

# Back Up CEO Appointment Brief 2019



Registered Charity Nos. 1072216 and SC040577 Company No. 3596996

## Welcome

Dear Candidate,

I'm delighted you have taken the step to find out about becoming the next CEO of Back Up. It's an exciting time for us. We are currently developing our next five-year strategy, commencing in May 2020, and we have ambitious plans to evolve our services and reach more people affected by spinal cord injury.

Every year, around 2,500 people sustain a spinal cord injury through illness or accident, and Back Up is there to help them regain independence and confidence at every stage. We are proud of our record: for over 30 years we have helped people affected by spinal cord injury to get the most out of life.

In 2018/19, we supported 1,551 people affected by spinal cord injury – the highest number in our history. We have expanded the breadth and depth of our services to meet the needs of everyone affected by spinal cord injury. We offer mentoring, telephone support, wheelchair skills training and residential courses as well as support getting back to work or school. We now support more young people, family members and people over 50 than ever before. We have started developing our support for people with a spinal cord injury who are able to walk. This is typical of our user-led approach: we listened to feedback about our existing offer and expanded to meet the need.

People are at the heart of everything we do. We have a committed and experienced staff team who are supported by an army of passionate volunteers and an enthusiastic board. This Back Up 'family' all share a drive and relentless determination to improve the lives of people affected by spinal cord injury.

We are looking for an ambitious and passionate new CEO, who shares our vision for the future, and can lead our team of people and develop our reach and influence. I think this is a truly outstanding opportunity for someone who connects with our values and wants to make a lasting impact on those whose lives we aim to get back on track.

I do hope that you will feel as excited about the future of Back Up as I do and want to be part of our journey. I look forward to receiving your application.

All best wishes,

Jo Wright  
Chair of Trustees



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## Background



Every four hours, someone becomes permanently paralysed. Spinal cord injury can affect anyone at any time, and changes your life in an instant. Its impact is not only physical – for example, limiting your movement and bodily functions – but also emotional and psychological. People often feel isolated and alone. Less than a third of people with spinal cord injury are in employment. But with the right support and opportunities, people affected by spinal cord injury can go on to live active, independent and fulfilled lives.

Back Up was founded in 1986 by the former British and European Freestyle Champion and James Bond stunt double Mike Nemesvary, whose life was devastated when he broke his neck during a training session. Despite being paralysed from the shoulders down, Mike was determined to get back to the life he enjoyed. Back Up was initially set up to offer ski courses for people with a spinal cord injury. Over the last 30 years, we have significantly expanded the reach of our services to challenge and empower everyone affected by spinal cord injury to live the life they want. 2,500 people are newly injured each year, and we supported 1,551 people in 2018/19 with our services. This includes family members and loved ones of people with spinal cord injury. Back Up receives no government funding and our fundraising activity includes major events, corporate partnerships, community fundraising, individual giving and trusts. In 2018/19, income was over £1.7m.

More information about Back Up and how we work can be found here:

<https://www.backuptrust.org.uk/about-us>



The NHS now estimates that 2,500 people sustain a spinal cord injury each year - as opposed to 1,000 people as previously thought - and only between one third and half of recently injured people are able to access specialist NHS care.



## Our vision, mission & values

### Our vision:

- A world where people affected by spinal cord injury can realise their full potential

### Our mission:

- To inspire people affected by spinal cord injury to transform their lives
- To challenge perceptions of disability
- To deliver services that build confidence and independence and offer a supportive network.

### Our values:

- Driven by the needs of people affected by spinal cord injury, we are passionate about transforming lives
- Through challenge and fun we open up possibilities to develop, achieve and get the most out of life
- We respect individuality and embrace diversity
- We strive for quality and excellence in all we do.

