

**inclusion  
north**



**Inclusion North  
Chief Executive Officer  
Candidate Pack**

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# Introduction from the Board of Directors

Thank you for your interest in the role of Chief Executive Officer for Inclusion North. You will read more about Inclusion North in the information that follows, but we hope that this short introduction gives you a sense of who we are as an organisation and what is important to us. As a values-led company, it is not just what we do that matters but how we do it. Inclusion North is founded on an equal partnership between people with lived experience of learning disability and autism and people who bring their professional experience of making inclusion a reality. This is written in our governing documents; it guides our approach to governance and our inclusive recruitment processes and it underpins how we work.

Our existing Chief Executive is very sadly stepping down after 8 years due to ill health. We are looking for an experienced leader who can rise to the challenge of taking Inclusion North into the next exciting phase of its development while always staying true to the values of the organisation. There are real joys in being Chief Executive of Inclusion North but there are also very real pressures, and we want to make sure that applicants fully understand the job and what it requires.

In this candidate pack we hope to paint an accurate picture of what it is like to work for us, and more importantly to lead our organisation.

This is an exciting time to join Inclusion North. The organisation is strong and well-established with a solid reputation regionally and nationally. We have many existing contracts and returning clients and this work will sustain us. But we also have the capacity to grow and develop, taking the excellent work we have developed over the last few years to a wider audience whilst also seeking new opportunities we haven't even imagined yet.

We pride ourselves on being an excellent employer that takes the development and wellbeing of its people seriously, so the successful candidate can look forward to a robust induction, ongoing support and supervision and a range of development opportunities.

If you feel excited by the challenge of leading Inclusion North into the future and you have the values, skills and experience that we are looking for we look forward to receiving your application.



# About us and our values

Inclusion North is a Community Interest Company established in 2008 that exists to make inclusion a reality for all people with a learning disability, autistic people, and their families. We are a values-led organisation, believing in equality, rights, justice and inclusion for all. We work with people with lived experience, their families, partner organisations and our communities. We challenge things we think are wrong and help find solutions. We speak up for what we believe in. We work together to change society so that everybody can have a good life and be a valued member of their communities.

Our work raises awareness of the barriers to inclusion and works to remove them. We pride ourselves on thinking differently and doing things creatively.

We are led by a Board of Directors who are supported by an Advisory Council. Our governing documents enshrine inclusion in our practice, by stipulating that half our Board of Directors and half our Advisory Council must be people with lived experience of learning disability or autism. Our governance practice is fully inclusive and accessible.



# Our work

Our work spans the North East, North Cumbria, Yorkshire, Humber and Derbyshire. We also work nationally and internationally to connect with bigger pieces of work and use our expertise and knowledge to influence change. The way we work enables us to be creative and dynamic and no one day is like another. Our work is diverse and changes over time, reflecting the challenges that people with a learning disability, autistic people and their families are facing. We take the lead on big, innovative projects and the team are all empowered in their jobs to use their initiative and think creatively to make change happen.

