



Chief Executive

Katherine Low Settlement 

Candidate Brief

June 2023

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Welcome

Thank you for your interest in becoming our next Chief Executive.

Our vision is of an inclusive society where the people of Battersea and the wider Wandsworth community achieve their potential together. Next year will mark 100 years since Katherine Low Settlement began working to reduce poverty and isolation and to bring the local community together. Our work remains as necessary today as it was in 1924.

Over the past few years KLS has enjoyed a period of sustained growth. We are committed to continue to do more and to increase our reach by partnering with other charities and communities to help them thrive in the wider community.

With expansion has come the need to maintain the funding necessary to deliver our programmes, whilst also developing our systems and infrastructure to support our operations.

Your challenge as our next Chief Executive is to achieve the feat of continuing to expand while consolidating the achievements of recent years. You will need to be able to lead, enthuse, motivate and care for our incredibly dedicated staff, volunteers and members, while at the same time demonstrating sound, pragmatic financial management.





KLS is a wonderfully inspiring place where people care for and look after each other. We live by our values of respect, collaboration and kindness, which have been central to our working environment and our success for almost a century.

To be successful you must be able to share our belief in the capacity for people to achieve together, given the opportunity and with the right support. We actively encourage innovation, which requires us to be bold and to foster a true spirit of mutual trust and confidence.

If you care as much about people as we do and relish a hands-on role, together we will be able to achieve great things in the coming years. Our centenary next year offers us a fabulous opportunity to celebrate what KLS has achieved and to fulfil the strategic objectives that we have set ourselves.

I look forward to welcoming you to KLS.

Ben Thomas Chair of Trustees





Who we are and what we do

Katherine Low Settlement is a much-loved, busy charity that has been serving Battersea and the wider Wandsworth community since 1924.

With a few staff and a lot of volunteers, we run a range of our own community services to support children, young people and families, older people and refugee communities.

We also campaign for social change.

In addition, we incubate and support other charities and social businesses to thrive, so that as partners, we can meet the diverse needs of the communities of Wandsworth.

In addition to these direct services, we are a local hub for other charities. Each week we work with 28+ charities and community groups supporting more than 1,000 people.





Our Vision, Mission, Values and Aims

Katherine Low Settlement is driven by its vision and mission and led by its values.

Vision

Our vision is of an inclusive society where the people of Battersea and the wider Wandsworth community achieve their potential together.

Mission

We foster and empower communities in our neighbourhood to reduce poverty and isolation.

Values

Respect: for the unique worth of individuals and communities, and their right to make informed and empowered choices.

Collaboration: with others, promoting equal opportunity, challenging discrimination and valuing diversity.

Sustainability: Focussed on lasting impact and ensuring the continuity of the Settlement.

Kindness: Acting with care, generosity, trust and friendliness towards all.

Aims

Foster community: Create a sense of belonging, unity and trust for all local people to engage and collaborate with each other.

Promote empowerment: Enable people's voices to be heard.

Fight poverty: Identify, nurture and energise the potential in individuals and organisations by increasing their educational, economic and social opportunities.

Reduce isolation: Widen local people's circle of friends and networks of support, involvement in the community and access to health & social services.



KLS today and the next five years

The strengths of the Settlement lie in our relationships, facilities, reputation and fundraising capability to empower communities in Wandsworth in their fight against poverty and isolation.

We have never been in a stronger position to do so.

Today we provide a broad range of directly and indirectly delivered activities and an increasing campaigning role.

But we can do more.

During our next five years, we will boost our membership, increase communications, strengthen partnerships and campaign on key issues.

In support of this we will look to secure funding for additional operating staff and enhance our systems for closely monitoring our effectiveness and impact.