## Our Current Strategy and Future Plans

Back Up is entering the final year of our current strategy that sought to increase our income, reach more people affected by spinal cord injury, and prioritise those in greatest need. We based this strategy on a detailed review of the needs and the views of the people with whom we work and framed it around three key themes: an inclusive organisation, a leading organisation and a sustainable organisation.

In the last five years, we've made great strides to achieve the three overarching aims of our current strategy. Back Up has supported more families and people based in Scotland than ever before and offered new support to people with a spinal cord injury who can walk. We've shared our expertise nationally and internationally and developed closer relationships with our charity partners – leading to better outcomes for everyone affected by spinal cord injury.

**As we look towards 2025 and develop our next strategy, there will be greater need for our services as a result of factors such as:**

- NHS and Local Authority funding cuts
- New data shows around 2,500 people sustain a spinal cord injury each year versus the 1,000 previously assumed and planned for
- Only between one third and one half of newly injured people are able to access specialist spinal cord injury rehabilitation, and those that do face shorter stays
- A changing age profile and type of injury

These factors affect people's wellbeing, their potential to maximise their independence, and their ability to participate in normal everyday activities and roles. People with a spinal cord injury have high support needs around employment, and pressure on them to be working is increasing.

With a much bigger spinal cord injured population, Back Up is also re-evaluating how we define greatest need, and how we can ensure that our services have the greatest impact on the largest number of people possible. Of particular concern is considering how Back Up can reach the estimated 60% of people who don't receive specialist rehabilitation at a spinal centre (children and people with a spinal cord injury not caused by an accident are more likely to be excluded). These questions will play a central role in the exploration and development of our next five-year strategy.

Back Up's next CEO will work with our trustees and senior management team to refine our overarching goals for 2025 and prepare the charity and its key stakeholders for the launch of the new strategy in May 2020.

## Our Services

At Back Up, we inspire people affected by spinal cord injury to get the most out of life. For over 30 years, we've helped people and their families to rebuild their independence after a devastating spinal cord injury. Our award-winning, practical services challenge the perceptions of what's possible and increase people's skills and confidence.

Today, we're at the forefront of helping people adjust positively to spinal cord injury – because our support is provided by people who have been there and can understand. At Back Up, we're here for people in their darkest hours – so they get back up to living life to the full. Our services include:

**Telephone Support Service** Our outreach and support team is proactive and reactive and available to anyone with a spinal cord injury and family members. Last year, 94% of people receiving telephone contact felt more supported.

**Mentoring** A volunteer mentor with a spinal cord injury and trained by a clinical psychologist is matched to a mentee. Last year, 97% of mentees increased in three out of five coping strategies.

**Family Mentoring** Supporting family members of people with a spinal cord injury to move forwards with their lives. Last year, 95% of mentees achieved their personal goal.

**Wheelchair Skills Training** Wheelchair skills sessions delivered in all spinal centres and follow up sessions out and about delivered by experienced trainers who have a spinal cord injury. Last year, 94% of people learned skills after attending a session

**Education Inclusion** Supports education providers and children, young people and their families through face-to-face meetings, visits and by providing advice on the telephone, email or via an online toolkit. Last year, 100% of children/young people felt happier after receiving intensive support from Back Up.

**Courses** Residential courses for people of all ages to increase confidence and independence in a supportive environment. 100% of participants achieved their personal aims for the course last year.

**Back Up to Work** Residential course equipping individuals with the knowledge and confidence to work towards their employment goals. 100% of participants achieved their personal aims for the course last year.

**Volunteering** This is crucial to Back Up. We have over 400 committed and passionate volunteers who deliver our services and remain at the heart of what we do.

## How we work

### **Our user-led approach**

We know that people affected by spinal cord injury are best placed to know what they need and how to support others in a similar situation. People affected by spinal cord injury are involved throughout Back Up, delivering our services and forming a significant proportion of our staff, volunteers and board of trustees (we always aim for at least 50% of board members to be spinal cord injured.)