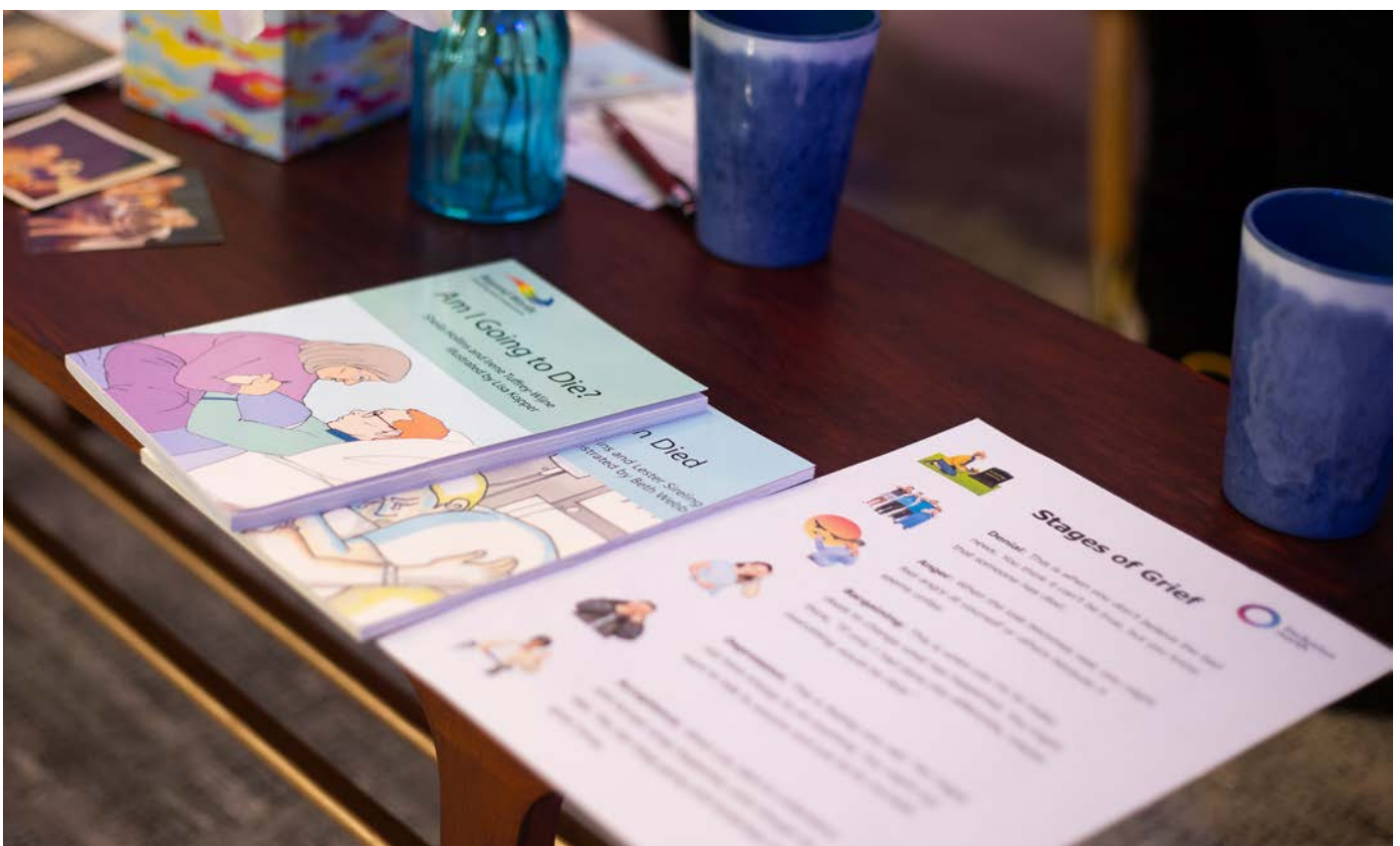
Our work and income can be split across four broad categories:

- A membership scheme for Local Authorities and Integrated Care Boards

- Bespoke work for diverse clients who approach us for help
- Our Hub of lived experience Experts who attend Care, (Education) and Treatment Reviews as part of an NHS programme, as well as doing other co-production work
- Work funded by charitable grants

Our strategic priorities for 2022-25 have focused on:

- Citizenship, Rights, Inclusion and Equality
- Understanding the Integrated Care System and ensuring people have a voice in it
- People's mental health and well-being
- Recognising intersectionality for people with a learning disability, autistic people and their families and ensuring this is reflected in our work



# Job description

## Overview

The Chief Executive Officer is currently supported by a Leadership Team of three Regional Managers and an Office Manager. There are 22 staff members on fixed hours contracts and 16 lived experience Experts in the Hub. All staff are home-based. Our Leeds office is our registered address and is used for secure storage of equipment and company documents.

## Hours and contract period

Full time, 37.5 hours per week. (Candidates can request flexible working). The post is offered on a permanent contract with a 6-month probationary period. An offer of employment will be subject to a Disclosure and Barring Service check and satisfactory references.

## Location

Home-based. Ideally the successful candidate would be located within one of the areas where we work, namely the North East, North Cumbria, Yorkshire, Humber or Derbyshire.

The role requires some travel across the areas in which we work. Travel costs are reimbursed through our Expenses Policy.

Candidates must be eligible to work in the UK.

Inclusion North will provide key equipment for the postholder to fulfil their responsibilities, including a laptop and mobile phone, plus other items that may be required following a workstation risk assessment.

## Key benefits

- 27 days paid holiday plus bank holidays pro rata per year, with 3 additional gifted days over the Christmas period.
- A personalised development and wellbeing budget.
- A 6% matched contribution pension scheme.

## Salary

£57,000 - £65,000 depending on experience. This will be reviewed after 6 months and then annually under the Pay Review Policy.

## Reporting to

Nominated member of the Board of Directors  
We are a Disability Confident Employer.



