

# CADAS: Chief Executive Job Pack

**Position Title:** Chief Executive  
**Reports to:** Board of Directors/Trustees  
**Reports from:** Area, Finance and Training Managers  
**Location:** Barrow in Furness or Carlisle with countywide travel  
**Hours:** 30 hours per week  
**Full time Annual Salary:** £40k (pro rata applies, 30hrs per week)  
**Benefits:** 6% Pension Contributions, 25 days +8 Bank Holidays  
**How to apply:** please send CV & Covering Letter to [mikeclarke@outlook.com](mailto:mikeclarke@outlook.com)

**Deadline for Applications:** 31 March 2017  
**Interviews in Kendal:** 10 & 11 April 2017

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## Introduction

Thank you for downloading the Job Pack for Chief Executive Officer of CADAS.

The Board of Trustees have secured funding for the role of CEO at CADAS against a background of continuing austerity and a challenging funding environment. We have had the benefit of an experienced interim CEO for 12 months having been without one for almost 4 years. The interim CEO has been able to effect significant change in the organisation and stabilise our financial position and they leave a strong foundation on which to build.

The post is part time at 30 hours per week and the Board can be flexible about working days and hours worked per day. We want to be clear, like most charities, funding is a constant and difficult issue. The priority for the CEO will be working towards creating a sustainable future that enhances our excellent reputation and our unique services for Cumbria's communities.

Please take a look at our simple but ambitious five year strategy, the Job Description and Person Specification and if you want to chat ahead of making an application you can contact [mikeclarke@outlook.com](mailto:mikeclarke@outlook.com), chair of CADAS to arrange a call.

CUMBRIA ALCOHOL DRUG ADVISORY SERVICE

# 2015-2020

SUPPORTING SUSTAINABLE RECOVERY ACROSS CUMBRIA



| GROWTH STRATEGY |

## INTRODUCTION

This document sets out our ambition for the next five years with a strategy for growth and excellence in service delivery. With 35 years of operation behind us, the Trustees, volunteers and staff of Cadas are looking forward to the next 35 years. Cumbria Alcohol Drug Advisory Service was founded in 1979 by a group of concerned individuals and professionals who wanted to provide a service for the people of Cumbria who suffered from the effects of alcohol and drugs. It was registered as a charity in the same year.

In the last 35 years Cadas has expanded and contracted as resources have allowed, at our peak there were more than 20 staff and 60 volunteers, operating from 4 Centres across Cumbria. Today we have 13 staff and operate out of two main centres in Barrow and Carlisle, we deliver services in Workington and Kendal where our staff and volunteers share space with partner organisations. We continue to provide our drug and alcohol service to individuals and offer help to adults, young people, families, communities and employers with training and information provision.

We believe that our major strengths are our independence, our commitment to people and communities, our inclusive approach and our accessibility. If people are ready for change, we can help to bring it about for them, their family and friends, and for their community.

## MISSION STATEMENT

At Cadas our primary objective is to enhance the lives of people in Cumbria through the reduction of harm caused to them by the use or misuse of alcohol and drugs, by providing them with an opportunity to work towards living in a more satisfying and resourceful way.

## OUR VALUES

Person-centred; Open; Honest; Congruent; Integrity; Innovative; Flexible; Creative; Committed; Reliable; Passionate

## OUR VISION

Cadas' vision is to ensure appropriate, non-judgmental and confidential help is easily available to people of all ages living in Cumbria, who are affected by addictive behaviours.

## OUR INDEPENDENCE

We believe Cadas' strength is built on the passion of individuals and communities who want to make a positive difference to their lives and those around them

## STRATEGIC CONTEXT

For lots of people our use of drugs and alcohol can be best described as controlled, it's recreational, occasional and probably part of how we relax with their friends or family. For many others their use of drugs or alcohol gets out of control, it becomes habitual or even worse it becomes problematic. In many instances the occasional use of drugs or alcohol or "bingeing" can cause problems too. Misuse of drugs or alcohol can lead to personal financial problems, psychological problems, deterioration in health and significant damage to personal relationships. The personal costs to individuals and their families can be enormous but the economic cost to the UK is huge too.

