



Chief Executive Officer

Information Pack

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Introduction

Dear Candidate

Thank you very much for your interest in the leadership of Extern Group.

The Extern family is made up of an exceptional group of individuals who, in addition to their skills and professionalism, bring an unwavering commitment to social justice to their work.

That commitment has helped guide our organisation through the many challenges it faces as we endeavour to improve the lives of our services users through the design and delivery of our effective services. The pandemic tested our staff to the limit, and the swift initial response from our front line and support teams was the difference between survival and catastrophe for many of the people we help.

Thanks to that commitment, we have emerged from the early phase of the pandemic even stronger and more agile in how we conceive our services and in how we deliver them. In addition, we have become even more influential in the statutory sector on behalf of the communities we serve, as we share the learning we gain from working alongside them.

In this information pack, you can read about what we do in summary, and you can find out much more detail from our website www.extern.org. We have partnered with Engage Executive Talent for this appointment and they will happily field any queries you might have in the first instance.

We are looking for someone with a strategic head and a commitment to excellence on behalf of the people we serve.

If you have the ability to drive change, to set the agenda for the group and its delivery partners, to influence stakeholders to the benefit of Extern's service users, and to motivate and manage a world-class team, then we would love to hear from you!

Allen McCartney
Chair, Extern Group



Who we are

We transform lives as the leading social justice charity across the island of Ireland. Operating since 1978, we believe another chance can change a life.

Each year we speak up for and support more than 25,000 children, young people, individuals and families. We enable them to overcome their challenges, empower positive change and support family unity.

We also support, house, and advise people who are:

- homeless or facing homelessness
- refugees
- the Traveller community
- people who have been through the criminal justice system
- living with the impact of suicide
- dealing with mental health issues
- dealing with drug and alcohol issues



Extern employs more than 570 staff and last year we supported over 25,000 people across the island of Ireland to change their lives.

Extern Group is made up of subsidiaries Extern Northern Ireland and Extern Ireland.

What we do

For more than 40 years we have been standing shoulder to shoulder with people as we support them to transform their lives, creating safer communities for all.

Every day we strive for:

- Keeping children and their families together where possible
- An inclusive and fair society
- Reducing offending and the impact of offending on victims and the community
- People we work with are better equipped to make a contribution to their community
- People having somewhere to live



Last year Extern...

- Supported over 25,000 young people, families and adults across our services in 2021
- In Extern Ireland, we provided 1,061 respite breaks to young people struggling in their home lives
- We provided 11,339 hours of direct contact through our Early Years/Passport programme in the Western Trust area
- In the last year alone, 1,049 people attended awareness sessions run by our BDACT Connections programme
- 78% of young people who we supported through the Bail Supervision Scheme completed their programme
- 391 placements were provided for young people at our Kinnahalla Youth Village
- Our Mid Ulster South Tyrone (MUST) homeless hostel recorded 95.4% occupancy levels
- Extern's family support services provide a structure and routine to 890 young people through our Janus programmes
- We gave hope to 8,572 people living with severe alcohol dependency and drug use
- 22,474 new users accessed the Extern Problem Gambling website

Our Services

Detailed below are some of the services we offer:

Addiction Services

We provide homelessness services to people affected by drugs and alcohol. We work with partners to design and deliver addiction prevention initiatives. We deliver specialist drug and alcohol training commissioned by the Public Health Agency. We provide advice and support to problem gamblers and their families. As well as providing a ground-breaking Street Injectors Support Service, Extern offers a needle and syringe exchange service.

Disabilities services

Extern's Outreach Support Services works with people who have a disability or autism and who may find it challenging to integrate into traditional social, educational and community systems.

Housing and homeless services

Extern Homes provides move-on housing to homeless individuals and families. We also run projects focused on helping our Traveller community, as well as hostels for homeless people across the province, and floating support services to refugees and people with an offending past.

Justice services

As well as a Bail Supervision Scheme, Youth Diversion Projects and individually tailored support schemes for at risk young people in the Republic of Ireland, we provide Probation Approved accommodation in Northern Ireland.

Mental health and suicide

We have support programmes for people affected by suicide in addition to our Crisis Intervention Services and a drop-in office for people affected by mental health or substance misuse.

Minority communities

As well as helping our Traveller community on housing and healthcare issues, we run refugee resettlement and floating support services.