# The reality of being a Chief Executive Officer

The Chief Executive Officer is responsible for all aspects of strategic and operational management of the organisation, and for supporting the Board of Directors to fulfil their legal responsibilities. However, much of the role is invisible to others and cannot be adequately described by simply setting out a list of key tasks and responsibilities. To convey the reality of the role, our existing Chief Executive has attempted to describe this below:

To have the overall vision of what the organisation stands for and what the future holds, including

- to actively demonstrate the organisation's values and to lead by example in everything you do, and to develop and nurture the culture of the organisation, so that everything that is done at Inclusion North starts from this place.
- having a deep understanding of the challenges that people with a learning disability, autistic people and their families face, a deep respect for their lived experience and a fundamental belief in their role as equal partners in running the organisation and designing and delivering the work.
- holding the line around the organisation's values and principles, being prepared to take a stand, and managing the risk that comes from this such as loss of contracts or conflict with partners.
- making sure our work is responsive to change but stays true to our mission, constantly horizon scanning in terms of political, economic and societal change so as to predict the future and what it might mean for Inclusion North.
- deeply understanding and communicating the big picture for the company, having

a strong sense of where it is going in the next 5-10 years and using this as a driving force to guide and inspire others.

- knowing what needs to be done within the organisation for it to survive, grow and improve and to collaboratively turn this into a strategic plan and business model in line with the company's values.
- bringing a lot of energy, creativity and ideas for future development and encouraging this in others.
- constantly reflecting on how well things are working, checking that our documents, policies, processes and systems remain fit for purpose and aligned with our values.
- analysing financial and performance data and creating likely future projections to advise the Board in their decision making.
- remaining up to date and responsive to the ever-changing language and politics of the Disability Movement and making sure the organisation aligns with this.
- being able to spot new opportunities and grow ideas into fully formed business proposals that are financially viable, fit our values and make a difference to people with a learning disability, autistic people and their families.

To manage the constant pressure of keeping a large, regional organisation going and functioning well. Including

- managing stressful situations and all aspects of risk, and taking the big, difficult decisions within the organisation, sometimes quickly, while still being analytical and considered. At the same time projecting calm and confidence so that the team can get on with their jobs without worrying.

- carefully managing our place in the market and how we co-exist with partner organisations.
- with the support of the Board of Directors, holding the responsibility for the success of the organisation.
- managing external scrutiny and opinion about what we do.

To lead, manage and support a diverse group of people including

- being able to reflect on your own performance as a leader, being self-aware, being confident enough to admit what you don't know, being open to learning and developing, admitting when you have made a mistake and being willing to nurture the talents of those around you.
- being thick-skinned and slow to take offence, and willing to practice infinite patience, humour, tact, charm and diplomacy.
- the skills to manage the competing needs and wishes of a diverse team and the skill,

energy and resilience to work through the conflicts that will inevitably occur in a team.

- able to mentor others to find answers to their own problems, while at the same time being able to quickly provide the answer or solution to any question or problem.
- to be able to trust others to do their jobs without micromanaging them, to allow them to make mistakes and support them to learn from them and to not interfere when people do things in a way that is fine but not the way you would do it.
- to balance the amount of work the organisation takes on with the capacity we have to do it, ensuring workloads are manageable and we don't run at a financial deficit.
- to constantly find new ways of making sure that a large, remote team feel connected to each other and understand the mission and company values, taking care of their wellbeing and support needs.





# Key tasks and responsibilities of the role

In addition to the largely hidden aspects of the role described above, the key tasks and responsibilities of the Chief Executive Officer can be described as:

## Leadership

- Leading the team, delegating tasks, empowering them to act independently, regularly meeting and connecting to communicate the vision and values.
- Upholding the values and culture of the organisation, leading by example and ensuring we have the policies and processes to back this up.
- Ensuring that the work we do stays true to our mission, is of high quality and has an impact.
- Supporting the organisation to respond to the ever-changing context our work exists in to ensure we remain relevant.
- Connecting the Board of Directors, Advisory Council and employees together to create a sense of collaboration and shared direction, developing shared plans and strategies.
- Promoting a culture where everyone is encouraged to learn, through one to ones, annual reviews, peer feedback, whole organisational development days and use of personalised development and well-being budgets.
- Leading on the organisation's commitment to tackling the climate emergency.
- Supporting everyone in the organisation to stay up to date around our areas of expertise.
- Representing the organisation at external meetings and events.