Case studies

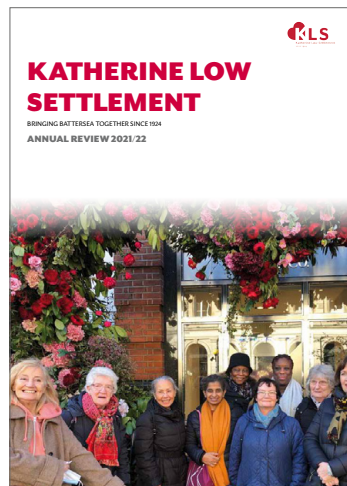
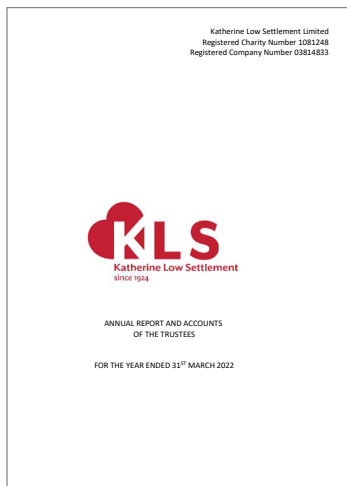
Rather than tell you about the impact of our work, we would rather let our members do the talking.

Visit the KLS YouTube page. [Katherine Low Settlement – YouTube](#)

For more information

Our website is fully-up-to-date with all our current activities:
Katherine Low Settlement (klsettlement.org.uk)

You can read more about our recent achievements and our strategy for the future in these key documents.





Context for the appointment

Our new Chief Executive will be joining us after a 10-year tenure of the previous incumbent.

The role comes about at a point in time following a period of rapid growth. KLS is now the largest it has ever been with just under 40 staff, some 200+ volunteers and a turnover of around £1.2m expected in the current financial year.

The growth has enabled us to do more, and we want to continue to do so but with growth comes the need to ensure that the capacity to deliver is enhanced to enable this to happen.

As part of our new five-year strategy the charity has embarked on a huge operational overhaul, this is to include a new CRM system of which the build has just begun and new finance, HR and IT systems. This is a step change for the organisation which until recent times operated mostly using Lamplight database, VT accountancy package, spreadsheets and paper based systems, which will require us to develop and embed new ways of working.

Change is the only constant for any organisation and KLS is no exception.

As part of the operational programme of work we have also started a piece of work around organisational culture from which a change management programme will flow, and it will be a crucial strand of work for the new Chief Executive.

You will need to be able to take people with you on this journey.

Alongside of ensuring that we are fit-for-purpose as an organisation comes the constant requirement for generating the funds needed to run the operation. We have a great track record of success with trusts and foundations and some individual donor giving and this needs to be maintained but there is scope to diversify our income streams with more corporate support and more major individual donor solicitation.

