



# Recruitment of Managing Director

*Recruitment Pack*

**Telephone**

01483 770037

**Fax**

01483 770032

**Email**

info@linkleisure.org.uk  
[www.linkleisure.org.uk](http://www.linkleisure.org.uk)

July 2010

Dear Applicant,

## Managing Director Recruitment

Thank you for your interest in this position. Enclosed is the information you will require to assist you in completing your application.

To apply please can you:

- Provide an up-to-date CV which shows your full career history with any breaks explained – we recommend that this is no longer than three pages;
- Write a supporting statement detailing how you are a good candidate for this post and how you fulfil the person specification – we recommend that this should also be approximately three pages;
- Complete the compliance and equal opportunities forms;
- Indicate if you cannot attend the interview date.

**Our purpose**

To support children and adults with a wide range of learning disabilities to build an enhanced quality of life through sport and social activities in the community

**Our vision**

To empower our members to make choices and develop independence. We enable social integration and alleviate social isolation

Please note, we may not be able to consider your application if you do not submit all the requested documentation with the exception of the equal opportunities form; it is not mandatory to complete this. The information requested is purely for equal opportunities monitoring purposes in line with our commitment to equality and diversity, and will not affect the outcome of your application.

Once complete, please send your application, preferably in MS Word format, by email to [deborahfieldus@btinternet.com](mailto:deborahfieldus@btinternet.com).

Alternatively, please send your completed application by post and marked "Private and Confidential" to:

Continued.../

Registered Charity  
No.1119596

Registered in England  
and Wales as  
Link Leisure Ltd.  
No. 06056940

Registered office  
as above

Mrs Debbie Fieldus  
c/o Link Leisure Ltd  
New Horizons  
4a Board School Road  
Woking  
Surrey  
GU21 5HW

**In the interest of efficiency and confidentiality, we would prefer to receive your application by e-mail.**

**Applications must be received by Friday 23 July 2010 at 5pm.**

Applications will be shortlisted on Monday 26<sup>th</sup> July and we will notify successful candidates who we wish to see for interview by telephone and/or e-mail.

Should you be shortlisted, the interviews will be held **on Friday 30 July 2010**. This will include giving a 'seen' presentation to a number of Trustees and staff followed by an interview with three Trustees. We will provide the topic for the presentation on Monday 26<sup>th</sup> July when inviting to interview.

If you have any questions, please feel free to contact me on 01483 211 242 or [deborahfieldus@btinternet.com](mailto:deborahfieldus@btinternet.com)

We look forward to hearing from you.

Yours sincerely,

Debbie Fieldus  
**Trustee**

## CONTENTS

	<b>Page</b>
About Link Leisure	5
Job description	6
Person specification	12
Organisation chart	17
Principal terms and conditions of service	18
Key dates	19
The advertisement	20

Further information on the organisation can be found at [www.linkleisure.org.uk](http://www.linkleisure.org.uk).

## **ABOUT LINK LEISURE**

Link Leisure is a Woking based Charity providing sports, social and recreational activities for children and adults with a broad range of learning disabilities which range from mild developmental delay to profound or more complex needs such as cerebral palsy and severe autism.

The Charity was founded in 1989 by a former social worker who, witnessing the isolation suffered by both these individuals and their families, recognised the need to provide them with access to some form of social life.

From very small beginnings the Charity has grown to a membership of almost 500 with some members accessing one activity each month, whilst others attend several on a weekly basis. The members range in age from 4 to 70! The Charity's work is more than just simply a provision of activities - it offers members the opportunity to develop their confidence and social skills and to form friendships.

In addition families benefit from respite when their child/ young person is enjoying a social experience or sports activity run by Link Leisure. Currently the Charity offers a diverse programme of activities which satisfy a variety of need. Children can take part in after school activities such as the IT group, fun swim, youth clubs and art club. Link Leisure also runs school holiday schemes and weekend activities.

Just before Christmas a party for over forty children was held at Chameleon in Woking where every child was given a present donated by a local organisation. Link Leisure is particularly proud to run a nightclub –'Mayhem' - for its over 18s on 6 Saturday nights throughout the year at Quake in Woking. In addition to its programme of social activities for the adults, Link Leisure has a choir (The High Notes), a drama club in association with the Nomad Theatre Group, football and swimming groups.

Weekend trips away which the Charity aims to offer each of its members at least once a year and provide a special opportunity for the adults to have a social experience with a peer group.

## **Link Leisure Ltd**

### **JOB DESCRIPTION**

**Position Title:** Managing Director

**Responsible to:** The Board of Trustees

**Accountable For:** Overall management and delivery of the Charity's objectives

**Location:** Woking, Surrey

**Date:** July 2010

#### **Basic objective**

The Managing Director will provide leadership and direction and co-ordinate all activities, including Centre management, of the organisation in accordance with its goals and objectives. With the Trustee Board, he/she will enable the Board to fulfil its governance function. Working together with staff he/she will give direction and leadership toward the achievement of the organisation's values and ethos and develop policies within the legislative requirements and funding agreements.