We pride ourselves in being innovative and creative to ensure people affected by spinal cord injury drive our strategy and services. Consultation happens at every stage of decision-making, from establishing need, to designing and developing the services, to delivery and then review and recommendations.

### **Peer support**

At Back Up, peer support has always been a central part of our work. Many of our staff and volunteers are affected by spinal cord injury, and they regularly draw on their experiences in the delivery of their jobs. Indeed, we have many staff and volunteer opportunities that are only open to people with lived experience of spinal cord injury because of the specific skillset they require.

Many of the people we support remark that having the chance to speak to others in a similar situation makes a huge difference to their emotional and physical wellbeing. For some, Back Up's services offer the first chance to speak to someone else who understands life with a spinal cord injury. This supportive network can play a vital role in getting back up to living life to the full.

You can learn more about how we work on our website here:

[www.backuptrust.org.uk/about-us/how-we-work](http://www.backuptrust.org.uk/about-us/how-we-work)



## Financial Summary 2018/19

### **6.6% growth in 2018/19**

In 2018/19, Back Up raised £1,793,709 – the highest amount in our history. Income has increased by 6.6% compared to the last financial year, and this has helped us to achieve a surplus of £107,721.

### **Restricted income accounts for 29% of the total**

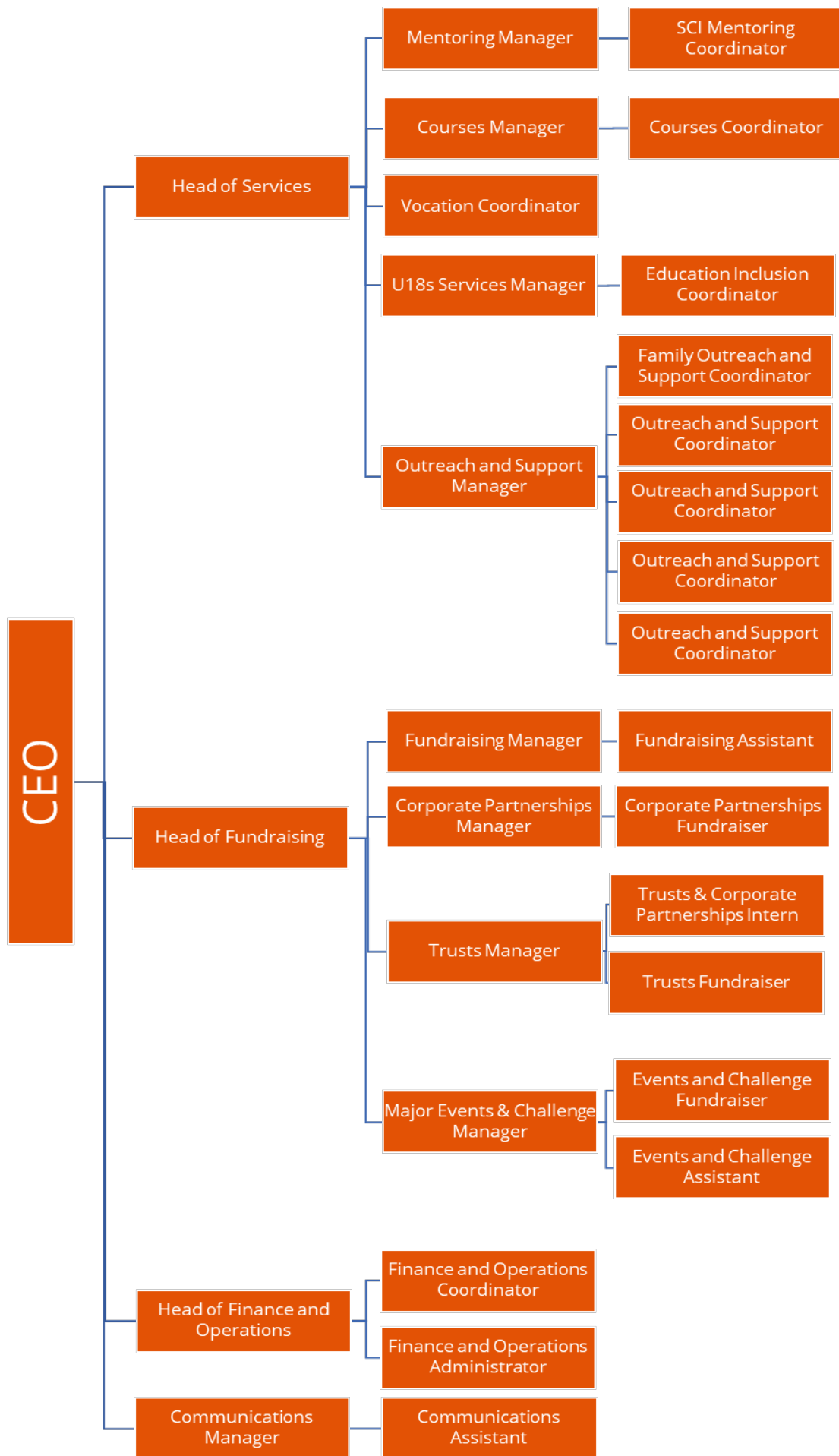
Back Up receives no government funding, so we rely entirely on the efforts and generosity of our supporters, fundraisers, charitable trusts and corporate sponsors. Therefore, we aim for no more than 40% in restricted income to ensure the smooth running of the charity. In 2018/2019, restricted income accounted for 29% of the total.

