



Chief Executive Officer

Information Pack

Contents

Introduction	3
Who we are	4
What we do.....	5
How we're organised.....	8
Strategy	9
Financials	10
Meet the Board	11
Job Description	14
Person Specification	16
How to apply	18
Timeline.....	19

Introduction

Dear Candidate

Thank you for expressing your interest in becoming the new Chief Executive Officer of Praxis Care.

Praxis Care aims to be known as a world class charity which effectively empowers the most marginalised individuals with complex needs due to learning disability, autism, mental ill health or dementia, to fully enjoy everyday community living. We ensure all activities are based on the core values of passionately caring, being compassionate, acting with integrity, protecting individuals, innovating and improving and, most importantly, being person-centred.

We are looking for someone with senior experience of large scale organisational change and growth and with highly developed leadership skills to steer our 1800+- strong team. You will be able to help define and deliver on the strategic vision that will see our organisation deliver even more and even better services to people with some of the most complex support needs on these islands. Uppermost in our requirements is an authentic commitment to the cause of improving the lives of those we support.

We deliver a range of services to our beneficiaries, including intensive support in specialist accommodation, domiciliary care, floating support, skills-based day activities and volunteer befriending.

We are working with Engage Executive Talent to help with the recruitment process. If you have any initial queries relating to the post, they will be delighted to address them in the first instance.

You will be joining a dedicated team of people who care deeply about the difference our organisation makes. If you are attracted by the idea of using your skills and experience to help improve the lives of some of the most vulnerable people in our community, we would love to hear from you.

Ken Brundle
Chair
Praxis
Care



Who we are

Praxis Care was founded in 1984 to provide a befriending service to people with mental ill health experiencing isolation. In the decades since, we have developed a formidable reputation as an innovator in the provision of housing and support to people with learning disabilities, autism and dementia, as well. It is a reputation that has led to the expansion of our services across the UK, Ireland and the Isle of Man. We are now regarded by statutory, private and third sector partners as one of the most trusted and respected providers of services, research and training across those geographies.

The largest registered care charity in Northern Ireland, Praxis has around 1,850 staff and a turnover approaching £65m. We are governed by a board of voluntary trustees, who come from a range of professional backgrounds and give freely of their time and



expertise to support, guide and challenge the organisation to fulfil our purpose. We are committed to helping those at risk of exclusion because of complexity of need. Our approach is to help the person enhance their self-management skills, learn more effective ways of communicating and manage the situation safely when behaviours do occur.

We are acutely aware that getting the support and accommodation mix right for the individual is not an option but an essential foundation for sustained success. At all levels of need, we seek to identify the best solution available, with the people we support and others who are important to them. This includes type and location of accommodation, who they live with and the support they need from our staff.

We are particularly motivated by our success in helping those with complex needs and who face the greatest challenges realise their ambitions of living in their own homes and being part of their communities.



We believe that complex needs should not prevent someone from having the opportunity of community living. Providing a person with the right living environment, with a person-centred support package, shaped around their needs and aspirations, makes that possible and offers meaningful choice about the lives they lead.

What we do

Praxis Care provides services across a broad spectrum of needs. We provide support and accommodation approaches, which are shaped around the needs and preferences of the individual and reflect how they want to live their lives. You can read a summary of what we do below and there is more detail on our website at www.praxiscare.org.

Autism

Praxis Care offers a wide range of specialist support services to people with autism and their families. We understand that Autism affects every individual differently and influences how a person communicates with and relates to other people. Indeed people with Autism may see, experience and understand the world around them in a different way.



Praxis Care is committed to understanding each individual and the unique complexities which surround their diagnosis in order to provide bespoke accommodation and support tailored to the needs of each individual.



Dementia

Praxis Care understands that everyone wants to be as independent as possible and enjoy the best quality of life for as long as possible. A key element affecting the quality of life for someone with dementia is the place in which they live. Where people need specialist accommodation, we work with them and their families to ensure it is tailored to their individual needs.

Our staff understand the challenges that can surround a dementia diagnosis and know that the illness affects every individual differently. Our dementia services value each individual, recognising their personal preferences and needs, with a focus on providing person-centred care and support.

Praxis Care's current provision includes a range of supported accommodation services for those with dementia and less intensive "floating support" which involves daily or weekly visits to people in their own homes.

Learning Disability

We believe that finding the right place to live is key to empowering adults to live the life they choose. Praxis Care provides community based accommodation, both directly and in partnership with housing providers who have particular experience in working with people whose needs may be complex and often manifest in behaviours that challenge.