#### **Key Responsibilities**

The Managing Director is invested with broad responsibilities and authority, including overall responsibility for the sustainability and profitability of the business.

#### **Strategic Management**

- Promote strategic direction for the organisation, as agreed by the Board of Trustees.
- Develop long term strategies for the organisation.
- Lead on the development and implementation of plans and strategies for all areas of service delivery, including the management of the Centre.
- Ensure that the organisation's policies and procedures are updated and implemented remaining consistent with the organisation's values.
- Ensure that best practice in planning, performance monitoring and management, financial control, Health and Safety, Human Resources and Safeguarding policies and procedures are in place across the organisation.
- Maintain systems of monitoring and controlling financial activity in the organisation, and reporting accurate and up to date financial information on a regular basis to the Board of Trustees.
- Ensure that specific objectives for staff reflect the goals of the organisation; and to ensure that staff and volunteers are recruited, trained, developed, managed and supported to achieve those objectives.
- Establish healthy working practices that attract, retain and motivate good quality staff, and facilitate high levels of well-being and safety for service users, staff and volunteers.
- Ensure that staff are supported by appropriate systems and procedures, including those of supervision and appraisal, and through access to specialist support, evidence use of best practice, and expertise where needed.
- Operate, in conjunction with the management team, systems of strategy review, business planning and budgeting, policy development and performance monitoring, to achieve fulfilment of the requirement of funders and regulators.

## **Leadership**

- Provide leadership for the management team, sessional staff and volunteers; explore the potential use of volunteers for project led tasks.
- Promote the aims and objectives of Link Leisure Ltd both internally and with external stakeholders of the organisation.

## **Governance**

- Work with the Board of Trustees in the formulation of strategies and policies to guide the organisation.
- Implement systems for reporting on the performance of the organisation to the Board of Trustees that are meaningful and understandable.
- Support the Board of Trustees in its own development.
- Closely liaise with the Board of Trustees to ensure that it considers all relevant and appropriate issues.
- Provide relevant information to the Board of Trustees, including regular reports, advice and recommendations on staffing, Centre use, service and financial matters.
- Ensure administrative support is provided to the Board of Trustees such as arranging meetings, circulating papers and assisting with agenda setting.

## **Networking**

- Liaise with other organisations/service providers at forums in order to benchmark best practice initiatives and current working practices.
- Develop the organisation's public profile and influence with statutory, voluntary and private agencies, in conjunction with the Trustee Board.
- Develop an organisational ethos of listening and responding to service users and having empathy for the issues that they face.
- Represent the organisation where required, as agreed by the Trustee Board at strategy groups working within the learning disability, support and care sector.

### **Managing Resources**

- Assume overall responsibility for the financial affairs of Link Leisure Ltd, including ensuring proper financial control procedures and systems for monitoring and reviewing income and expenditure.
- Supervise the preparation of financial reports, grant applications, budgets and forecasts.
- Identify the financial implications for the organisation, of service and policy developments and to ensure that Link Leisure Ltd develops in line with financial constraints.
- Identify, monitor and mitigate risks relevant to the organisation and its activities, the Centre and to report this to the Board of Trustees.
- Oversee the preparation of contract tenders for publicly funded services/projects.

- Liaise and negotiate, as necessary, with relevant existing and potential funders to maximise sustainable income generation streams.
- Maximise the use of the building(s) controlled by the Charity through careful event management.

### **Service Development and Management**

- Ensure service plans are developed for the organisation as a whole and for specific projects including Centre management and its use.
- Ensure all Health and Safety regulations are adhered to in both service delivery and Centre management.
- Promote the development of services for service users and to encourage good practice throughout service provision and policy setting, in accordance with the needs of the local community, for new and existing members.
- Pro-actively raise funds for further developments through a range of income generation methods.
- Ensure that equality and diversity are promoted throughout the organisation for staff, volunteers and service users.
- Ensure that all safeguarding requirements are adhered to and kept up to date.
- Ensure that the experience and views of Link Leisure Ltd, including those of its service users, are fed into policy and service development within the organisation and are made known to funders and regulators.