The Secretary of State for the Home Office estimates the burden of alcohol misuse alone is £21 billion annually. The British Medical Associations Board of Science estimates the financial burden on the UK economy of drug misuse exceeds £15 billion each year. That's a cost of £571 for every one of the 63 million people living in the UK and if we look at the population of Cumbria alone, that's a burden of £284 million every year.

In Cumbria we are faced with a range of needs which vary from ward to ward, from parish to parish, there are huge challenges in delivering a service in this particular county.

The Cumbria Joint Strategic Needs Assessment (Cumbria Statistical Summary, March 2012) gives the following statistical information:

*Alcohol consumption among children and young people is also a major issue in Cumbria. Allerdale has the fourth highest rate of those under 18 admitted to hospital with alcohol specific conditions in England, while both Carlisle and Copeland also fall in the bottom 10% of districts nationally in this measure. Overall 20% of residents in Cumbria report drunk and rowdy behaviour as a problem. This drops to 14% in Eden and South Lakeland but rises to 30% in Copeland.*

*Levels of serious drug misuse in the county are below national and regional averages. 7.5 people per 1000 are estimated to misuse crack and opiates compared to 9.4 in England. Levels of serious drug misuse are lowest in South Lakeland at 4.4 people per 1000 and highest in Barrow at 12.4. Carlisle has the highest proportion of people who are receiving treatment from Cumbria Drug and Alcohol Service that use heroin as their primary drug at 63.7% compared to the county average of 36.6%. There are also comparatively high proportions of heroin users in treatment in both Allerdale and Barrow.*

Just taking the figure of 7.5 people per 1000 living with problematic drug use in Cumbria suggests to us that 3,735 individuals are in need of support.

Alcohol Concern quotes these figures for Cumbria:

- 20% of Cumbrians are drinking at a level which increases the risk of damaging their health
- 24,734 (6%) People drink at very heavy levels which significantly increase the risk of damaging their health and may have already caused some harm to their health. With an associated £5.6m per year (estimated local healthcare costs)
- 73,323 (20%) People drink above the recommended levels which increases the risk of damaging their health with an associated cost of £16.6m per year (estimated local healthcare costs)
- 261,551 (72%) People drink within the recommended alcohol guidelines with an associated cost of £5.2m per year (estimated local healthcare costs).
- There are 90,571 alcohol-related hospital admissions and attendances in Cumbria which costs £66 per adult alcohol misuse costs in Cumbria and 252 people died from alcohol-related causes in 2014.

When we also think about the misuse of both alcohol and drugs that has not been categorised as “serious” we can assume the numbers of people who would benefit from support is significant. Add to that the young people at risk of developing problems with drink and drugs and there can be no doubt there is demand for the support and interventions Cadas delivers. It is in this context of evidenced need that we set out our strategy for the next five years.

## AMBITION FOR GROWTH

Despite the current political and economic climate where cuts to services and austerity measures have become an everyday occurrence, Cadas Trustees and expert staff have set a single ambitious goal for 2020:

**Cadas will deliver drug and alcohol recovery support services in Cumbria to everyone aged 11 years and over and have a meaningful and positive impact on the lives of at least 3000 people every year by 2020.**

Cadas has served the people of Cumbria for over 35 years and we will continue to deliver services to all of Cumbria for the foreseeable future. As Cumbria Drug Alcohol Advisory Service we will continue to focus on prevention, reduction of harm, recovery and development for individuals. Our services will be accessible to everyone from the age of eleven and up. Our ambition is to deliver support to 50% more people than we currently do (up to 3000 individuals annually by 2020). Cadas staff and volunteers will have a meaningful, positive and even transformational impact on the individuals we support.

## ACHIEVING GROWTH

To achieve what we need to achieve we have created the following simple and clear strategic aims.

### More efficient organisation, robust governance and stronger policies

Cadas has changed considerably over the last three years, our structure and governance has changed too but there is still work to do if we are to achieve our ambition. We will revise our organisational structure to improve efficiency and clarity and strengthen our governance further. We will continue to review and update our operational policies & procedures.

### Partnership working

Cadas has always worked cooperatively with organisations providing complementary services in Cumbria. It is more important than it ever was to work in partnership. We will proactively seek out partnerships with agencies and organisations to support our work and deliver a more comprehensive recovery service to our client groups.