We acknowledge that every person is unique and that a “one-size-fits-all” approach is not appropriate. We also understand that living with others can be difficult for some individuals. Our accommodation models can facilitate flexibility between privacy and individual living space with the opportunity for peer relationships.

We actively work to involve both the people we support and their families in the designing of the accommodation and support mix, shaped around their needs.



Our current provision of supported accommodation services range from the flat cluster model to more dispersed, but equally intensively supported housing where people either live on their own or share with a small number of individuals with similar requirements.

Mental Health

Praxis Care has been supporting individuals affected by mental ill health for nearly 40 years. We support people who experience a variety of challenges ranging from anxiety and depression to schizophrenia, bi-polar disorder and personality disorders.

We believe that anyone living with mental ill health should be supported in their recovery journey, in a community setting that works for them, to live the life they choose. We provide a range of accommodation and support services, including supported living, domiciliary care, day activity and befriending services.

The befriending services are particularly effective for people who have all the practical skills for community living, but experience loneliness and isolation.

Volunteering

At Praxis Care, volunteers play a key part in the organisation, supporting and enhancing the existing work of Praxis Care staff. Volunteering is an important part of the ongoing work of the organisation, making a unique and valued contribution.

It is a great way for people to increase or develop skills, give back to their community, meet new people, use their existing skills to help others and make a difference in their local area.

We aim to match the skills and abilities of all volunteers to the appropriate opportunities. We support each volunteer in their role, ensuring their contribution is recognised and valued as an integral part of the work of Praxis Care.



Volunteering befriending scheme

Praxis Care operates a volunteer befriending scheme with over 100 matched friendships, some of which have lasted decades!

Volunteer befrienders help to:

- Reduce the risk of suicide
- Reduce the pressure on families
- Minimise the feeling of isolation
- Help alleviate poor health and the risk of hospital admission



Research

Praxis Care has a history of research dating back to our inception, focusing on how to equip people with mental ill health to emotionally, socially and psychologically to live in the community and reduce their need for hospital admission.

As Praxis has introduced new models of accommodation, care practice and support, we have subjected these interventions to research scrutiny, in order to understand the impact on quality of life. In the last number of years, Praxis Care has focused on developing services for people with the most complex needs in the areas of mental health, autism and/or learning disabilities. In parallel, we are seeking to identify the most relevant evidence-based research from around the world, using this to drive improvement and innovation.

How we're organised



	DIRECT / INTERNAL	INDIRECT / EXTERNAL
BUDGET	£65 million	
STAFF	Director of Care and Development x 3 Director of HR Director of Finance & Corporate Services Director of Quality and Governance	1850 employees
LIAISON & INFLUENCE	Senior Leadership Team All Internal Departments and Staff Board and Committees	Departments of Health Commissioners & Chief Executives Government Regulators Politicians

Strategy

Our Vision

Leading the co-production of innovative, individualised care and support approaches across the UK, the Isle of Man and Ireland.

Our Mission

Empowering lives that are valued, meaningful and inclusive, regardless of the complexity of need, every day.

Our Values



Financials

You can view a summary of our latest published income/expenditure report here, taken from our [Annual Report](#). Click on the links below to access our last three years' annual accounts.

	Unrestricted Funds 2021 (£)	Restricted Funds 2021 (£)	Total Funds 2021 (£)	Unrestricted Funds 2020 (£)	Restricted Funds 2020 (£)	Total Funds 2020 (£)
Income						
Donations and legacies	18,779	-	18,779	23,821	-	23,821
Income from investments	84	-	84	2,541	-	2,541
Income from charitable activities	48,843,398	4,708,990	53,552,388	42,858,573	4,410,557	47,269,130
Other income	23,590	-	23,590	18,339	-	18,339
Total Income	48,885,851	4,708,990	53,594,841	42,903,274	4,410,557	47,313,831
Expenditure						
Raising funds	225,354	-	225,354	94,942	-	94,942
Charitable activities	46,851,933	4,749,351	51,601,344	40,340,933	4,820,242	45,161,175
Total Expenditure	47,077,347	4,749,351	51,826,698	40,435,875	4,820,242	45,256,117
(Loss)/Profit on disposal of fixed assets	(9,025)	-	(9,025)	(15,656)	-	(15,656)
Net income	1,799,479	(40,361)	1,759,118	2,451,743	(409,685)	2,042,058
Other recognised gains/ (losses)						
Unrealised loss on investments	734	-	734	(1,665)	-	(1,665)
Unrealised foreign exchange gain	-	-	-	-	-	-
Net movement in funds before transfers	1,800,213	(40,361)	1,759,852	2,450,078	(409,685)	2,040,393
Transfer between funds	(40,361)	40,361	-	(331,796)	331,796	-
Total funds brought forward	16,390,799	-	16,390,799	14,272,517	77,889	14,350,406
Total funds carried forward	18,150,651	-	18,150,651	16,390,799	-	16,390,799

