



# CEO

Candidate Brief ▶

July 2022



listen to  
act

# Contents

- 3 Welcome from our Chair
- 5 About Listen To Act
- 11 Organisational chart
- 12 Job description
- 16 Person specification
- 18 How to apply





# Welcome from our Chair

Thank you for your interest in Listen To Act. The mission of the Charity is to listen to the experience of patients, residents and carers and bring about meaningful change in service provision. Under the former name of Healthwatch Central and West London we have spent over nine years championing what matters to residents, patients, and carers living in Kensington & Chelsea and Westminster and we continue to deliver a successful Healthwatch contract in Enfield.



We have achieved significant and lasting impact in people's lives through meaningful engagement. Our well respected community research, and consistently high quality reporting has influenced the ways in which local providers have developed the delivery of health and adult social care services, addressing inequalities in access and outcome.

Following a recent unsuccessful procurement exercise, and the loss of the bi-borough (Westminster and Kensington & Chelsea) Healthwatch contract, we are taking the opportunity to review, refresh and invest in what we do best – which is meaningful, high quality and effective patient and public engagement. We want to work with communities and service providers to gather real time feedback, improve services, empower communities and help to reduce health inequalities.

Our new name, Listen To Act, is reflective of our new approach to delivery and income generation. We will be building on the expertise, relationships and reputation built up over the previous nine years and delivering something new, innovative and sustainable.



I am incredibly proud of what has been achieved and I never ceased to be impressed by the dedicated staff team and volunteers who have made it all possible. It has been an honour to have played a small part in this success.

As we embark on a new chapter, my trustee colleagues and I are seeking to appoint a new CEO to lead the evolution of the work of the past nine years and to ensure that it has a lasting legacy in improving the lives of people in central and west London as well as in Enfield and across London. We work with communities that are home to wonderfully diverse populations but access to health services designed to meet this diversity of need and perspective is, unfortunately, work in progress.

There is much for us to do together and I hope you share our determination to get things done and fast.

I look forward to your application.

## **Christine Vigars**

Chair of Trustees





# About Listen To Act

## Introduction to Listen To Act

Listen To Act is an organisation that is changing, adapting and seeking to have a greater impact for more people across a wider geographical area.

Formerly Healthwatch Central and West London, we are entering an exciting time of growth and development, building on our years of expertise and engagement with local communities and public services. Moving to a more commercial approach, diversifying our income and reducing our reliance on public sector procurement, we will be consolidating and growing our range of patient and public engagement services.

## Context for the appointment of our new CEO

We are looking for an innovative new CEO, who can work with staff, volunteers and Trustees to shape the future of the organisation, secure income from a range of sources and generate positive outcomes for communities and service providers.

Ideally from a voluntary sector background, the new CEO will be an effective leader, with an understanding of income generation, experience of generating surpluses and able to operate commercially. All of our work is founded in relationships, so the new CEO will need to be someone who is able to quickly build and sustain positive and effective working relationships with a range of stakeholders, including children and young people, older people, local community groups, service leads, and Councillors, Directors and senior management of local authorities and the NHS. The new CEO will take our work to the next level, raising awareness, increasing income and turning Listen To Act into the go to organisation for proper, effective patient and public engagement.



## Current and future projects

### **Patient engagement and Patient Participation Groups**

Over the last nine years we have been working closely with Clinical Commissioning Groups, GP practices, Primary Care Networks (PCN) and GP federations to support, develop and grow Patient Participation Groups. We advise GPs and surgery staff on how best to engage with local patients, demonstrating the benefits of meaningful engagement and co-production of services. We support patients themselves, training and upskilling local people to have the greatest possible, positive impact on the services provided for them. We are currently funded to deliver this programme across PCNs across Westminster and Kensington and Chelsea, and are looking to expand this out to North West London and North Central London Integrated Cares Systems in the first instance.

### **Voice exchange**

For the last 18 months, we have been delivering a unique approach to engagement with mental health services delivered by Central and North West London NHS Foundation Trust (CNWL). Developing citizen panels, patient summits and 360 degree feedback mechanism for patients, staff and service managers, offering guided reflection to staff and service managers focused on patients experiences and seeking



to improve services. We are now in conversation with CNWL to expand the programme to their wider service provision and are looking to replicate the programme across other NHS Trusts.