*No job description can cover every issue which may arise. The responsibilities of this post may therefore change in line with the developing requirements of the charity, subject to appropriate consultation with the post-holder.*

**Link Leisure Ltd****PERSON SPECIFICATION****Position Title:** Managing Director**Accountable For:** Overall management and delivery of the Charity's objectives**Date:** July 2010

	<b>Essential</b>	<b>Desirable</b>
<b>Qualifications</b>	Degree level education or equivalent through relevant experience	Social Care Qualification
	Extensive staff and centre/office management experience	
<b>Technical &amp; Professional Skills</b>	Proven Business Planning	Fundraising and income generation experience
	Proven Project Planning	Contracting and working with service commissioners
	Proven Financial Planning	
	Effective Negotiating	
<b>Knowledge and Experience</b>	Proven track record of achieving sustained growth in a charitable context over at least 3 years	Understanding of the social care sector and the direct management and provision of services to disabled social groups

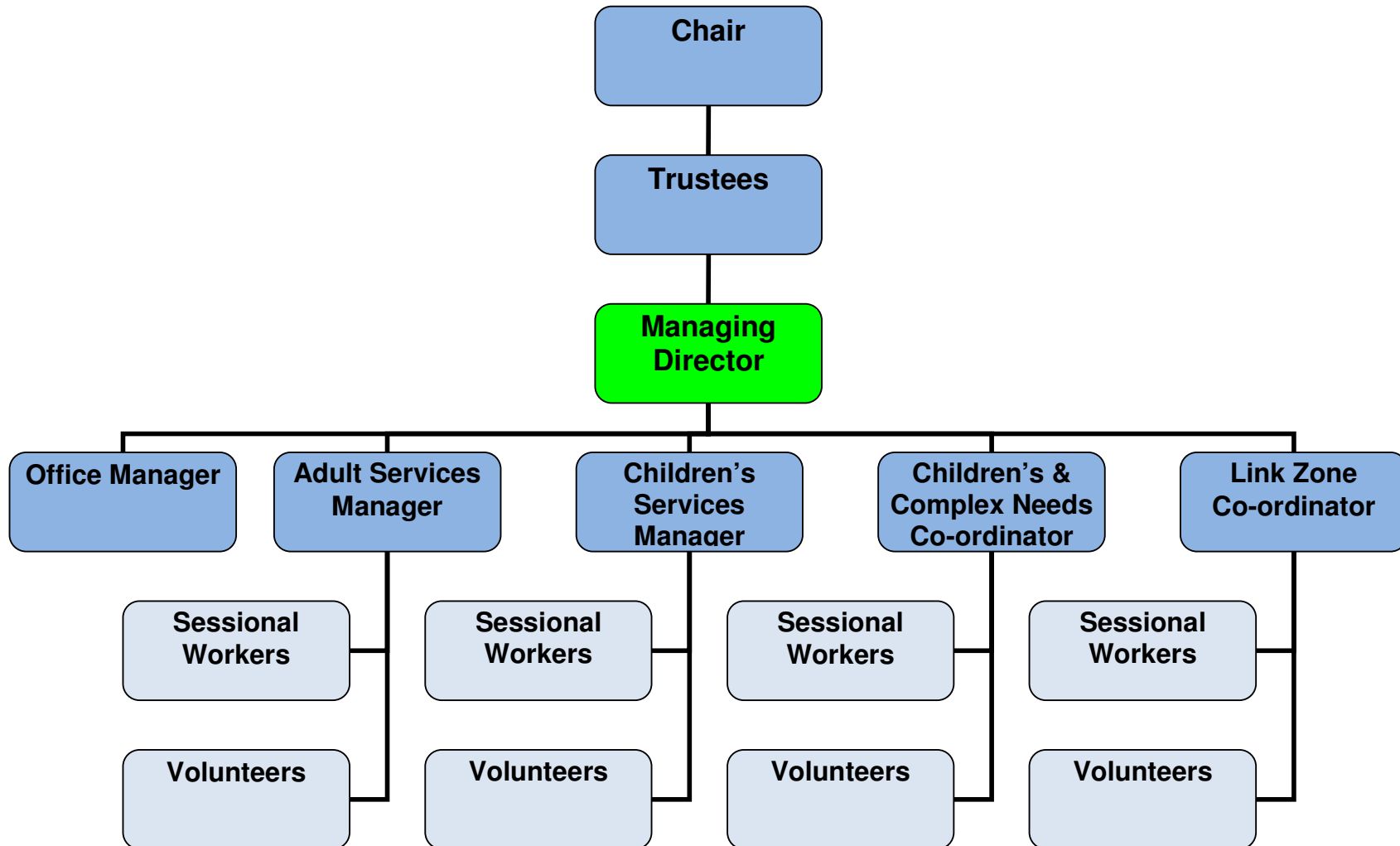
	Essential	Desirable
	Experience of working at a senior management level for at least 5 years	
<b>Financial Awareness</b>	Experience of managing budgets	Ability to understand and present complex information
<b>Customer Service &amp; Quality Focus</b>	Ability to deliver excellent Customer Service in all activities.	
	Ability to manage effective and efficient office / Centre usage	
	Ensure quality and productivity goals, and standards are met	
	Empathy with the needs of the service users	
<b>Achievement Orientation</b>	Ability to set and monitor key performance targets for self and team	
	Track record of achieving targets and objectives, and ability to overcome obstacles creatively	
<b>Thinking Skills</b>	Highly numerate	
	Ability to gather, analyse, and utilise information	