Skills and employability

Extern's Moving Forward, Moving On project works with young people, aged 16-24, who are not in education, training or employment

Young people and families

Our Early Years programmes helps vulnerable 8-12 year olds, while our FACES project helps those up to 18 who are at risk of being placed into care. Our Youth Villages provide respite breaks and training and skills facilities to children and young people, and our Looked After Children programmes supports people up to age 20 in care or placements. Our Youth Engagement and Youth Diversion programmes are supplemented by our Time Out model which provides a recreational respite alternative to short term care.

How we're organised



Strategy

Our Vision

We will aim to change lives to support a socially just and inclusive society.

Our Mission

We will create opportunities and provide supports to enable everyone to meaningfully participate in society.

Our Values

Respect

We value the feelings, opinions and rights of our service users, colleagues, and other stakeholders.

Integrity

All our decisions and interactions will be ethical, open, honest, and transparent.

Compassion

We care about our service users and colleagues and will act with empathy in all engagements.

Accountability

We hold ourselves and each other responsible for our decisions and actions.

Professional

We work inclusively with service users, colleagues, and key stakeholders to deliver high quality supports and evidence-based services

Financials

Here is a summary of Extern Group's latest published income and expenditure statements. You can click on the links below to access the Group's more detailed annual reports, and find specific Extern NI and Extern Ireland reports at extern.org/our-annual-reports.

	Funds	Funds	2021	2020
	£	£	£	£
Income from:				
Donations & Legacies	378,151	(1,958)	376,193	631,684
Charitable Activities	10,264,622	14,450,845	24,715,467	21,939,288
Other Trading Activities	73,253	-	73,253	38,587
Gain/Loss on Exchange	25,973	-	25,973	(430)
Other Income	-	-	-	(70)
Investment Income	50	-	50	7,242
Total Income	10,742,049	14,448,887	25,190,936	22,616,301
Expenditure on:				
Raising Funds	156,870	-	156,870	-
Charitable Activities	9,867,994	15,014,053	24,882,047	22,735,643
Total Expenditure	10,024,864	15,014,053	25,038,917	22,735,643
Exchange Rate Gains/(Losses) on Consolidation	(43,247)	-	(43,247)	63,123
Net Income/(Expenditure)	673,938	(565,166)	108,772	(56,219)
Transfers Between Funds	(677,469)	677,469	-	-
Net movement in funds	(3,531)	112,303	108,772	(56,219)

Extern Group Annual Report to March 2021

Extern Group Annual Report to March 2020

Extern Group Annual Report to March 2019

Meet the Extern Group Board



Allen McCartney (Chair)

Allen McCartney is by profession a Chartered Engineer and Fellow of the Institution of Engineering and Technology, with degree qualifications in both electrical engineering and corporate leadership. He had a distinguished career at Director level in Northern Ireland Electricity and Viridian Group and brings a wealth of experience from previous public sector board appointments in the Regulation and Quality Improvement Authority, the Department for Regional Development, and the Legal Services Agency Northern Ireland. He is a Lay Magistrate and an Assessor for the Northern Ireland Medical and Dental Training Agency.



Andrew McCloskey (Vice Chair)

Andrew is a business professional with more than 20 years' experience in global companies. He has worked in the procurement, IT, and planning departments specialising in the use of technologies to enhance business performance and holds a Master of Business Administration from Ulster University and a Law Degree from the Open University.



Aideen D'Arcy MBE

Aideen was educated at Queen's and the Ulster Universities. Aideen taught in the post-primary sector before embarking on a career in social housing for over 30 years, specialising in the provision of supported accommodation for vulnerable people. Aideen served on the NI Regional Council of the Society of St Vincent de Paul for over 15 years and undertook several initiatives to improve standards of accommodation and service provision of the organisation's homeless facilities throughout Ireland.



Jim Daly

Jim Daly is a self employed business consultant from Clonakilty County Cork. A qualified Teacher and former school principal, Jim spent 16 years working as a public representative and announced his intention to retire from politics in 2020 while serving as Minister for Mental Health & Older People. Jim previously served as Chair of the all party Oireachtas Committee on Children & Youth affairs where he championed many issues affecting vulnerable children especially those in foster care and played a lead role in the successful passing of the Children's referendum of 2012.



Brendan Johnston MBE

Brendan is a social worker and has spent his career in statutory social work in Northern Ireland. He has had experience of many different roles in his career, working in all programmes of care, though mainly in the area of children's services. In the late '90s he worked closely with Extern West, particularly with development of Killadeas, and later Roscor. More recently, Brendan was the first Chief Executive of Northern Ireland Social Care Council and was responsible for establishing the regulation of social care workers in Northern Ireland.



