

# Chief Executive Officer

CANDIDATE BRIEFING DOCUMENT



March 2024

# **ABOUT COACTION WEST CORK**

Founded in 1974 by a group of parents and friends, CoAction West Cork is a community-based organisation and a designated HSE service provider for children and adults with an intellectual disability and/or autism providing critical services (children services, adult day services, respite and residential) to approximately 700 children and 160 adults across five West Cork locations (Bantry, Castletownbere, Dunmanway, Clonakilty and Skibbereen).

CoAction believe passionately in a diverse society where difference is celebrated, and everyone can enjoy the opportunities that society has to offer while living a full life in their local community. They recognise that each person may require additional supports at different stages in life and strive to work with each individual to provide appropriate supports in an empowering framework that focuses on and promotes ability.



## **VISION**

CoAction recognises that the children and adults availing of our services and supports are unique individuals with abilities who belong in a world in which each person participates fully in all aspects of life as an equal citizen.

## **MISSION**

CoAction provides quality services to support children and adults with an intellectual disability, with or without autism. We will achieve this by helping each person reach their full potential, working in partnership with their families and carers within their community.

## **STAFF**

CoAction currently has approximately 280 staff members

## **FINANCIAL INFORMATION**

CoAction is mainly funded by the HSE under Section 39 of the Health Act 2004. In the year ending 2022, CoAction had an income of €10,988,912 against expenditure of €10,355,273.

## **GOVERNANCE**

CoAction West Cork is governed by a Board who are responsible for the organisation achieving its strategic aims, remaining commercially viable and overall governance of the organisation. The Board is currently chaired by John Nolan and is comprised of 8 members. CoAction also complies with regulations set by the HSE and other bodies.

## CONTEXT FOR APPOINTMENT

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CoAction is seeking to appoint a new Chief Executive Officer, who will ensure the effective operation and growth of the organisation and maintain the continued support of the organisation's stakeholders and beneficiaries.

The Irish social care sector has experienced significant challenges in recent years and CoAction has also been through a period of significant change and challenge.

This role presents a great opportunity for a strong people leader who can successfully manage change, build a high performing team and ensure positive relationships with all key stakeholders.

The successful candidate will develop a new strategy to propel the organisation forward and, most critically, ensure a strong focus on staff development and service delivery growth to meet the needs of its service users and their families.

This is an exciting opportunity to shape the future direction of a vital West Cork organisation and make a meaningful impact.



## THE POSITION

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<b>Title</b>	Chief Executive Officer
<b>Reporting to</b>	Board of Directors
<b>Direct Reports</b>	6 (Director of Services, Childrens Disability Network Manager, HR Manger, Head of Quality & Development, Project Manager, Finance Manager)
<b>Place of Work</b>	Slip, Bantry, Ireland, P75N840 <i>(hybrid work options available)</i>
<b>Contract Type</b>	Permanent <i>(following probationary period)</i>

## ROLE SUMMARY

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The CEO is responsible for leading the development and execution of CoAction's long-term strategy with a view to ensuring they are providing the best possible service to the children and adults supported.

The CEO is ultimately responsible for all day-to-day management decisions, and for implementing the organisations long and short-term plans.

The CEO has overall responsibility in conjunction with the Board to restore service capacity and maintain and develop best practice in relation to service provision, quality systems, staff capability and performance, financial management, person centred service planning and promotion of CoAction to multiple stakeholders.

## Leadership

- Demonstrate ambition and commitment to CoAction's service users while leading, inspiring and motivating staff and volunteers in the delivery of CoAction's strategy and plans.
- In collaboration with the board, lead the review and development of a medium to long-term strategy for the charity and ensure CoAction's services align with its mission, ethos, and new strategic plan, implementing policies and procedures to ensure they are family, person-centred and informed by current best practices globally.
- Lead change, innovation and improvements in line with strategic objectives and lead the Senior Management Team (SMT) in restoring and growing capacity and delivering the best possible services.
- Develop a safe, inclusive and respectful work environment for all staff while providing the necessary leadership and direction to ensure that the overall purpose, strategy and service plans are contributed to and understood by staff to ensure their active participation in high quality and effective service delivery.
- Develop an effective, can-do, performance-based culture with transparent, data driven KPIs and reporting demonstrating clear progress in growing and tracking capacity, quality of care, service utilisation, financial performance, service user & staff satisfaction and compliance.
- Lead in the development and implementation of a fully integrated model of service delivery, based on national models.
- Ensure that CoAction is represented on relevant Committees / Working Groups and other relevant bodies both locally and nationally.
- Ensure all engagement and dialogue with the media is managed by the office of the CEO to promote CoAction's image in the most positive manner.

