed with the Board of Trustees.
- 8. Fundraising:** Maximise earned and voluntary income in support of the work of Care Ashore through the growth and development of the commercial opportunities presented by the Estate, and through the establishment and implementation of an effective and broad-based fundraising strategy.
- 9. External relations:** Foster positive relationships with relevant statutory and voluntary agencies, funders, supporters, and the neighbouring local and wider seafaring community.
- 10. Other Duties:** Undertake any other duties relevant to this post, as agreed with the Board



PERSON SPECIFICATION



THE ESSENTIALS

The Chief Executive will provide leadership, energy, enthusiasm, and grit to the organisation. A highly motivated self-starter and strong team player, they will enable others, and the organisation, to deliver to a high standard. They will be able to manage change and its consequences, possessing a determination to make progress in a challenging environment. They will be a sound and inspiring communicator and purposeful networker with a diverse range of stakeholders.

The Chief Executive we are looking for will have the strategic reach and capacity to help shape all the aspects of Care Ashore to deliver a coherent and values driven strategy. They will have honed their ethos and effectiveness in one or more of the following: the charity sector, the care sector, social housing, estate management, or commercial private or public sector senior management.

The Care Ashore Board recognises it would be lucky to find a candidate with all the requisite skills and experience derived from these roles. It matters most that, alongside their own expertise, candidates can build and develop the right senior and broader staff team for the future of Care Ashore.

As an essential they must have a strong empathy for charitable purpose and a genuine interest in older and vulnerable people and their needs. They will be an enthusiastic, values and goal oriented 'people person' who relishes a challenge and is capable of driving Care Ashore forward.

DESIRABLE

We hope that our next Chief Executive will have many of these experiences and qualities too:

- Be a strategic thinker and practical doer, able to develop and present clear plans, then translate those plans into action, and report on outcomes.
- Have strong analytical and problem-solving skills and logical thinking, to underpin sound decision making.
- Have had significant successful senior and strategic level leadership and management experience including Board reporting and leading a senior team. They will be natural leader with high integrity, reliability and honesty, able to balance confidence with humility.
- Be a team player, with interpersonal skills and emotional intelligence that will command respect and allow them to be an effective advocate for the organisation to beneficiaries and their families, commissioners and funders, and volunteers and supporters.
- Be experienced in building effective collaborative partnerships, with excellent negotiating skills and a sound understanding of 'win-win' solutions.
- Have strong financial competence, with the ability to interrogate and present financial reports and assess their significance for the organisation.
- Be able to carry a high level of responsibility, handle stress, and manage a varied workload including competing priorities.
- Be able to manage their own time and priorities, possessing excellent self-organising skills and IT competence.
- Be willing to work flexibly to fulfil the demands of the post and work outside normal office hours when required.



OUR SALARY AND BENEFITS PACKAGE



We are able to offer the successful applicant a highly competitive salary and benefits package.

Job Title	Chief Executive Officer
Location	Care Ashore, Springbok Estate, Alfold, Cranleigh, Surrey, GU6 8EX
Salary	Circa £75,000 - £85,000 per annum, negotiable dependant on experience. Reviewed on an annual basis.
Hours of work	Contracted hours are 37.5 hours per week. As expected in a role of this nature and seniority the job holder will be willing and able to work extended and at times unsocial hours. Whilst overtime is not paid, the job holder will be able to take time off in lieu of extended hours worked.
Holiday	28 days annual leave plus Bank Holidays.
Pension scheme	Care Ashore will provide a pension contribution of 3% of salary; the employee will contribute a minimum of 5% of salary.
Training and development	We aim to create a learning environment that enables all our employees to be proficient in their job and to feel that they make a valuable contribution to the Charity's overall achievement. You will be able to request time to train or to undertake accredited programmes leading to a qualification, or, for unaccredited training, request assistance to help you develop skills related to your job.
Disclosure and Barring Service Check	The appointment will be subject to a satisfactory Enhanced DBS (Disclosure and Barring Service) check at enhanced level.



HOW TO APPLY



The closing date for applications is 9am on Friday 5th April.

Applications should be sent by email to sarah.divina@actionplanning.co.uk

Please enclose:

- A full CV, including educational and professional qualifications, full employment history showing the more significant positions, responsibilities held, relevant achievements, budget and staff responsibilities. Please include details of your latest remuneration and benefits.
- A covering letter, of no more than two pages in total, summarising your proven ability to address the areas set out in the Job Description and Person Specification and your reasons for applying.
- A completed Personal Details Form – available on the Action Planning website at www.actionplanning.co.uk/jobs-board

If you have any questions about this post, please address them in the first instance to sarah.divina@actionplanning.co.uk

All applications will be treated as confidential.

All applications will be considered after the closing date and candidates informed if they have been shortlisted for first interview as soon as possible.

Initial screening will be conducted by Sara Ginn, Consultant, Action Planning during week commencing 2 April 2024.

We aim to conduct interviews at the Care Ashore location, on the Springbok Estate during week commencing 22nd April 2024 with members of the Care Ashore Board of Trustees. If you are invited to interview you will also be invited to attend the site in the week before the interview to have a tour of the premises.