Ian McAvoy

Ian lives in Belfast and was educated at MCB and London University. After graduating in economics Ian studied accountancy. After a spell in practice, he became the Finance Director of a leading Irish brand and was promoted to Chief Executive, holding that position for 16 years. He has much expertise in strategic planning, transformation, finance and marketing. Ian was Chair of PlayBoard, Vice Chair of Sport NI, Director of Sport NI, and is presently Vice Chair of Ark Housing. He holds the position of Chairman of Rugby at Queen's University, Belfast



Stephen Leach

Stephen lives in North Down and was educated at Cambridge University. He joined the Civil Service in 1975 and worked in the Northern Ireland Office and other Departments. In 1990/91 he spent a year in the USA as a Humphrey Fulbright Fellow. Subsequently he was involved in the negotiations which led to the Good Friday Agreement, and from 2000 to 2009 he was the Chair of the Northern Ireland Criminal Justice Board. After retiring from the Civil Service in 2009, he was appointed as a Non-Executive Director of the Health and Social Care Board and served in this role for 11 years. He has also served as a Parole Commissioner and as the Northern Ireland Commissioner on the Criminal Cases Review Commission, based in Birmingham.



Job Description

Title:	Chief Executive Officer
Responsible to:	Board of Trustees of Extern Group and its subsidiary boards, reporting through the Chair of Extern Group and Nominations & Remunerations Committee.
Location:	Extern has offices in both Northern Ireland and Republic of Ireland. The Corporate Services teams operate from our headquarters in Mallusk however the post holder can be based remotely.
Hours of Work:	37.5 hours per week, typically 7.5 hours per day. Flexibility regarding working hours will be required to meet the requirements of the position.
Salary:	Salary is subject to negotiation dependent on experience.
Benefits:	Generous annual leave entitlement which increases with service to 32 days plus 11 statutory days. Permanent Health Insurance and Death in Service Benefit (x6 basic salary)
Responsible for:	Services, People & Organisational Development, Business Development and Finance & Corporate Services Directorates
Direct Reports:	Director of Services (NI & ROI) Director of People & Organisational Development Director of Business Development Director of Finance & Corporate Services

Job Purpose:

The Chief Executive Officer (CEO) provides leadership to the organisation and has overall responsibility for delivering the charity's strategic direction and outcomes. The CEO is accountable to the Group Board and Trustees for the effective and efficient function of the Extern Group of companies.

The CEO is responsible for the provision of the highest service standards through the development and implementation of appropriate policies and plans and the most efficient use of resources whilst ensuring compliance with legal and regulatory requirements and ensuring sustainability of the organisation within the financial resources available.

The CEO supports the vision and strategy determined by the Boards and leads the development and implementation of programmes that meet the need of the communities in which Extern operates, as well as its funders and other stakeholders. The CEO is responsible for the efficiency and effectiveness of the organisation, and for ensuring its employees and its volunteers have the capability and capacity to deliver the social impact, which is its purpose, within budget.

Key Responsibilities:

Strategy

- To support the Boards by leading Extern to develop and deliver its organisational vision, strategic and operational plans and outcomes.
- To develop and enhance effective working relationships with external partners and stakeholders to support the achievement of Extern's vision, strategy and objectives.
- To determine in collaboration with Trustees, how best to achieve the aims, directions and objectives set by the Boards within the timescale, policies, guidelines and limits in which it decides.
- To implement the Board's decisions, policies and practices and introduce approved policies expeditiously within the framework of a balanced budget.
- To draft strategic business plans in collaboration with and for approval by the Extern Boards, including a three-year strategy and annual business plans that are informed by feedback from a range of stakeholders.
- To monitor and analyse the environment in which Extern works, identifying strategic opportunities to meet need, and challenges that need managed.
- To work with the Board Treasurers and Director of Finance and Corporate Services to produce annual budgets for approval by the appropriate Boards.
- To lead and support strategic and organisational change.