### **Healthwatch Enfield**

We were recently successful in securing the contract to deliver Healthwatch Enfield. We have rapidly built effective local relationships in the area and expanded our reach into North Central London. Providing constructive, patient led feedback across the borough, we have already been successful in securing two additional funded pieces of work, built up a team of active volunteers and developed exciting new partnerships with other voluntary sector organisations. We are keen to build on our substantial Healthwatch experience and secure additional Healthwatch contracts in other areas of London.

### **Youth engagement in health service provision**

We have a dedicate youth engagement lead, who works with a core group of young people to support and expand high quality youth engagement practice across the NHS. We are currently funded by the National Institute for Health Research to develop and deliver ad young person's mental Health research steering group, information and shaping approaches to research in CAMHS and other young person focused mental health services. Often excluded (albeit unintentionally) from consultation and engagement processes in health service



provision, our informed group of young people provide a needed but all too often absent representation and set of experiences.

## **Community engagement and empowerment**

The foundation of all the work we do, utilising effective local relationships, based on trust and the demonstration of outcomes, to engage with local communities, identify issues and gaps in services and help reduce health inequalities. Rather than simply speaking on behalf of local people, we seek to support local people to be able to engage effectively with service providers and decision makers, to effect change themselves and support longer term community resilience.

## **Community research**

Our reports have made a difference. We undertake deep dive, qualitative research with local people. Based on dialogue and conversations with people with lived experience, we present the story behind the numbers. Our researchers enable decision makers to see the real human impact of the decision they make, of the gaps in service provision and of the positive impact of good practice and effective services.

From our Dignity Champion reports on care homes that resulted in clear improvements in the day-to-day care, to our recent reports on digital inclusion that resulted in a commitment by the NHS to improve accessibility for all patients.



## Highlights of the past nine years

### Strengthening our model of engagement

Originally inspired by work carried out with BME Health Forum in 2020, we launched our Small Grants Programme that enabled us to collaborate with local grassroots leaders to build trust and grow our connections so that we can champion their concerns and make health and care more equal in the way services are designed and delivered. The success of this programme has laid the foundation for our future strategy.

### Giving power to young people

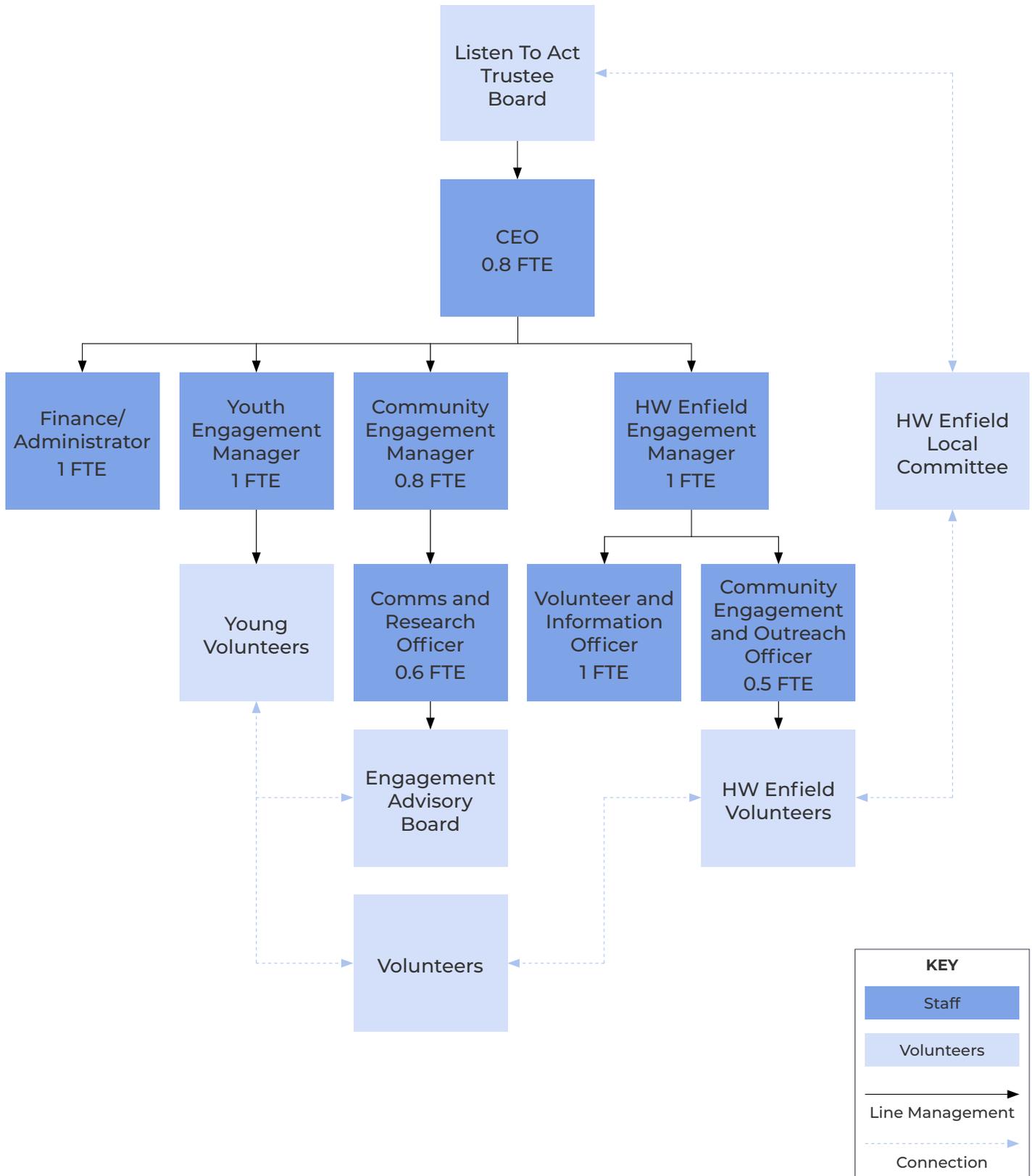
We are so proud of the energy and enthusiasm of our Young volunteers who have successfully highlighted to commissioners the lack of mental health services for young people. Alex, our Youth Engagement Manager says:

“When I look back, it is those times when I haven't been ‘on’ that I treasure. By this I mean, being able to give young people the tools, the support and the platform to express themselves on what matters and what needs to change directly to the people who hold the keys.”





# Organisational chart





# Job description

---

Title:	CEO
Hours:	0.8 FTE – four days per week
Salary:	£50,000 for four days (£62,500 FTE)
Location:	Office location to be confirmed, role to be hybrid with regular days in the office, work from home, and frequent face to face meetings as required
Accountable to:	Board of Trustees
Reporting to:	Chair of Trustees
Staff reporting:	Youth Engagement Manager, Community Engagement Manager, Finance/Administrator, Healthwatch Enfield Manager and other staff as required

---

## Overall purpose

- To ensure the necessary infrastructure, resources, governance and relationships are in place to effectively meet the core functions and services of Listen To Act.
- To manage staff and resources effectively, delivering outcomes in line with organisational/charitable objectives.
- To support the Chair and Board of Trustees in fulfilling their responsibilities in relation to Listen To Act.



## Criteria for success

It is expected that the CEO will:

- Enable the successful delivery of workplans and objectives, including managing staff and volunteers.
- Built strong relationships with and gain respect from all stakeholders and partners.
- Develop and maintain a pipeline of business development and income generation opportunities.

## Key responsibilities

### Working with the Board and Chair

- Work with the Listen To Act Board to formulate and review the organisation's mission, policies and procedures, and strategic plan, and to monitor the outcomes against plans and targets.
- Work in partnership with the Board and funders to develop the capacity of Listen To Act through new business income generating initiatives, new delivery methods and appropriate corporate structures.
- Ensure that volunteers and advisory structures are fully supported and have an effective relationship with the Board.



## Leading and managing

- Provide effective leadership and management to the staff team.
- Ensure that an operational strategy is in place which achieves the Listen To Act Board's objectives and that this is systematically reviewed.
- Ensure an effective programme is in place to recruit, support and manage volunteers.
- Manage the Listen To Act budget and be responsible for monitoring and reporting on expenditure.
- Ensure that an effective information and data management system is in place to provide a reliable evidence base which underpins the work of Listen To Act.
- Ensure that all contracts are managed effectively and deliver the specified outcomes.

## Business development

- Build, lead, manage and maintain a successful business development function, managing the preparation of high-quality business cases, tender submissions and grant applications which are effective in demonstrating the value of Listen To Act as a trusted contracted service provider and thereby securing new and repeat business.
- Be responsible for delivering the financial target for income generation agreed by the Board of Listen To Act.
- Seek opportunities outside of the core business contracts to develop and promote the provision of surplus -generating survey and advice services for care organisations across all sectors.