Annual Accounts March 2021

Annual Accounts March 2020

Annual Accounts March 2019

Meet the Board



Ken Brundle
Chair

Ken was employed in various roles within Short Brothers plc since joining in 1973 both in Operational Research and project management roles in military aircraft. Following the Bombardier acquisition of Shorts in 1989, Ken was appointed to lead the fabrications activity at Belfast and his responsibilities were later widened to cover Aero structure Assembly. With the formation in 1996 of Bombardier Aerospace, he was appointed to Vice President and General Manager and was responsible for aerospace operational activity at Belfast, including Belfast City Airport. In May 2000, Ken was appointed Executive Vice President Operations at Bombardier Aerospace and was responsible for all aerospace operational activity in Montreal, Toronto, Wichita and Belfast until his return to Belfast in 2004 to take up the role of Vice Chairman. He was appointed Chairman in 2012.

Ken is a former Chairman of both Maydown Precision Engineering and Belfast City Airport and is currently a Director of The Cancer Fund for Children, Honorary Chairman of Bombardier Aerospace Belfast and Chairman of Ulster Wildlife. Additionally he Chairs all of Bombardier defined benefits pension schemes in the UK with combined assets of over £3 billion. Ken is also the Canadian Honorary Consul for Northern Ireland.

Ken was appointed Chair of the Praxis Care Board in October 2011.



John McGregor
Vice Chair

John spent most of his career in the Construction Industry, Business to Business Support and Third Sector Engagement. Prior to his retirement, he worked for HBE as a Buildings Asbestos Surveyor, providing advice on Health and Safety.

John has been a volunteer on many organisations which include: Volunteer Reader Cliftonville PS, Chairman Lisburn Institute, PSNI College Advisory Board Chairman of Strategy Group, Chairman Prison Fellowship, Chairman Laganview Enterprises, West Belfast Employment Services Board and Belfast Health Action Zone Council.

John is the current Vice Chair of Praxis Care and Chair of the Finance Committee and the Care & Development Committee. He has been a member of the Praxis Care Board since 1998.

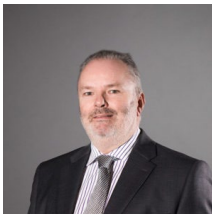


John Melvin

A qualified engineer with an MBA, John has many years of consulting and management experience in a range of industries, public and private. Currently John is a consultant working independently or in conjunction with other firms focusing on (ISO) management standards, process, change and lean management.

John qualified as a Chartered Director with the Institute of Directors (IoD), London in 2016 and has considerable experience in governance, leadership and strategy gained through this qualification as well as 3 years' experience as a Non Executive Director at VHI, the largest private health insurance company in Ireland. During his time at VHI, John chaired the Board's Sub Committee on Cost Management as well as being a member of the Strategy, Risk Management and Compliance and Internal Audit Sub Committees.

John was appointed to the Praxis Care Board in September 2021 and is a member of the Finance Committee.



Timothy Hopkins

Tim is a Chartered Valuation Surveyor with extensive experience in Dispute Resolution. He is a Director at Hopkins Chartered Surveyors Limited and his specialist field is the valuation of land and property throughout Northern Ireland. Tim was appointed as a Board Member in 2017 and is Chair of the Property Committee.



Oswyn Paulin

Oswyn was the first Head of the Government Legal Service of Northern Ireland retiring recently after a career of 39 years as a solicitor in the Civil Service. He is also a member of the Board of Governors of Wellington College Belfast. Oswyn joined the Board of Praxis Care in 2016 and is Chair of the Governance Committee.



Noreen Roche

Noreen Roche is the founder of Noreen Roche Consultants. She is a registered general nurse both in Ireland and the UK. In addition she is qualified in areas of nursing management, legal and ethical aspects of nursing, psychology, safety health and welfare at work, and also holds a Master's of Science in Health Ergonomics. Together with her qualifications and experience in the nursing, medical and legal consultancy fields, Noreen offers a nationwide professional and informed service in the provision of comprehensive nursing care reports and costings in catastrophic personal injury cases, in preparation for High Court, mediation and tribunal hearings in accordance with the Irish health sector. She also investigates occupational injuries within the health sector.