## Resource Management

- Run the charity efficiently and effectively through the development and implementation of operational plans as well as ensuring appropriate and timely performance monitoring and reporting is in place to ensure positive performance and the highlighting of any challenges.
- Review the current operations and staffing model to consider structure and roles, the development of a fit for purpose recruitment strategy and staffing model, the use of outsourced partners to ensure the right people in the right roles and a highly motivated, high performing team.
- Given recruitment and resource challenges, review current operations to consider the use of outsource providers to ensure effective operations that meet the needs of the charity and its service users.
- Be responsible overall for the financial health of the charity including developing, overseeing and monitoring an effective programme of income generation and managing any potential funding shortfalls.
- Work closely with the Finance Manager to oversee the effective management of all resources, approve /sign-off payments and purchases in line with the delegated duties to the CEO and National Financial Regulations (NFR).
- Ensure capital projects are tendered for, and managed, in line with the organisations Procurement policy and approved levels of authority.
- Line manage and monitor staff resources in accordance with CoAction's policies and procedures and prevailing employment law.
- Monitor and control the use of resources in accordance with the CoAction's finance policies and procedures.

## Working Through Others

- Collaborate with HSE to lead the Senior Management Team in assessing service needs, setting priorities, and developing services in line with National Disability Policies like New Directions and Progressing Disability Services.
- Ensure that effective staff engagement and communications are in place and that information updates are disseminated in a timely manner.
- Demonstrate pro-active commitment to all communications and engagements with internal and external stakeholders.

## Quality, Safety and Risk Management

- Be fully familiar with the provisions of the Safety, Health and Welfare at Work Act
- Ensure high standards of governance for all services including the identification and control of risks to achieve effective, efficient, and positive outcomes for people supported and staff.
- Ensure that any significant risks that CoAction is exposed to are communicated to the board and reviewed regularly by the board and SMT.
- Ensure staff are familiar with the requirements stated in the Risk Management Strategy and that they comply with the organisations Risk Management Incident/Near miss reporting Policies and Procedures.
- Ensure that appropriate risk analysis and monitoring systems are in place and Complaints Management is integrated into the quality and safety agenda and is part of integrated learning.
- Ensure appropriate systems are in place for measuring quality of outcomes and the effective use of resources such as Key Performance Indicators.
- Have a working knowledge of the Health Information and Quality Authority (HIQA) Standard and comply with associated HSE protocols for implementing and maintaining these standards.
- Ensure compliance with Data Protection and Freedom of Information legislation



## Governance & Compliance

- Ensure that the board receives all necessary advice, guidance and information on matters relating to current performance, the short- and long-term future of the charity, regulatory and legal compliance and other appropriate issues; making sure that such advice, guidance and information are timely, honest, balanced and relevant.
- Ensure that all staff understand and support the governance role of the board and that there is a positive and constructive working relationship between the board and the SMT.
- Support the Board and its subcommittees in ensuring compliance with corporate governance requirements as set out by the HIQA standards and guidelines, CRA, CRO, AHBRA; and as required by funders, in particular, the HSE (SLAs).
- Proactively support and report to the Board by preparing monthly papers and ensuring compliance with statutory and legal obligations
- Ensure there are structures in place that support compliance with key organisational policies including Safeguarding of vulnerable adults and children at risk of abuse; Risk management, Restricted Practices; Confidentiality and Protected Disclosures.
- Implement measures to establish and maintain service delivery standards, monitor performance, and address variances.
- Ensure that management and staff understand and support the governance role of the board and that there is a positive and constructive working relationship between the board and the SMT.