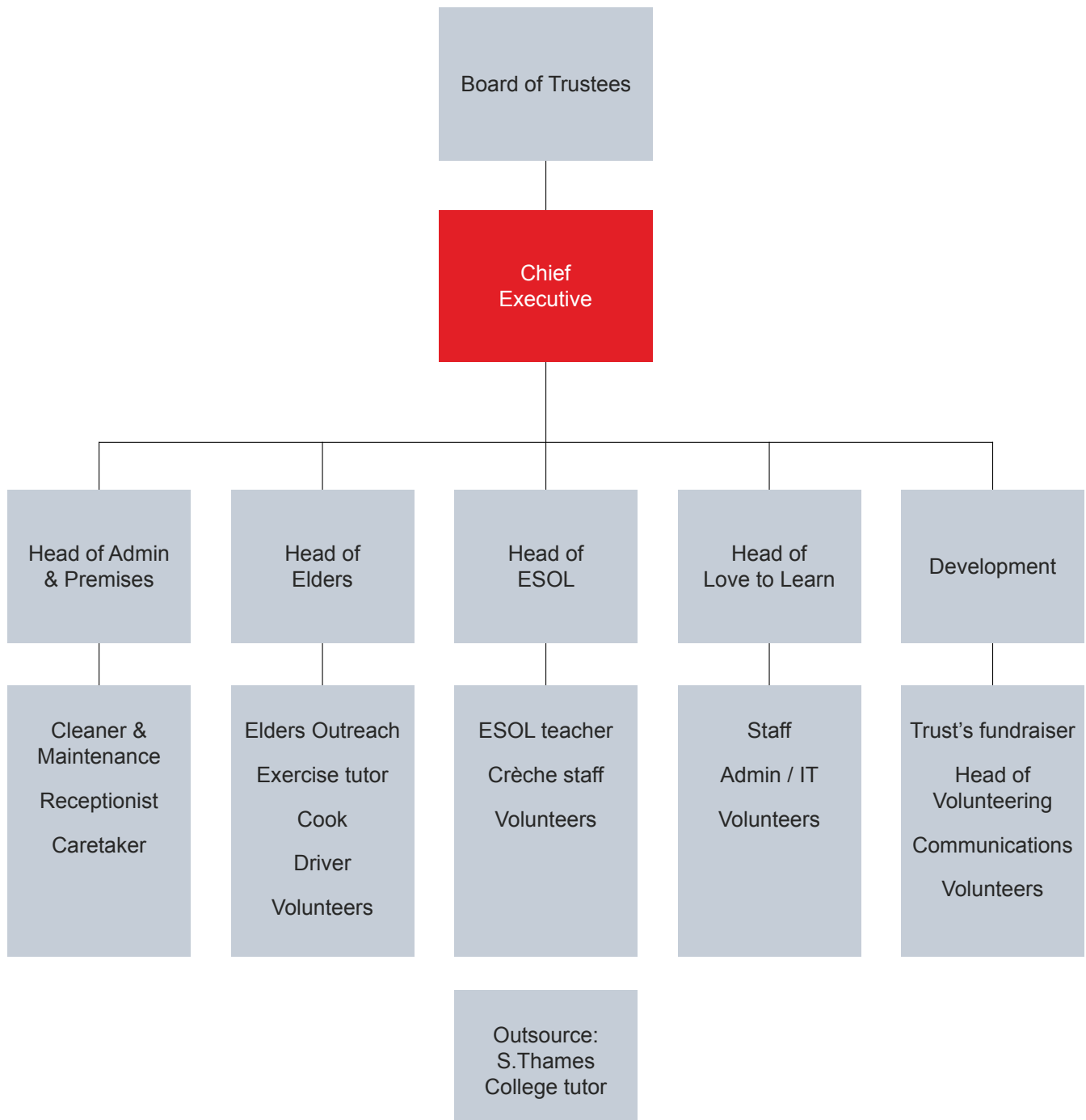
A key contributor to our recent success has been the partnering work we do and with that the associated networking and profile raising that we are active in both within the borough and further afield. The visibility and reputation that we enjoy provides a strong foundation and contributes directly to our income generation programme.

To sum up the three key priorities for our next Chief Executive they are:

- 1. Organisational effectiveness**
 - 2. Strengthening income generation**
 - 3. Networking and profile raising**
-



Organisational chart



Total staff = 37 Total volunteers = 200+

KLS outsources its HR, IT support, printing, payroll and audit functions.

Everything else is done in-house.



Job description

Job title: Chief Executive

Salary: £60,000 – £65,000

Hours: 37.5 hours Monday – Friday

Location: 108 Battersea High Street, London SW11 3HP

Contract: Full-time, permanent

Reports to: Chair of Trustees

Role purpose

To provide the strategic and operational leadership that ensures that Katherine Low Settlement is financially robust, efficiently run, legally compliant. To position the organisation as a provider of choice for local communities and funders. To deliver co-produced services that support and empower older people, children, young people and their families from refugee backgrounds and newly-arrived adults learning English.