## Governance

- Working collaboratively with the Board of Directors and its Co-Chairs and sub-groups and ensuring all aspects of Board business are accessible and inclusive.
- Working collaboratively with the Advisory Council to make best use of their expertise to inform the work that we do.
- Supporting the Board to develop and manage strategic plans including the Business Plan and to oversee financial sustainability.
- Supporting the Board to identify and manage risk within the organisation.
- Working alongside the nominated Director to jointly lead on safeguarding.
- As Company Secretary, leading on the production of the Annual Report and fulfilling the annual requirements of Companies House and the Community Interest Company Regulator.

## Operational management

- Day to day running of the organisation including recruitment, human resources, finance, communications, ensuring our systems and processes are fit for purpose and utilising external expertise as required.
- Working with the Office Manager on all aspects of financial management, projections, budgets and forecasting.
- Managing, supporting and developing the Leadership Team and drawing on their skills, knowledge and expertise to support your work.
- Mentoring colleagues to write funding bids, tenders and applications.

## Development

- Bringing business acumen and entrepreneurial skills to grow the organisation, diversify income streams, manage sustainability and seek new opportunities.
- Leading on marketing and communications to ensure the work we do is well known and understood.
- Nurturing existing partnerships and developing new ones, including liaison, collaboration and negotiation with stakeholders.
- Ensuring our work informs local and national policy.

Finally, the role is diverse and dynamic so this job description cannot be exhaustive. There may be other duties and responsibilities that require the Chief Executive to deal with them. The job description will be reviewed and updated regularly and will grow and change with the organisation.



# Person specification

Person specification: shortlisting is based on the applicant's ability to demonstrate how fully they meet all criteria on the person specification, giving examples that relate to the requirements of the job description. Those that are essential are marked with (E) and those that are desirable are marked with (D).

## Personal qualities

- **Empathetic** – in your approach to leading and managing people. (E)
- **Courageous** – leading by example to demonstrate and live the organisation's values, creating the culture of the organisation, and speaking up to defend these. (E)
- **Decisive** – to respond quickly and creatively to challenging situations, drawing on the wisdom of others around you. (E)
- **Resilient** – to cope with the pressure and numerous demands of the role. (E)
- **Visionary** – in your ability to imagine new possibilities and to communicate them to inspire others. (E)

## Experience

- Significant experience at senior management level in a relevant sector. (E)
- Experience of working collaboratively with a Board of Directors or Trustees to ensure the effective running of an organisation. (D)
- Experience of managing the functions of an organisation including business planning, project management, measuring quality and impact, recruitment, human resources, safeguarding, finance and communications. (E)

- Excellent understanding of inclusion and significant experience of working alongside people with lived experience as equal partners in organisational governance and designing and delivering work. (E)
- Experience of implementing values-led policies, procedures and systems within a company to ensure legal compliance and the effective running of the organisation. (D)

## Skills and abilities

- Able to stay up to date around the legal and policy frameworks that are most influential to the lives of people with a learning disability, autistic people and their families in the UK and a deep understanding of what these frameworks mean for people's lived experience. (E)
- Able to adapt your communication style to meet the needs of a range of different audiences, including people with a learning disability, autistic people and their families, and people where English is not their first language. Excellent listening skills. (E)
- Excellent skills in managing, supporting, mentoring and developing people, as well as managing conflict and resolving problems. (E)
- Able to develop and nurture partnerships with other organisations. (E)
- Entrepreneurial and business management skills to ensure the development and sustainability of the organisation. (E)

# How to apply and recruitment timetable

For an informal opportunity to find out more about the role, register to attend one of the online information sessions on 7th or 8th October by emailing [daniel.proctor@inclusionnorth.org](mailto:daniel.proctor@inclusionnorth.org). See below for details.

To speak to the existing Chief Executive informally about the role, please email [karen@inclusionnorth.org](mailto:karen@inclusionnorth.org) to arrange a convenient time.

To apply, please complete the application form that is part of the job pack.

**DO NOT send your CV.** We will only consider applicants who have submitted an application form.

You can find the job pack on our website <https://inclusionnorth.org/chief-executive-recruitment>

Send completed applications to:  
[daniel.proctor@inclusionnorth.org](mailto:daniel.proctor@inclusionnorth.org)

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**Closing date for applications:  
9.30am, Monday 28th October 2024**

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## Recruitment timetable

Informal online information sessions	Monday 7th October at 6.30pm Tuesday 8th October at 12.30pm
Deadline for applications	9.30am Monday 28th October 2024
First stage interviews - online	Week beginning 11th November 2024
Second stage interviews – candidates will be required to attend a full day face to face in York	21st November 2024
Anticipated start date	January to March 2025 depending on successful applicant's notice period



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