*These duties are a guide to the general range of responsibilities and are neither definitive nor restrictive. From time-to-time, the post-holder may need to undertake other duties commensurate with the post, as designated by the Board.*

## KPIs / PRIORITIES AFTER 6 MONTHS

After 6 months in the role, you will be expected to be working towards the following KPIs and priorities:

- Have a comprehensive understanding of the organisation, its challenges and the enablers of successful disability service delivery.
- Lead on the development and implementation of a new Strategic Plan with a strong focus on delivering a service with capacity and quality that meets the needs of all service users.
- Develop and implement a sustainable recruitment and staffing model to address the current recruitment challenges and ensure the right people in the right roles as well as a highly motivated, high performing team culture.
- Establish positive working relationships with the board, senior management team, regional hub managers and all team members.
- Build strong relationships with key external stakeholders, including HSE, families and carers and media.
- Develop an effective, performance-based culture with transparent, data driven reporting demonstrating clear progress in growing and tracking service delivery.

## PERSON PROFILE

The ideal candidate for the CEO position at CoAction West Cork should possess significant senior management experience, particularly in people leadership, financial and human resource management.

They must demonstrate a successful track record of driving significant change within complex multi-stakeholder environments, problem solving and delivering safe, quality services through cross-disciplinary collaboration.

Ideally, the postholder will have a non-profit background or knowledge of the disability sector.

Exceptional communication skills are essential for fostering effective engagement with various stakeholders, along with a commitment to driving positive change within the organisation.

Additionally, they should demonstrate sound commercial acumen, strategic planning capabilities, and a proven ability to manage resources effectively while maintaining high standards.

Personal dedication to the mission, vision, and ethos of CoAction West Cork, alongside the ability to provide strong leadership is also crucial.

## CORE COMPETENCIES AND SKILLS

Criteria	Essential	Desirable
Track record of achievement (at least 5 years) in a similar high-level, strategic leadership role, ideally within the sector in a multi-disciplinary setting.	✓	
Third Level qualification in business, or related discipline	✓	
Evident experience of inspiring, managing, and developing a team, particularly working in a collaborative and inclusive manner.	✓	
Demonstrable capability to plan and manage activities to achieve strategic outcomes, as well as operating effectively at a tactical level.	✓	
Strong analytical skills and highly numerate with experience of budget management.	✓	
Exceptional relationship building skills and an ability to work with a diverse range of stakeholders including the Board, the HSE, service users and their families, as well as the wider local community in the region.	✓	
Ability to work under pressure and identify, set and deliver to deadlines	✓	
Strong understanding of non-profit governance and regulatory requirements	✓	
Strong passion for CoAction's mission and a strong understanding of the services they deliver and the service users they support.	✓	
Excellent IT skills, particularly MS packages e.g., Word, Excel, Outlook	✓	
Full clean driver's licence and access to a car	✓	
Skilled communicator with experience in advocacy, public speaking, and media relations.		✓
Experience working in the non-profit sector and understanding of relevant policies, legislation etc, impacting individuals with disabilities		✓

*If this role is of interest to you and you believe you have what it takes to be successful, but don't necessarily believe that you meet every single criterion in the table above, please do still get in touch so we can discuss further how you may be a fit.*

## REMUNERATION

A competitive salary commensurate with experience is offered for this position.

Non-pay related benefits include:

- Pension scheme with 7% employer contribution
- 25 days annual leave



## APPLICATION PROCESS

Recruitment for this role is being managed exclusively by 2into3.

If you are a dedicated professional with the drive to help to shape the future of CoAction West Cork and a passion for making a difference, please send your CV and cover letter ([in word document format only](#)) to Nadine McAllister.

All enquiries regarding the role will be held in strictest confidence.

The closing date for applications is **Friday 12 April 2024**.

### Contact Details

- Email [Nadine.McAllister@2into3.com](mailto:Nadine.McAllister@2into3.com)
- Address The Academy, 42 Pearse St, Dublin D02 YX88
- Telephone 086 085 6428
- Website [www.2into3.com](http://www.2into3.com)

*CoAction West Cork is an equal opportunities employer who believe that diversity is a strength in the workplace. We therefore welcome applications from suitably qualified candidates, irrespective of gender, disability, marital or parental status, racial, ethnic or social origin, colour, belief, religion or sexual orientation.*

*At 2into3, we endeavour to make all reasonable accommodations to facilitate the participation of candidates with disabilities in the recruitment process. Please let us know if you require any specific accommodations.*