### A new funding strategy

In the prevailing economic climate where cutbacks and austerity are having a huge impact on the public sector and charities, securing funding is very challenging. We will explore every opportunity for achieving our income targets; this will include income streams we have not taken advantage of before.

### Better data collection, more effective evaluation

We have made great strides in the evaluation of our services; we will continue to improve on our data collection and analysis. We will consult with our services users and volunteers more regularly and with purpose. We will combine our evaluation data with valuable qualitative information to inform our annual business planning.

### Quality focus

Cadas volunteers are unique and without them our services will falter. We will continue to rely on their donated time and we will work with them to deliver a consistent service for our individual clients and we will continue to improve the quality of our service. We will strive to retain greater numbers of volunteers and we will deliver more outreach services with their support.

### More digital services

Cumbria has a population of over 498,000 people, it is England's second largest county and its scenic geography creates challenges for the delivery of traditional services. We need to be cost efficient while reaching the people who need our support. We will deliver more digital services including face to face support over live video streaming.

### Expanding reputation and greater awareness

Cadas has a reputation in Cumbria for delivering a quality service; cementing and expanding that reputation and generating greater awareness of our work with

audiences outside the County will support our efforts to secure funding. We will actively seek out opportunities to take part in relevant and useful research projects by nurturing partnerships with Universities. To achieve the ambitious target we have set ourselves we will promote our services more widely, taking greater advantage of social media.

### Accredited qualifications and commercialisation of our training packages

Over the last 35 years Cadas has delivered training to thousands of people. Many of the people we train have gone on to volunteer with us or improve their ability to support their communities in other ways. We will build on this success and seek qualification accreditation for our training packages. Our training services are an untapped source of income generation which we could use to deliver more services. We will commercialise our training services to ensure our financial sustainability while still offering free or affordable opportunities to people on low incomes.

## CHANGING FOR GROWTH

To deliver our ambition restructuring will continue at Cadas as we reorganise the delivery of services (to work within the budgets constraints we will face over the next 5 years) to adapt to current economic climate while continuing to deliver a quality, responsive service.

### More staff hours

We will need more staff hours not less to reach our annual target of supporting 3000 people by 2020. We estimate the number of staff hours will have to increase by at least 30% to support a 50% increase in service users. We will operate efficiently to ensure every penny we receive is spent wisely.

### A Chief Officer

For the last three years Cadas has operated with an active group of volunteer trustees and two service managers. To achieve the goals set out in this strategy we will have a Chief Officer to lead the organisation and our new structure will include this role.

### Two centres of operation

We will have two centres to support our work, Barrow and Carlisle, with staff and volunteers operating on the West Coast of Cumbria and along the M6 Corridor between Kendal and Eden.

### Investigate the opportunities for merger

The current economic climate is becoming more and more challenging. As we seek to respond the changing environment of alcohol and drug service provision we must consider all options open to us. We must ensure the sustainability and growth of our service for the people of Cumbria. The Trustees as part of their responsibility will investigate the opportunities to achieve our targets faster or on time through a merger with a complementary or similar organisation.

## FUNDING GROWTH

It has become clear in recent years that in order to continue to deliver services Cadas must rely on a mixed portfolio of funding partners and some new sources of income.

### Seek commissioned contracts

In recent years the statutory sector has changed considerably. There have been major changes in local and national government and NHS services locally have been reconfigured. While these changes present us with huge challenges there are also opportunities we will explore. We will continue to seek commissioned work from Care Commissioning Groups (GPs), the Local Authority and the NHS.

### Grants from Charitable Trusts and Foundations

In the past the Public Sector was our main source of income, that's no longer the case. We have become adept at securing small amounts of income in other ways. We will continue to fund raise from charitable grant making trusts and foundations.

### Sell our expertise

Cadas is often asked to deliver training to the public and private sector we will; actively raise income through the sales of training and consultancy services to a wide range of organisations and businesses. Perhaps the biggest change to our provision of services is our strategic decision to raise income through the sale of training to individuals who can afford it.