Noreen was appointed to the Praxis Care Board in October 2015.



**Ambrose
McLoughlin**

Ambrose McLoughlin retired in July 2015 after 40 years of service at a senior level in Ireland's health and social services, having served as Chairperson of the Health Service Executive and Secretary General of the Department of Health from 2012 until his retirement.

Ambrose is the current Chairperson of the Heartbeat Trust and has been a member of the Praxis Care ROI Advisory Group and Praxis Housing Association, where he chairs the Audit and Risk Committee, since 2016. He was appointed to the Board of Praxis Care in September 2019.



Mike Dawson

Mike Dawson joined Belfast Harbour Commission as People and Corporate Services Director in August 2021 and is responsible for their People, IT and Digital Transformation strategies. Mike holds an LLB Honours degree in Law from the University of Liverpool, a Post Graduate Diploma in Human Resource Management from Queen's University Belfast, an MA and an MBA. Mike is a Fellow of the Chartered Institute of Personnel and Development and holds SHRM-SCP status from the Society for Human Resource Management. Mike previously held senior roles with Dale Farm, Glen Dimplex Group and Schrader Electronics; he was also a non-executive director with Food and Drink Sector Skills.

Mike was appointed to the Praxis Care Board in October 2020 and is Chair of the HR Committee and a member of the Governance Committee and IT Sub Committee.



Alyson Dunn

Alyson made a huge contribution as Director of Care in Praxis for 13 years, before leaving to take up a senior managerial position in disability services in the Northern Trust. She returned to Praxis Care as a member of the Board in October 2020 and is a member of the Care & Development Committee.

Job Description

POSITION TITLE	Chief Executive Officer
LOCATION	2 days minimum per week in Belfast Head Office
REPORTING TO	Praxis Board
FUNCTION / DEPARTMENT	CEO
REMUNERATION	The basic salary for this role will be commensurate on experience of the successful individual
PENSION	Employer pension contribution is 23.5% employer and 6% employee contribution
ANNUAL LEAVE	32 days plus 10 statutory days
TRANSPORT	The CEO is required to travel regularly across the various Praxis sites. Appointees must have access to a form of transport which will enable them to meet the requirements of the post in full.
CAR ALLOWANCE	£10,000 per annum or equivalent
ADDITIONAL BENEFITS	Income Protection; Health Insurance

JOB PURPOSE / SUMMARY:

To provide strategic leadership and maintain overall responsibility for the vision, direction, management and performance of the charity, including internal priorities, statutory requirements, achieving performance targets, securing and promoting continuous improvement and for providing high quality and effective services within a clear financial framework. To oversee the growth of the organisation through tendering, acquisitions, mergers and speculative development whilst ensuring the financial health of the charity.

The CEO, as the key point of Leadership in Praxis Care, is required to demonstrate and promote the value base of the organisation and to ensure that the organisational values of caring, compassion, integrity, protection of individuals, innovation and person-centred assistance are strongly embedded in the culture and are clearly demonstrated in all interactions both inside and outside the charity. It is also a key requirement that the person in role is accountable for the protection and rights of the people we support and is passionate in continuing and promoting the ethos we bring to promoting their independence and helping them live to their full potential.

REQUIREMENTS OF THE ROLE:

- Responsible for the ongoing performance and development of all Praxis Care staff
- Model the organisational values, behaviours and competencies at all times
- Responsible for delivery of the vision, mission, strategy and business plans of the organisation

KEY ACCOUNTABILITIES:

1. To be responsible for the long term strategy and structure of the organisation, its probity and effectiveness. To lead the visionary and strategic initiatives for business opportunities and growth and determine the key development and delivery needs linked with the long-term strategy. To ensure ongoing resources are available to maximise the achievement of those objectives and develop the organisational profile and reputation to build long term sustainability of tender and business opportunities.
2. To be accountable to the Board in leading and managing governance, risk, compliance and quality of services and process in a highly complex and safety focused organisation. To ensure that human, physical and capital resources are effectively deployed and maintained to meet the needs of the people we support and that legal, health and safety and security measures are in place and adhered to at all times.
3. To provide clear and positive direction and leadership to the senior leadership team and ensure high performance service outcomes in terms of quality, safety and standards demonstrated through rigorous performance management measures and holding others to account for achieving performance standards. To oversee employment and ensure adequate resourcing of the right people to meet organisational goals and to foster a positive and collaborate culture.
4. Establish high level strategic collaborative relations with external partners in the public, private and voluntary sectors to foster the development of initiatives which will improve services and inter-agency communication. To direct the funding strategy and foster good relations with other stakeholders in the social care economy and achieve and sustain high levels of public confidence and trust in the quality and effectiveness of service provision.
5. To ensure that effective financial systems, controls and management information are available to facilitate the early detection of budget overspend and necessary corrective action. To determine appropriate departmental budgets and relevant spends and ensure these are managed appropriately and consciously.
6. Work with the Chair to ensure that the Board works effectively in fulfilling its role in the delivery of targets to deliver effective governance in accordance with voluntary sector values and relevant code of business practice. To attend all Board meetings and provide updates and presentations and keep Board Members informed of activity and progress.