## Stakeholder engagement and profile raising

- To guide and support the Board in its aim to influence decision making in the local health and social care arena and ensure Listen To Act is viewed as a credible and valued participant, including with Integrated Care Systems, the Health and Wellbeing Boards and Scrutiny Committees.
- To enable Listen To Act to maintain healthy relationships with the key stakeholders, including senior staff in statutory bodies, NHS and Council officers, Councillors, voluntary and community sector leaders and service providers.



- To support Listen To Act in feeding back and making recommendations at a strategic level to the people responsible for commissioning, providing, managing and inspecting services, so that they can be developed and improved.
- To support and facilitate Listen To Act members' ability to influence change within a capacity building context.
- Establish and maintain working relationships with a wide range of stakeholders.
- Maintain an effective communications and marketing strategy and manage the organisation's relationship with the media.
- Alongside the Chair, act as a key media spokesperson for Listen To Act.

### **Support the organisation's wider aims and objectives**

- The post-holder may be required to undertake other duties which are broadly in line with above key responsibilities.
- The post-holder is expected to observe and comply with all policies and regulations, for example the Code of Conduct, Health and Safety, Data Protection, and Equality and Diversity.
- This list is not exhaustive and may change over time according to organisational requirements



# Person specification

## Essential experience

- Experience of income generation, developing and marketing surplus generating services within the health and social sectors or the wider public and voluntary sectors.
- Experience of working in volunteer driven organisations, including supporting people to make a positive contribution at all levels within the organisation.
- Experience of managing budgets and controlling costs to meet the agreed business plan.
- Experience of working in partnership, in a facilitative and enabling manner, with a wide range of people, communities, groups and organisations.
- Experience of and a commitment to public engagement, co-production and co-design in services.

## Desirable experience

- Experience of leading an effective organisation or large department, including staff management and development, financial management and planning, strategic planning and fundraising.
- Experience of engaging at a senior level with public sector agencies such as the NHS, local authorities and the voluntary and community sector.

## Skills and understanding

- Proven communication skills that inspire trust and confidence with Trustees, stakeholders and clients.
- High level leadership and influencing skills.
- Understanding of safeguarding principles and practice.
- Understanding of the barriers to access faced by marginalised communities, and the implications of health and social inequality in local communities.



- Understanding of organisational governance and experience of working with a board.

## Other attributes

- Demonstrable commitment to equality and diversity and drive to eliminate health and social inequalities.
- Proficient in the use of databases and Microsoft office applications.
- Willing and able to work evenings and weekends as required.
- Demonstrate an understanding and commitment to the values of Listen To Act:
  1. **Independent** – a freestanding body respected for our independence and trusted by residents and stakeholders alike.
  2. **User focused** – relentlessly championing our voice, the voice of the user and would be user. We will work 'with' people, not do 'to' people. We will uphold the Listen To Act vision in championing the rights of the consumer.
  3. **Inclusive** – find ways to work with our diverse population with significant health inequalities and spanning three local authority areas.
  4. **Well connected** – signpost people to information to help them make choices about health and social care; with access to established networks to gather comprehensive patient views.
  5. **Add value** – understand where we add value and we will not try to recreate or duplicate the work of others if what they are doing is successful. We will work in partnership where this is beneficial.
  6. **Evidence based** – use evidence to underpin our priorities and target our efforts.



# How to apply

For an informal and confidential discussion, please contact our recruitment partner, NFP Consulting:

**Simon Lloyd** Director | NFP Consulting  
07961 988 523 [simon.lloyd@nfpconsulting.co.uk](mailto:simon.lloyd@nfpconsulting.co.uk)



For more information and to apply online, please visit:

[www.nfpconsulting.co.uk/listentoact](http://www.nfpconsulting.co.uk/listentoact)

Application is by way of CV and a Supporting Statement, which should be around two sides of A4 and set out your motivations and credentials for the role.

**Closing date: Sunday 21st August**

## Selection process and timescales

### Stage 1 – Week beginning 29th August

First round of screening interviews conducted by NFP Consulting.

### Stage 2 – Week beginning 5th September

Final interview with a panel comprising members of LSCHT Committee. Candidates will be asked to prepare a presentation in advance.

## 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.