### Seek donations for services and fundraise in our communities

We will ask the community for more financial support by fundraising across the county as we do in Workington with great success. We will seek financial support from the business community in Cumbria by offering attractive sponsorship opportunities. We will also actively seek voluntary donations from those individuals who can afford our support services, particularly our one to one counselling services.

**Tel:** 0300 111 4002

**Web:** [www.Cadas.co.uk](http://www.Cadas.co.uk)



# Job Description for the Chief Executive: CADAS

<b>Position Title:</b>	Chief Executive
<b>Reports to:</b>	Board of Directors/Trustees
<b>Reporting to this position:</b>	Area Managers, Finance Manager, Training Manager

## **Job Specification**

CADAS was established as a charity in 1979 with the object of 'promoting the prevention of harm caused by the misuse of alcohol and other substances' and delivers its core services of information and advice; one to one talking therapies, support groups and training. CADAS works to a non-medical, non-abstinence model, which sets it aside from other provision in the Cumbria.

The chief executive (CEO) of CADAS in partnership with the Board, is responsible for the success of CADAS.

The chief executive provides leadership and is accountable for the organisation's administration and financial management. Working closely with the board of trustees, the CEO will deliver the organisation's long-term strategy; budget and business plan and ensure it complies with the law and regulations.

Acting as ambassador for their organisation, the chief executive provides the public face for campaigns and builds relationships with stakeholders in funding, politics, the media and business. The CEO will also play a key role in motivating and engaging volunteers, staff, beneficiaries and prospective donors.

## **The day-to-day**

### **Typically the chief executive will:**

- Create an annual business plan and annual budget for approval by the board of trustees
- Operate within the annual budget and ensure management and HR policies are up-to-date
- Recruit and work with the senior management team
- Build relationships with politicians, the media and government officials to advance the organisation's aims
- Establish and monitor key indicators of the organisation's impact and financial health
- Represent the organisation at external events and publicity opportunities
- Maintain awareness of risks and changes in the external environment that affect the organisation
- Build an effective working relationship with the chair of the trustee board
- Supply regular reports to the trustee board and attend trustee and sub-committee meetings
- Ensure the organisation's staff and volunteers are focused on achieving its mission and aims
- Ensure the organisation fulfils its legal, statutory and regulatory responsibilities
- Establish mechanisms for listening to the views of beneficiaries on the organisation's performance

- Deliver the organisation's business plan and, if necessary, help the organisation to win contracts from public bodies or develop social enterprise 'spin offs'
- Help to ensure a sustainable income from individual, corporate, legacy and trust donations
- Represent the organisation to the media and give interviews

## **Accountabilities**

### **1. Legal compliance**

a) Assures the filing of all legal and regulatory documents and monitors compliance with relevant laws and regulations.

### **2. Mission, policy and planning**

a) Helps the Board determine CADAS's values, mission, vision, and short- and long-term goals.

b) Helps the Board monitor and evaluate CADAS's relevancy to the community, its effectiveness, and its results.

c) Keeps the Board fully informed on the condition of CADAS and on all the important factors influencing it.

- Identifies problems and opportunities and addresses them; brings those which are appropriate to the Board and/or its committees; and, facilitates discussion and deliberation.
- Informs the Board and its committees about trends, issues, problems and activities to facilitate policy-making. Recommends policy positions.

d) Keeps informed of developments in similar service development, human services, management and governance, philanthropy and fund development.

### **3. Leadership and Management**

a) Provides general oversight of all CADAS activities, manages the day-to-day operations, and assures a smoothly functioning, efficient organisation.

b) Assures service quality and stability through development and implementation of standards and controls, systems and procedures, and regular evaluations.

c) Assures a work environment that recruits, retains and supports quality staff and volunteers.

- Assures process for selecting, development, motivating, and evaluating staff and volunteers.

d) Recommends staffing and financing to the Board of Directors. In accordance with Board action, recruits personnel, negotiates professional contracts, and sees that appropriate salary structures are developed and maintained.

e) Directly manages several senior staff within CADAS, specifying responsibilities and performance objectives and assessing delivery of them. Also, specifies responsibilities and performance objectives for other personnel (whether paid or volunteer) and evaluates performance regularly.