Person Specification

	CRITERIA
ESSENTIAL EDUCATION / TRAINING QUALIFICATIONS	Degree level education or equivalent
DESIRABLE	MBA, Master's or professional qualification in relevant field
ESSENTIAL EXPERIENCE	5 Years' relevant experience, within the last 2 years, at CEO or Director level in the public, private or voluntary sectors, ideally within a care organisation, large charity or social enterprise, developing and implementing strategic plans - Successfully completed large scale organisational change and growth programmes and service improvement initiatives within a highly complex organisation - Experience of supporting the annual budget setting process; ensuring the delivery of organisational objectives by managing competing budget priorities through the prioritisation of resources, ideally with budget responsibility of £5M or more - Highly developed leadership and people skills in order to motivate and support staff to deliver desired business outcomes in an organisation of 300 or more staff - Demonstrable track record of commercial acuity and business acumen applied within an organisational context that has led to successful and diverse development opportunities, innovative and improved strategic initiatives, driving growth and change programmes, competitive advantage and partnership led specialist programmes to enhance business opportunities - Highly developed communication skills with an ability to build relationships at all levels and across all spheres within society
ESSENTIAL SKILLS AND COMPETENCIES	- Entrepreneurial and innovative in style and aptitude - Must demonstrate high levels of curiosity, insight, engagement and determination across all areas and disciplines - Must demonstrate high levels of business acumen - Exceptional strategic vision and outstanding leadership abilities with the ability to deal with highly challenging situations - Ability to quickly establish credibility and effective relationships with a wide range of key stakeholders - Highly innovative and adaptable thinking style - Ability to demonstrate analytical, reflective, critical and lateral thinking
ESSENTIAL ATTRIBUTES	- High personal integrity - Highly motivated and energetic in approach to getting things done - Constantly strives for excellence with strong emphasis on outcomes - Reliable, personable and positive in approach

Expectations of the Postholder

DECISION MAKING AUTHORITY	RECOMMENDATION TYPES AND LEVELS
• Ability to make key strategic decisions within parameters agreed with Board • Ability to make key high level decisions for organisation application with discretion to act independently deciding when it is necessary to refer to Board • The chief executive has overall responsibility for the management and performance of the organisation and has the authority to make operational decisions on human, physical, capital and financial resources	• Provides professional/expert recommendations to Board on long term strategy i.e. outline strategy, to include interpretation of government thinking and necessary backdrop on social, economic and political climate • Recommendations on interpretation and development of ministerial priorities relating to the social care sector to Board/committees • Recommendations on service transformation/delivery in the wider context of the mixed economy and not simply the voluntary sector, to the Board, through the Directors of Care and Development, to external stakeholders • Recommendations on changes in service provision to SLT in line with strategy, service direction and financial viability of projects

How to apply

Please forward a CV together with a 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 on the recruitment timetable. You will also be asked to submit a separate **equality form** (see below).

The deadline is **Noon on Monday 28 November 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

Praxis Care 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, Monday 28 November 2022

First Interviews

Thursday 1 and Friday 2 December 2022

Second Interviews (may include a seen or
unseen task)

Thursday 8 December 2022 (subject to confirmation)

Final Interviews

Thursday 15 December 2022 (subject to confirmation)



Please address any enquiries relating to the advertised position, and your submission, to Praxis Care'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:

Praxis Care
25-31 Lisburn Road
Belfast
BT9 7AA

Tel: +44 (0) 28 9023 4555
Email: info@praxiscare.org.uk

Company Limited By Guarantee | Registered Office 25-31 Lisburn Road, Belfast, BT9 7AA | Registered in Northern Ireland (NI017623) | Registered with the Charity Commission Northern Ireland (NIC103672) | Registered in Ireland (908491) | Registered Office: Unit 18, Ardee Business Park, Hale Street, Ardee, Co Louth, A92 XH76 | RCN 20100919 | Registered as a Charity in the Isle of Man (0826)