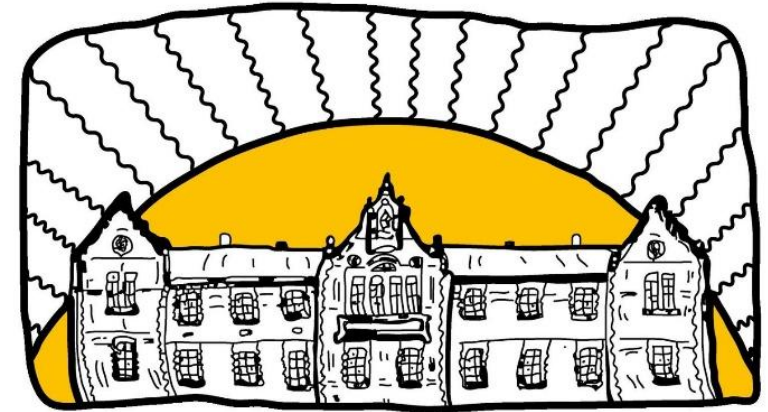


# EXECUTIVE DIRECTOR CANDIDATE BRIEFING DOCUMENT



ST. ANDREW'S RESOURCE CENTRE

**2into3**  
Transforming Social Impact

January 2025

# ABOUT ST ANDREW'S RESOURCE CENTRE

**St Andrew's Resource Centre** is a long established and respected provider of services to the inner-city communities of Westland Row, City Quay, and beyond. It provides a broad range of services to support families across the life-cycle. Its joined-up approach to services reflects its holistic model and drives its commitment to innovation. The Centre has a strong values base and is committed to the principles of community development.

St Andrew's is a Family Resource Centre that operates with the support of a wide range of statutory funders and philanthropic donors and engages with an extensive network of partners and stakeholders.

For further information, please visit <https://www.standrews.ie/>



# MISSION

To deliver high quality, creative and holistic response to the needs of families and individuals in the community of Westland Row and City Quay Parishes and to others who avail of the services, so as to enable them to live fulfilled and autonomous lives with the highest possible levels of wellbeing – in terms of health, employment, relationships, mental, social and spiritual development.

# VISION

That the Centre will remain at the heart of the community of Westland Row and City Quay Parishes, as a trusted resource that is effective in enabling the community to remain confident in its identity, assertive in pursuing its needs in a challenging period, dynamic and generous in solidarity across its members and welcoming to newcomers, and that in doing so, St Andrew's will be respected by its statutory partners and attract increased private sector support.

# VALUES

Respect for the dignity of all, community development, a holistic approach, partnership, innovation and capacity building of our team.

# GOVERNANCE

St Andrew's Resource Centre is a company limited by guarantee, governed by a Board of Directors and is registered with the Charities Regulator.

# FINANCES

St Andrew's Resource Centre has a total income of approximately €5.3 million, funded primarily through government grants, corporate partnerships, and traded income.

# STAFF STRUCTURE

St Andrew's Resource Centre have a dedicated team of 30 full-time and 119 part-time staff, in addition to 90 volunteers.

# CONTEXT FOR APPOINTMENT

Following the untimely death of its long-serving Administrator, the Centre wishes to appoint an Executive Director who will lead the organisation into the next phase of its development, promote the continuing development of the staff and volunteers and strengthen its engagement with the Centre's stakeholders.

The successful candidate will ensure the effective operation of the Centre, develop the policies, systems and processes to underpin its performance, and lead its strategic development.



# THE POSITION

<b>Title</b>	Executive Director
<b>Reporting to</b>	Chair and Board of Directors
<b>Direct Reports</b>	10 ( <i>Financial Controller, Managers of: Education &amp; Training Hub, Family Support, Homecare &amp; Day Centre, Youth Service, Child Care, CE, Adult Education, Sport &amp; Recreation Centre, and Facilities Management</i> ).
<b>Place of Work</b>	St Andrew's Resource Centre, 114-116 Pearse Street, Dublin 2 ( <i>some flexibility for periodic remote working on occasion, subject to business requirements</i> ).
<b>Contract Type</b>	Full-time, permanent; following probationary period.

# ROLE SUMMARY

St Andrew's Resource Centre is seeking an experienced and dynamic Executive Director to lead the organisation and management team to deliver high-quality and innovative services; achieve its vision of a holistic and integrated response to community needs; develop its relationship with stakeholders, funders and donors, and promote a culture that reflects its values and ethos.

They will have overall responsibility for the Centre's direction, management and administration, including ensuring regulatory compliance and the development of appropriate policies, systems and procedures. They will demonstrate a collaborative management style, a commitment to developing the capacity and skills of the Centre's team and will have excellent internal and external communication skills.



## Strategy & Operations

- Lead the process of developing strategies in line with the values and mission of the Centre in collaboration with the Board and management team, for adoption by the Board.
- Develop and implement a business planning process and lead the development of annual operating plans with appropriate targets aligned with the Centre's strategic objectives, available resources and obligations to funders.
- Develop information systems to support the planning, delivery and evaluation of the work of the Centre and in particular the coordination and integration of its programmes.
- Develop and apply methods to identify trends in the needs and priorities of these serviced by the Centre.
- Leader the management team in developing a learning culture of self-evaluation and comparative analysis of performance.
- Ensure that a robust budgetary process is integrated into the planning and management of the Centre's activity.