	Essential	Desirable
	Use problem solving and decision making skills Ability to think strategically Ability to develop creative solutions to complex problems/issues	
<b>Planning &amp; Organising</b>	Ability to prioritise and plan effectively Ability to demonstrate attention to detail in business management Ability to close commercial and contractual arrangements	
<b>Managing, Leading, &amp; Team Working</b>	Able to model and promote the organisation's values Effectively manage and lead a team/s Generate team spirit Create opportunities to develop team	

	Essential	Desirable
	Empower and enable others	
	Inspire performance	
<b>Persuasion &amp; Influencing</b>	Ability to communicate regularly and openly at all levels	
	Ability to present clear and concise written reports and provide detailed explanation of the relevant key recommendations	
	Ability to present effectively to external audiences	
	Remain diplomatic and confidential	
<b>Adaptability &amp; Resilience</b>	Adapt positively to change	
	Show resilience in handling conflict	
	Handle pressure of meeting targets and deadlines	
<b>Personal Motivation &amp; Commitment</b>	Demonstrate drive and determination	
	Be self-motivated	
	Seek ways to continuously improve and learn	

	Essential	Desirable
<b>Diversity</b>	Clearly demonstrate an understanding of diversity in all aspects of the work	

**STRUCTURE CHART**



**PRINCIPAL TERMS AND CONDITIONS**  
(For information purposes only)

**1. Position**

Managing Director

**2. Salary**

Up to £35,000.

**3. Holiday Entitlement**

24 days annual leave per annum plus 8 Bank Holidays. Due to the nature of the work, the post holder will be expected to take their holiday during the Charity's downtime, explicitly avoiding the periods during which Link Leisure operates play-schemes during half-terms, Easter and summer holidays. All proposed holiday leave must be preapproved by a representative of the Link Leisure HR Committee.

**4. Working Hours**

Normal hours of work are 37.5 hours per week based around the normal business working week. However, due to the nature/seniority of this post, there is a requirement for flexibility in meeting the full responsibilities of the post. Where the post holder is required to attend evening meetings, time off in lieu may be claimed; this will need to be taken within 28 days. The post holder will be expected to work 5 days per week from the Woking office.

**5. Pension Scheme**

Link Leisure Ltd offers an optional Stakeholder Pension with Friends Provident but does not contribute to the scheme.

**6. Place of Work**

New Horizons, 4a Board School Road, Woking, Surrey, GU21 5HW

**KEY DATES**

- Closing date for completed applications                      Friday 23 July 2010, 5pm
- Shortlisting & invites to interview                      Monday 26 July 2010, 8pm
- Interviews                      Friday 30 July 2010

Interviews will be held at our offices in Woking.

**ADVERT****Managing Director**

£35,000 pa

Link Leisure Ltd (LLL) is a registered charity providing support to members with a learning disability and their families.

Based in Woking, Surrey the charity is seeking a Managing Director to lead, provide direction and promote the organisation to the wider community. The charity supports many local families and employs 6 office based staff. LLL also employ sessional staff to help run the programme of some 20 weekly activities across the age range. There is a large pool of volunteers from many different backgrounds, without whom the charity would not be able to provide its services.

This is a key post for the organisation. You will work with our Board of Trustees to further enhance and expand the services provided by the charity. To be our next Managing Director, you will need to:

- Have significant experience in the delivery of services to learning disabled members
- Demonstrate a proven track record of achieving sustained growth in a charitable context over at least 3 years
- Be a strategic thinker, with an eye for detail
- Deliver exceptional customer care to our service users
- Have experience of managing staff and volunteers

In return, we will give you a role that is not only rewarding but also making a real difference to the local community. We think it is a great place to work – we hope you'll agree.

Ideally, candidates should live within 30 minutes travelling time by car of our Woking office. Knowledge of the local operating environment for a small charity would be an advantage.

For an informal discussion about the role, please contact Mrs Debby Fieldus (Trustee) on 01483 211242 or email [deborahfieldus@btinternet.com](mailto:deborahfieldus@btinternet.com). For information on how to apply, please download the recruitment pack from [www.campbelltickell.com/linkleisure](http://www.campbelltickell.com/linkleisure).

Due to the nature of the post and the work we do, you will be required to complete a Criminal Records Bureau check.

**Closing date for applications:** Friday 23 July, 5pm **Interviews:** Friday 30 July