Governance

- To ensure with the Boards that the organisation fulfils its legal, statutory and regulatory responsibilities, managing the annual cycle of monitoring and reporting of regulatory compliance.
- To provide evidence of best practice, processes and outcomes that shows Extern's resources are being expended efficiently and effectively.
- To implement a risk management strategy and maintain awareness of risks and changes internally and externally that may affect the organisation and manage appropriately.
- To liaise closely with line managers to ensure the effective management and supervision of all practitioners and other staff and volunteers to ensure compliance at all levels of Extern.
- To be responsible for safeguarding and work with the Head of Safeguarding to ensure the necessary policies, procedures, practices and training are in place, implemented and monitored.
- To support good governance by attending board and committee meetings, reporting, providing guidance and advice on significant issues and producing appropriate documentation.
- To establish and monitor key performance indicators (KPI) of the organisation's performance, impact and financial health to ensure quality services are provided which are sustainable.
- To provide management information reports on performance against plans and budgets, and circulate regularly to committees and boards and appropriate stakeholders.
- To monitor and evaluate performance against business objectives for reporting to the Boards, seeking approval for any contingency measures identified as being required.
- To continuously review and evaluate the effectiveness of organisational structures.

Organisational Leadership

- To provide inspirational leadership and strategic guidance to the Strategic and Operational Leadership teams, management and staff.
- To be responsible for the continued development and implementation of Extern's vision and strategic plan.
- To lead individual team members in developing strategic objectives which support the delivery of Extern's strategy.
- To work with the Strategic Leadership Team, Operational Leadership Team and staff in developing Extern's operational plans and budgets to ensure compliance with relevant laws and regulations.
- To take responsibility for identifying and developing significant additional sources of funding to support the work, development and sustainability of the organisation.
- To explore options for further development of services and present outcomes to the Business Development Committee, Group and appropriate subsidiary Board for consideration.
- To review the business planning processes to ensure robust scrutiny (in line with organisational and financial strategies) and that the Group Board and its subsidiaries are fully informed of all proposed service development.
- To actively promote the capture of learning from service delivery to ensure continuous improvements.
- To problem-solve management issues through evidence-based analysis, clarity of action and stakeholder buy-in.
- To establish mechanisms for listening to the views of staff, stakeholders and beneficiaries on the charity's performance to contribute to continuous improvement.

Financial

- To support the implementation and promotion of effective governance and ensure effective financial management so that the financial position of the organisation is robust.
- To oversee the monitoring and controlling of budgets to ensure the organisation operates within available finances.
- To oversee the preparation of an annual report and set of accounts for Board consideration and approval.
- To work closely with the Director of Finance and Corporate Services to evaluate the long term funding requirements of the organisation.
- To present previously identified suitable funding opportunities, supported by appropriate Business Plans, to the Business Development Committee and relevant Board/s for approval.
- To work to secure funds to meet Extern's needs and commitments and identify appropriate developments that generate additional sources of funding.
- To cultivate a portfolio of opportunities, consistent with the organisation's strategic purposes, to generate income from diverse range of sources which builds the sustainability of the organisation.
- To propose an effective plan for the generation of unrestricted funds to the Business Development Committee and relevant Board/s for approval.

People Management

- To nurture an inclusive, values-driven, supportive organisational culture of shared learning and co-operation, of commitment to improvement and high performance, and to the ongoing professional development of all staff.
- To ensure that the organisation's vision, mission, ethos and values are widely known and embedded within the organisation.
- To maintain an accountable line management structure and lead the on-going development and implementation of systems, policies and procedures to support the efficient functioning of the organisation.
- To lead the Extern team, ensuring the Strategic Leadership Team is empowered and developed to fulfil their individual roles.
- To identify and analyse the main challenges in managing the Extern Group, solutions to deal with these problems effectively and efficiently and keep the Board informed of progress.
- To develop plans in conjunction with the Strategic Leadership Team which address current and future resourcing needs.
- To encourage and promote areas of innovation and continuous improvement within leadership, management and staff teams.

Relationships

- To work closely with the Chairs of the Extern Boards and Committees, building a strong and effective working relationship with all Trustees and Board Members.
- To develop and maintain positive working relationships with other organisations and local communities, and liaise with and maintain effective links with statutory, voluntary and professional bodies and other stakeholders.
- To represent the organisation at the highest possible level with government departments and Arm's Length Bodies (in particular those responsible for Health, Communities and Justice) and political representatives.
- To attend meetings of the Boards and Committees of the Boards.
- To attend general meetings of the charity as required.
- To effectively represent and promote the organisation and its interests, protecting the reputation of the organisation.
- To develop and maintain new and existing relationships with funders, statutory and voluntary agencies, professional bodies and other stakeholders as appropriate to ensure their on-going support and commitment to Extern.