### **4. Governance**

a) Helps the Board articulate its own role and accountabilities and that of its committees and individual members, and helps evaluate performance regularly.

b) Works with the Board Chair to enable the Board to fulfil its governance functions and facilitates the optimum performance by the Board, its committees and individual Board members.

c) With the Board Chair, focuses Board attention on long-range strategic issues.

d) Manages the Board's due diligence process to assure timely attention to core issues.

- e) Works with the Board and committee chairs to get the best thinking and involvement of each Board member and to stimulate each Board member to give his or her best.
- f) Recommends volunteers to participate in the Board and its committees.

## **5. Financing**

- a) Promotes projects and services that are produced in a cost-effective manner, employing economy while maintaining an acceptable level of quality.
- b) Oversees the fiscal activities of the organisation, including fundraising, budgeting, reporting and audit.
- c) Works with Board to ensure financing to support short-term and long-term goals.
- d) Assures an effective fundraising strategy by serving as the chief development officer
  - Helps the Board design, implement and monitor a viable fundraising plan, policies and procedures.
  - Participates actively in identifying, cultivating and soliciting donor prospects.
  - Assures the development and operation of reports for quality decision-making.

## **6. Community relations**

- a) Facilitates the integration of CADAS into the fabric of the community by using effective marketing and communications activities.
  - b) Acts as an advocate, within the public and private sectors, for issues relevant to CADAS, its services and constituencies.
  - c) Listens to clients, volunteers, donors and the community in order to improve services and generate community involvement. Assures community awareness of CADAS's response to community needs.
  - d) Serves as chief spokesperson for CADAS, assuring proper representation of CADAS to the community.
  - e) Initiates, develops, and maintains cooperative relationships with key constituencies.
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# Person Specification for the Chief Executive: CADAS

## Relevant experience

A minimum of 3 years' experience in senior management or organisational leadership is essential. A unique feature of the job of charity chief executive is the need to work closely with the non-executive trustee board, so any experience of working with committees or boards is advantageous. Experience of working in the same sector to that of CADAS is preferred, however, a demonstrable commitment to developing expertise in substance misuse would be essential.

## Competencies

As chief executive officer, demonstrate critical competencies in four broad categories:

- commitment to results
- Strategic business development
- Leadership
- Change management

**Commitment to results:** The chief executive will be a systems thinker who is customer focused and goal driven. S/he identifies relevant information and helps transform this information into knowledge and learning. S/he will be action oriented and innovative. S/he translates broad goals into achievable steps. S/he anticipates and solves problems and takes advantage of opportunities, is a self-starter and team player.

**Strategic business development:** As CADAS's leader, this position requires an individual with knowledge of, and experience in organisational development and administration. The position requires demonstrated experience in integrating and coordinating varied areas of management and is comfortable with diversity

- Knowledge in the following areas is required: fundraising, human services, finance and personnel; oral and written communications; planning and evaluation; and governance.
- Some experience in the field of philanthropy, not-for-profit management and governance, and community relations is preferred.
- A high level of personal skills is required to make formal, persuasive presentations to groups and to deal effectively with people from all segments of the community.

**Leadership:** The chief executive will possess the skills and implements the functions of, a leader. S/he shares CADAS's values, mission and vision. S/he consistently displays integrity, models behaviour, develops and mentors people, and builds and motivates teams. S/he deals effectively with demanding situations and designs and implements interventions.

**Change Management:** The chief executive manages change and transition as well as continuity. S/he knows how to influence and enable others. S/he addresses the impact of attitude and action on CADAS and its participants.

## Key skills

- **Leadership skills:** To motivate staff and volunteers and have the personal drive and energy to achieve this.

- **Advocacy skills:** To be able to be the public and private face of CADAS and to be able to effectively promote its aims.
- **Excellent interpersonal skills:** To build relationships with a variety of people, from beneficiaries and staff members to senior corporate executives and opinion formers
- **Financial acumen:** To be able to set and operate a budget and develop social enterprise activities that provide a surplus for the organisation.
- **A quick learner:** To quickly get up speed with the situations of beneficiaries and the nature of service provision and aims.

### **Hours**

Office hours 9:00am-5.30pm: Monday to Thursday. In practice the CEO is expected to attend networking and campaign events outside of office hours and be the face of the organisation.