CARE ASHORE

Springbok Estate, Alfold, Cranleigh,
Surrey, GU6 8EX

www.careashore.org

Registered charity number 207500

RECRUITMENT CONSULTANT

Sara Ginn,
Action Planning,
99 Ashurst Road, Tadworth,
KT20 5EY





APPENDIX:



BACKGROUND TO CARE ASHORE

The Merchant Seamen's War Memorial Society is a registered charity based in Surrey, operating under the trading name of Care Ashore and providing services to seafarers, fishermen and their families in times of need. Care Ashore works to enhance the wellbeing and quality of life of those from the seafaring community who require our support.

THE CARE ASHORE STORY

Care Ashore came into being in 1920. It was set up by Havelock Wilson, former General Secretary and President of the National Sailors and Fireman's Union (the forerunner of the National Union of Seamen) and a liberal MP. The charity was originally based in Woking, moving to its current site in 1945 following a generous donation from the people of South Africa in thanks for keeping sea lanes and life lines open. This allowed for the purchasing of the house and farm land which was then run successfully for injured and or disabled merchant seafarers to retrain in horticulture, arboriculture and farm related activities. This ran successfully until the early 1990's when changes in legislation made the approach uneconomical. Since then, the Charity has provided both permanent and temporary sheltered housing, respite and holiday accommodation to the seafaring community.

Care Ashore provides sheltered housing with support and holiday accommodation on its extensive Springbok estate near Alfold. Funding for these services comes from various stakeholders, including investments, residents' rents, Waverley Borough Council (WBC), commercial activities on site, together with bequests grants and gifts.

FACILITIES

Care Ashore has at its disposal a range of types of accommodation, facilities and services that it can offer seafarers.

The charity currently has 48 accommodation units within its sheltered housing scheme; these are made up of 2 three-bedroom houses and 8 one-bedroom bungalows which are under the Alms-houses Association, plus 11 one-bedroom

flats for independent living and another 22 bedsits where residents receive an enhanced service that includes the provision of meals. The main building houses single and guest accommodation, administrative and communal areas. There is a well-stocked library, launderette, licensed members' club, TV lounges and a variety of communal areas. Passenger lifts serve residents located in the main house annex, and the guest rooms. The library and Cunard rooms together with our large Marquee have potential as conference and wedding facilities.

The charity offers its services to all seafarers, fishermen, and their dependents when needed. Currently there are 48 long term beneficiaries of the organisation, the majority from the Merchant Navy with the balance from the Royal Navy and Fishing Fleets. The quality of the service we provide is a major factor in enabling the Society to maintain levels of occupancy. The current resident group spans the age range 50+ to 90+, with a diversity of maritime experiences that cultivates and sustains an understanding, respectful and community spirit within the group.

Each beneficiary has the option of benefiting from the additional support services we offer, to ensure they can live as independently as possible.

In addition to the supported housing, the charity operates a holiday and respite scheme for seafarers and their dependents. There are eight en-suite guest rooms, comprising two family rooms, two doubles and four twins. Three of these rooms are equipped to assist those with disabilities and include easy access showers. All the rooms can be accessed by a lift; walking aids can be provided. These rooms are currently being refurbished.

To enhance the life of the beneficiaries an advocacy service is provided, with the support of the Seafarers Advice Information Line (SAIL), and the Charity can make small grant payments to residents at time of real need.

Transport is provided to take residents to doctor, hospital, and dental appointments and also for shopping and social trips. The grounds and estate comprise beautiful gardens and woodlands that residents and guests may explore. They are likely to see a wide range of wildlife that can include cows, sheep, deer, badgers, foxes, owls, woodpeckers, and many other species.



APPENDIX:



To further enhance the housing, support and holidays the residents and guests have access to activities including a fishing/model boating lake, licensed bar, library, gardening, bee-keeping and woodland walks. Care Ashore land adjoins Sidney Woods - a very large Forestry Commission area of woodland that is directly accessible from Care Ashore through a network of public footpaths and bridleways.

The organisation recognises the benefit of engaging with the wider community and encourages its residents to explore various opportunities. These include The Women's Institute, The Royal British Legion, various Sports and Social Clubs, plus attending the local Chapel and Churches. Being part of these groups not only promotes social inclusion but enables those involved to feel valued and part of a wider circle. Care Ashore also has links to other charities where we are seeking to enhance our reputation within the community such as the Wey and Arun Canal Trust and Lindon Farm Trust.

THE NATIONAL PROVISION OF SEAFARERS WELFARE

Within the UK there are several maritime organisations that provide sheltered housing for seafarers, and many of these work together to meet their needs. However, it is acknowledged that as the number of British seafarers decline over the coming decades there will be a need to review the services that these organisations provide and consider the longer-term rationalisation of the range of welfare services, leading to a possible reduction in the number of sites offering accommodation. It is understood that some of the current providers do not exercise the high degree of flexibility that Care Ashore does in offering its services to the wider seafaring community. Nor do they have the potential to be completely self-funding via commercial activities, although charitable donations still play a potentially essential part of Care Ashore's funding.

LOCATION

Care Ashore is based on the Springbok Estate which is on the Surrey/West Sussex Border, approximately 40 miles south of London and 30 miles north of the South Coast. It is conveniently placed close to local towns and has good access to the M23, M25 and Gatwick Airport. This and the fact that the charity provides a safe and secure environment make it an attractive location for both residents and those taking a holiday. The estate comprises some 225 acres of beautiful countryside.