



Role description and Person Profile – Chief Executive

Responsible to:	Board of Trustees
Responsible for:	All staff (paid and volunteer) and freelance workers
Contractual Hours:	35 hours per week
Salary Range:	£45,000 - £60,000
Annual Leave Entitlement:	25 days + public holidays (3 days to be taken during Christmas week)

Main Purpose of the Role

The Upper Room (TUR) works with various disadvantaged groups including homeless people, people with chronic social, financial, mental and physical health vulnerabilities, migrants and people with convictions, helping them to improve their lives and become productive members of society.

We have grown from small beginnings as a soup kitchen to a charity with a budget of well over £500,000 a year, with three core projects:

- Food provision is still at the core of what we do; we serve around 40,000 meals a year.
- Our employability project helps people improve their chances of finding work.
- Our driving project helps ex-offenders and young people at risk of offending to gain a driving licence, dramatically improving their employment prospects and reducing reoffending rates. We believe the project is unique in this country.

The role reports to the Trustee Board (line-managed by the Chair of Trustees) and has overall responsibility for the delivery of both operational and strategic plans. The role will also be focussed on growth – we are an ambitious organisation – and will look for opportunities to advance The Upper Room, in line with its Mission and Vision.

TUR is an inclusive, supportive and respectful workplace, with this role leading the charity by example.

Role Scope

- Take the lead in developing and delivering the charity's future resilience plan
- Lead the charity in the pursuit and delivery of its charitable objectives, while ensuring consistent delivery of project metrics as required by the charity's various funders
- Ensure the ongoing wellbeing of the team of paid staff and volunteers
- Embed a mutually supportive 'we can do this' culture across all teams
- Take the lead on ensuring the team grow and develop, through structured training, coaching and mentoring of all staff
- Lead on maximising our fundraising capability across all channels
- Ensure the charity delivers consistent and auditable performance in relation to safeguarding, Health & Safety and governance
- Financial planning and forecasting, including setting the annual budget for Financial Committee sign-off
- Ensure all expenditure falls within budget lines, as well as within the overall charity budget
- Ensure the charity board and various committees are informed as required (departures from pre-agreed plans, incidents), as well as via structured and scheduled meetings
- Staff remuneration (salary benchmarking and appropriation), payroll sign-off.

Primary Accountabilities Breakdown

1. Development and delivery of future resilience plan

In June 2024 the whole TUR team of volunteers, staff and trustees reviewed how to cope with steadily increasing demand. As a result this question was posed:

“How do we keep growing our capability with (and support) the ever-increasing complexity and volume of client needs – improving their wellbeing – without detriment to ours?”

The answer was our future resilience plan. Phase 1 involving mapping our existing processes has begun. The new CEO will lead on workstream, resource and activity planning, building budgets and presenting the implementation plan to the charity’s board for sign-off. Once signed off, the CEO will lead on and be accountable for Phase 2 – project delivery.

2. Ensuring ongoing financial stability

Ongoing management and development of all fundraising channels:

- **Individual Giving:** ensure effective monetisation across all segments – friends, one-off donors, legacies (still to be properly scoped, phased and rolled out), events and corresponding event attendees
- **Grants:** ensure relevant, compelling outgoing applications are produced, in order to deliver the required grant income
- **Corporate:** ensure that all three tiers (SMEs, Charity of the Year and enterprises) are maximised.

Resources: 1 x Grants and Events Officer, 1 x Corporate Partnerships Development Officer, Business Development Group, Fundraising and Events Committee, Admin Support, CRM (plan still to be finalised and implemented), Finance Manager (for reporting), external partners and suppliers.

3. Team and organisational capability growth

- Maintain an ongoing review of people and organisational performance, to improve skills and working practices
- Hold regular team and direct report 121 meetings, to ensure both team and personal objectives are achieved
- Ensure all operational teams have access to external professional support such as counselling and/or supervision
- Enable all managerial/budget-holding reports to ensure they can make and execute both project-specific strategic decisions (with your guidance) and day-to-day operational decisions (independently)
- Engage regularly with Peninsula HR to ensure the charity remains within due process and prevailing employment law
- As demands change and/or grow, maintain an agile and scalable operation so that ongoing and new challenges can be met through cohesive teamwork and a collective positive attitude
- Benchmark best practice through regular review, and regular engagement with statutory bodies and charity partners
- Ensure all supporting systems including hardware and software are up to date and fit for purpose
- Lead and support the charity’s digital development, so that all our on-line presence is content-rich, up to date and relevant, and regularly posts financially beneficial Calls To Action
- Lead on the charity’s community engagement activities to optimise events, communications and harvest donations



- Ensure all facilities and premises are fit for purpose, and all compliance controls are firmly and continually embedded

Resources: 2/3 x project leads (and their teams), fundraising team, admin and community lead, finance manager, Digital Development Group, external partners and suppliers.

4. Accountabilities also include:

Board, Financial Committee, Risk & Audit Committee reporting; Governance including regular policy and risk register review; Safeguarding leadership – internal and client; external community, stakeholder and strategic partner relationships.

General

The role requires regular on-site presence to ensure the team are fully supported, as they often experience highly challenging day-to-day circumstances and operational pressure. Flexible working is possible when all on-site team members are present during operational hours. Events and board meetings often take place outside of usual opening hours, including evenings and weekends.

Person Profile

The relatively wide salary range we have listed reflects the fact that the successful candidate may already be performing a Chief Executive role in a similar size charity, or could be ready to step up to the next level in their career.

What we do require is a proven track record in:

- Cross-functional operational management, ideally gained in a non-profit, charity environment, including operations with strict SLA/KPI requirements
- Building and managing budgets of £0.5m+
- Managing supervisory/management level team members, and helping them develop their skills to achieve their full potential
- Performance management, and managing the full HR lifecycle from recruitment through to managed exits and succession planning
- Scoping and delivering business projects, and leading on organisational change/transformation
- Health & Safety, compliance and governance

Additional requirements

- Knowledge of the local (West London) community – ideally located within or near W3, W4, W6, W10, W12
- Excellent communication (written, oral, graphic), presentation and public speaking skills
- Understanding of and empathy with our causes. We are especially interested in candidates with lived experience
- Naturally empathetic and person-centred ways of working
- Project planning and project implementation skills
- Driver's licence (preferred)
- Understanding and/or knowledge of CRM systems