Key internal contacts

- Staff and Managers
- Board of Trustees
- Volunteers
- Members (what we call our service users/customers)

Key external contacts

- Strategic partners in the area, e.g. voluntary organisations, local authorities, health service providers and other statutory services
- Funding organisations – principally trusts and foundations
- National organisations relevant to partnership development or strategic policy
- Referring professionals and the local community and service users
- Regulatory bodies, e.g. Charity Commission
- Suppliers, e.g. outsourced service organisations such as IT, HR

Financial Dimensions

- Responsible for the overall income and expenditure budget of the charity.





Key areas of responsibility

1. Strategic development

Leading and managing Katherine Low Settlement in collaboration with and the direction of the Board and with the engagement of the local community, service users, staff and volunteers, and other relevant stakeholders, e.g. partner organisations.

- Work with the Board to ensure that a long-term strategy is in place for Katherine Low Settlement, which can guide the organisation in achieving objectives and meet the needs of communities and people it serves;
- Lead the implementation of the strategy, including reviewing progress against the plan and set appropriate targets;
- Overseeing the daily business and administrative processes and directing the ongoing change programme including systems development and integration;
- Assessing and enhancing the internal and external operational processes;
- Preparing and managing the charity's annual financial budget, expenditure forecasts and income generation targets;
- Define and secure the resources (human, material and financial) needed to achieve the agreed strategic and operational objectives;
- Keep abreast of trends and developments in the funding and provision of community based services both locally and nationally to protect the long-term future of Katherine Low Settlement and to seek out opportunities to expand and promote the role of the charity.

2. Service development and delivery

To oversee the continual evolution of the service delivery model and monitoring the performance of the range of programmes delivered by Katherine Low Settlement that are developed in genuine co-production with service users, staff and volunteers, funders and partners.

- Overseeing the translation of strategic objectives into achievable operational plans and individual work programmes;



- Ensuring services are operated effectively, efficiently and in compliance with legal obligations, safeguarding, inspection regime requirements and best practice standards;
- Trialling and develop new services and delivery models in response to changing needs and opportunity in the local area and service economy;
- Ensuring the charity can demonstrate the effectiveness of the services provided and the impact of its work;
- Ensuring all core and planned project activity is supported by the appropriate business case and that it is adequately planned and resourced.

3. Business development and marketing

To take overall responsibility for developing the forward sustainable funding strategy that enables Katherine Low Settlement to deliver on its charitable objectives, commitments and strategic ambitions.

- Developing income generation strategies to maintain and enhance the level of funding from an optimum mix of income streams and sources, which are principally derived from trusts and foundations, individual giving, with some commissioning;
- Developing and building effective relationships with partners, supporters, funders and potential funders to maximise opportunities for income generation;
- Leading on the production of grant applications, fundraising campaigns, tenders and commercial propositions;
- Exploring and developing social enterprise opportunities appropriate to strategic objectives;
- Leading Katherine Low Settlement's policy and advocacy activities and representing the organisation in the networks and media where it needs to be visible and have its voice heard.



4. Governance

To ensure that the Board of Trustees is enabled to deliver on their legal duties and that the organisation operates in compliance with relevant legislation and statutory reporting requirements.

- Making decisions within the authority delegated by the Board, taking account of legal duties;
- Attending Board meetings and reporting on agreed objectives and any variance;
- Responsibility for ensuring standard financial and operational management practices and processes are effective is supporting the day-to-day operation of Katherine Low Settlement, e.g. budget management; project planning; staff management; performance management; risk and mitigation; safeguarding;
- Ensuring Katherine Low Settlement operates in compliance with legislation and statutory reporting requirements;
- Overseeing the preparation of the Annual Report, statutory accounts and returns to the Charity Commission and Companies House;
- Ensuring appropriate measures and systems are robust in the collection and storage of personal data and that internal CRM measures are in place;
- Ensure that the charity has the appropriate workplace and safeguarding policies, procedures, systems and processes in place and that they are being implemented.

5. People management

To provide visible leadership to all staff and volunteers, champion the professional integrity of Katherine Low Settlement, line manage direct reports, and oversee the implementation of a workforce development plan that equips the organisation with the people skills and expertise needed to deliver services and maintain the ethos of co-production at its core.