Person Specification

Essential Criteria:

- Hold a third level professional qualification.
- A minimum of eighteen months' senior management experience reporting to Chief Executive Officer / Board.
- Three years' experience of managing significant budgets and resources and reporting on them.
- Three years' experience of building and leading teams using an inclusive and empowering leadership style.
- Comprehensive understanding of the legal and regulatory governance of a corporate body, and a wide knowledge of business practice, employment, training and recruitment of staff.
- Excellent communication skills, drive and enthusiasm.
- Excellent interpersonal skills coupled with the ability to build and sustain strong relationships with key stakeholders.
- Ability to demonstrate strong and inspirational leadership, guiding and developing employees and volunteers to achieve best practice.
- Ability to lead change, think strategically and have a commitment to on-going professional development and training.
- Understanding of professional standards and regulations.
- Proficient in the use of IT software, to include Microsoft Office applications.
- Full clean driver's license and access to own car. The successful candidate must hold sufficient car insurance, to include provision for business related travel, to enable travel throughout Ireland and the UK. Please note; driving criteria will be waived in the case of an applicant whose disability prohibits driving however can demonstrate they meet the mobility requirements of the role.
- Available to work irregular hours including evenings and weekends and to undertake occasional overnight stays away from home.

Desirable Criteria:

- Hold a postgraduate professional qualification.
- Five years' senior management experience reporting to Chief Executive Officer / Board.
- Have a knowledge of the services provided by Extern and of the charitable sector within NI and ROI.

Key Attributes:

- Excellent strategic leadership and interpersonal skills and an ability to interact and influence at all levels of the organisation.
- Empowering style of leadership that combines charisma with a practical and pragmatic approach that gains respect from others.
- Ambition, energy, drive and resilience to deliver results within prescribed timescales.
- Commitment to service excellence, business integrity and stakeholder engagement.
- Strategic and innovative thinker with excellent organisational, analytical and problem solving skills.
- Personal conduct, integrity and credibility that commands the confidence and respect of Board Members, management, staff, business partners and the communities within which Extern operates.
- Commitment to the organisation's vision, mission, ethos and values.
- An inspirational and motivational team leader who champions employee engagement and development.

Please note:

To apply for this role, as well as providing a CV, the supplementary questions form must be completed ensuring the applicant demonstrates specifically how they meet the criteria for the post. Experience must be relevant to the job description as set out above. Applicants who do not demonstrate this on the application form will not be shortlisted for interview.

Successful candidates will be required to undergo a relevant Access NI or Garda Vetting check prior to any formal job offer being made. Please note that having a criminal record will not necessarily be a bar to obtaining employment with Extern.

Extern reserves the right to enhance the essential criteria for the post in the event that a high volume of applications are received.

How to apply

Please forward a **CV** together with the completed **Supplementary Questions Form** available from www.engageexec.co.uk, ensuring you have included mobile, work and home telephone numbers, as well as any dates when you will not be available or might have difficulty with from the recruitment timetable. You will also be asked to submit a separate **Equality Form** (see below).

The deadline is **Noon on Friday 16 September 2022**. Applications should be made by email to: patrick@co3.org.uk.

Contact Patrick Minne on 07792 509003 if you have any queries about the role or the application process.

Equality Monitoring and Criminal Convictions Disclosure

Along with the CV and Form, you will be asked to complete and return the Equal Opportunities Monitoring and Criminal Convictions Disclosure Form in a separate document. Neither of these will be disclosed to anyone involved in shortlisting your application.

Disability

In accordance with the Disability Discrimination Act a person is disabled if they have, or have had, “a physical or mental impairment which has, or has had, a substantial and long term adverse effect on your ability to carry out normal day to day activities”.

If you consider yourself to have a disability relevant to the position for which you are applying, please contact Patrick Minne so that we can process your application fairly, make any specific arrangements for your interview, and make any necessary reasonable adjustments or adaptations, or provide any aids to assist you in completing the duties of the post if appointed.

Equal Opportunities

Extern is an Equal Opportunities Employer and all applications for employment are considered strictly on the basis of merit.

Timeline

CV, Supplementary Questions and Equality Monitoring and Criminal Convictions forms to be submitted Noon, Friday 16 September 2022

First Stage Interview with Extern Group Board Panel

Date to be confirmed

Second Stage Interview and Assessment with Extern Group Board Panel

Date to be confirmed



Please address any enquiries relating to the advertised position, and your submission, to Extern's recruitment partners:

Patrick Minne



Tel: 07792 509003

Email: patrick@co3.org.uk

www.engageexec.co.uk



Enquiries unrelated to this recruitment can be addressed to:

Extern

Hydepark House,
3 McKinney Road,
Newtownabbey, BT36 4PE

Tel: +44 (0)28 9084 0555

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