## Leadership

- Provide effective direction and leadership so that the organisational structure of the Centre and the use of its resources support achievement of the strategic priorities set by the Board.
- Maintain an organisational environment and culture to fulfil its mission and vision and promote its values and ethos.
- Ensure that a collaborative management style encourages shared responsibility for the Centre's performance and development.
- Ensure that the values of respect, inclusion, responsiveness and innovation continue to shape the culture and practice of the Centre in responding to the needs of the community and those who use its services.
- Lead the management team in ensuring that the Centre's staff and volunteers are trained and supported to achieve high standards of performance through the setting of targets and KPIs, supervision, monitoring, and regular reviews.

## Stakeholder Engagement and External Representation

- Develop and sustain constructive relationships with key stakeholders, including funding agencies and donors.
- Ensure compliance with the terms of service level agreements and contracts for delivery of services, including the negotiation of such arrangements so that sufficient resources are available for the work of the Centre.
- Engage constructively with the Parishes of Westland Row and City Quay and other community groups to ensure that their perspectives are taken into account in the planning and delivery of services and that there is high awareness of the Centre's work.
- Engage constructively with statutory and voluntary organisations to identify opportunities for collaboration to advance the goals of the Centre.
- Engage with public representatives to advocate for the work of the Centre.
- Develop a fund-raising strategy to increase the resources available to fund the Centre, especially unrestricted funding to support innovation and development.
- Ensure that external engagements and agreements reflect the policies and priorities of the Board.



## Governance, Regulatory and Compliance

- Lead and manage all aspects of governance, ensuring full compliance with statutory and regulatory obligations and all relevant guidelines, policies, and procedures.
- Lead and participate in the regular review, evaluation and updating of the Centre's policies and procedures.
- Ensure that the Centre's risk management system is effective in supporting the Board's duty to assess and mitigate risk.
- Ensure that the Centre's system for managing the use of financial resources delivers value for money and effective internal control.
- Develop and maintain an effective working relationship with the Chair and the Board, ensure that reports to the Board meet their requirements under the Code of Governance for Charities, attend meetings of the Board and its committees as required and support the Board in its strategic planning for the Centre.

*These duties are a general guide to the responsibilities of the Executive Director. They are neither definitive nor restrictive. The post-holder may be required to undertake other duties commensurate with the post, as designated by the Board of Directors.*

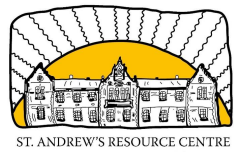


After 6 months in the role, you will be expected to be working towards the following KPIs and priorities:

- ✓ Bring to completion the preparation of a strategic plan for the next three years for adoption by the Board;
- ✓ Prepare and implement an updated performance management framework for the Centre;
- ✓ Implement a streamlined reporting system covering all of the Centre's programmes and impact;
- ✓ Put in place an advisory and oversight mechanism and prepare a draft implementation plan for a new education support fund for Docklands communities.
- ✓ Finalise plans for the remodelling of the Day Centre and the reception area as the last phase of a renovation of the Centre's building.







ST. ANDREW'S RESOURCE CENTRE

# PERSON PROFILE

St Andrew's Resource Centre is seeking an exceptional and experienced leader with a passion for the vision, principles and values which have shaped the Centre's development.

The successful candidate will have a record of strategic leadership in a complex environment, successful management of a large team, accountability for formulating and controlling budgets and a senior reporting relationship to a Board or Chief Executive.

They will have experience of the community and voluntary sector, an understanding of the principles of community development; and a willingness to uphold the values of the Centre.



# CORE COMPETENCIES AND SKILLS

Core Competencies	Essential	Desirable
Track record of achievement (5+ years) in a senior, hands-on strategic leadership role.	✓	
Demonstrable capacity to plan, manage and evaluate activities to achieve strategic outcomes through appropriate operational planning.	✓	
Evident experience of leading, managing and supporting large teams in a collaborative and inclusive manner.	✓	
Proven capacity to build relationships with a wide variety of internal and external stakeholders.	✓	
Experience of preparing and managing budgets and negotiating with public funding agencies.	✓	
Strong understanding of governance and regulatory requirements in the charity sector.	✓	
Excellent analytical, critical thinking and problem-solving skills.	✓	
Excellent written, verbal and negotiation skills, including public and media engagement.	✓	
Excellent IT skills, including the development of management information systems.	✓	
A strong understanding of the mission, values and programmes of St Andrew's Resource Centre and a passionate commitment to their development and to those who make use of the Centre's services.	✓	
A third-level qualification in a relevant discipline is highly desirable but not essential if a candidate can demonstrate an appropriate level of competence, experience, and achievement.		✓

*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

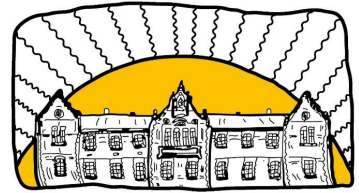
A competitive salary, commensurate with experience, is offered for this position.

### **Non-pay related benefits include:**

- 25 days annual leave
- 5% Pension Contribution Scheme (5% EE, 10% ER)
- Continuous professional development opportunities
- Bike to work scheme



## APPLICATION PROCESS



ST. ANDREW'S RESOURCE CENTRE

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

If you are a determined leader looking to take on a challenging and rewarding role, please send your CV and cover letter outlining your suitability and interest for the role (in Word document format only) to Aoife Duff.

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

Closing date for applications is **Monday, 10<sup>th</sup> February 2025**.

- **Email** [aoife.duff@2into3.com](mailto:aoife.duff@2into3.com)
- **Address** **Huckletree in The Academy, 42 Pearse St, Dublin D02 YX88**
- **Telephone** **+ 353 86 775 9352**
- **Website** [www.2into3.com](http://www.2into3.com)

*St Andrew's Resource Centre is an equal opportunities employer and welcomes suitably qualified applicants from all sections of society. 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.*

*This position is offered subject to satisfactory references and Garda Clearance.*

*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.*