- Report to the Board on the future workforce development requirements and the investment requirements;
- Lead, manage and support the senior management team to maximise their personal contributions;



- Provide clear vision and direction for staff about their role, objectives and how each individual contributes to vision and mission;
- Co-ordinate the staff appraisal programme and ensure clear and effective staff development plans are in place;
- To ensure a sound safeguarding policy and practice within the organisation.





Person specification

Essential experience

- Senior-level strategic management responsibility for a charity, other not-for-profit organisation or social enterprise delivering services and interventions to support and empower vulnerable and disadvantaged people and communities;
- Lead responsibility for, or substantial involvement in, income generation from organisational funders, e.g. trusts, foundations, individual giving, commissioning bodies;
- Experience of leading organisational change programmes;
- Responsibility for managing standard financial and operational management practices and processes, e.g. project planning; staff management; performance management; managing financial information; risk and mitigation; safeguarding;
- Operating in compliance with legislation and reporting within standard performance management frameworks.

Desirable experience

- Experience of working within a context of genuine and effective co-production of services delivered at a local level with the engagement of service users and communities;
- Experience of growing and developing SME charities utilising a mix of voluntary and commercial income streams.

Skills and abilities

- Leadership and people-management ability that inspires and motivates others;
- Ability to provide strategic vision and translate this to operational objectives;
- Planning and organising skills in order to produce operational plans, manage projects and establish appropriate organisational business processes;



- Ability to encourage participation in any change management initiatives and to take people on the journey;
- Empathy and social skills in order to build effective working relationships with others, e.g. service users, staff and volunteers, funders, decision makers in strategic partner organisations;
- Effective negotiating, influencing and persuasion skills at the highest level;
- Excellent oral, written communication and presentation skills including the ability to present in public with conviction;
- Effective team-working and collaboration skills;
- Financial and business acumen – assessing opportunities and applying resources effectively;
- Fundraising experience in building strong relationships with funders and donors to ensure large and long term support;
- Ability to innovate, develop and apply new solutions.

Special conditions

- Willingness to undertake work outside normal office hours and to travel as required within the area Katherine Low Settlement serves and occasionally further afield;
- Undertake other duties as may be required from time to time.

Personal qualities

- Passionate about operations/systems and processes within a charity;
- A hands-on, highly motivated individual;
- Passionate about social justice, poverty and championing the value of local people;
- Trustworthy, non-judgemental, caring and compassionate, proactive, self-motivated and hardworking.



Further information

- Katherine Low Settlement is committed to equal opportunities;
- All offers to work at Katherine Low Settlement are subject to two satisfactory references, which is standard KLS policy applicable to all roles. KLS also ask for an enhanced DBS check;
- You will adhere to matters of safeguarding and confidentiality concerning this role and the KLS team;
- An induction is given to new staff, which includes sharing our policies and procedures relevant to this post;
- There is a 6-month probation period for this role.





How to apply

For an informal conversation about the role, please contact our recruitment partner, NFP Consulting:

Simon Lloyd Director | NFP Consulting
07961 988 523 simon.lloyd@nfpconsulting.co.uk



Apply online at www.nfpconsulting.co.uk/cls

Application is by way of CV and a Supporting Statement, which should outline your motivations for wanting to be our next Chief Executive and set out your credentials.

Closing date: Monday 26th June

There is a two-stage selection process

First Interviews: Week beginning 3rd July

The first round will be conducted via video by NFP Consulting.

Second interviews: Week beginning 10th July

The final stage will involve a panel interview conducted by trustees along with the opportunity for candidates to meet a selection of stakeholders comprising members, staff and volunteers.

Accessibility

Please let us know if you have any special requirements which we might need to consider in relation to the selection process. Any requests will not affect the decision making itself.

Please let us know if you would like to receive this information in a different format.