### **Trading income accounts for approximately 10% of income**

Back Up also owns a trading subsidiary called Back Up Promotions Ltd. It was active throughout 2018/19 and accounted for approximately 10% of the overall income.

For further information, please review our latest annual reports on our website: [www.backuptrust.org.uk/about-us/our-impact](http://www.backuptrust.org.uk/about-us/our-impact)

## Current Organisational Structure



## Role Description

<b>JOB DESCRIPTION</b>	Chief Executive
<b>REPORTS TO:</b>	Board of Trustees, through the Chair
<b>LOCATION:</b>	Wandsworth, London, with some travel required and the option of one dedicated work from home day

### **PRINCIPAL ROLE:**

- To provide clear and mission driven strategic leadership to Back Up, ensuring financial sustainability and strategic growth
- To be responsible for the operational delivery of the strategic plan.
- To be responsible for staff leadership, development and management and administration of the organisation
- To act as an ambassador for the charity and champion for people affected by spinal cord injury

### **SPECIFIC AREAS OF RESPONSIBILITY:**

#### **1. Governance**

- Work with the Chair to ensure high standards of governance to ensure the Board fulfils its constitutional, regulatory and legal requirements
- Provide appropriate and accurate management information and other guidance to the Board of Trustees to ensure they have a clear and accurate understanding of the health and performance of the organisation and are able to take informed decisions and fulfil its governance function
- As agreed with the Chair; develop policy proposals for Board discussion and decision
- Support the Chair/Vice Chair in ensuring the continued engagement/involvement and development of all members of the Board
- Monitor and advise on the composition and recruitment of the Board of trustees, its committees and the process of self-assessment and development
- Ensure an annual calendar of meetings of the Board and its principle sub-committees is in place

#### **2. Leadership**

- Develop, implement and review the long term strategy, goals and objectives, which will guide the organisation in achieving its charitable objectives, in consultation with the Board and key stakeholders



- Ensure that appropriate structures, resources (human, material and financial) and operational systems are in place to turn strategy into reality and operate effectively
- Develop and prepare annual business plans and budgets with the SMT for presentation to, and approval by, the Board
- Actively seek out and pursue growth and partnership opportunities
- Provide strong and clear leadership to the senior management team, and harness a positive, open and transparent culture across the whole organisation
- Ensure Back Up's values and behaviours are upheld at all times by all those connected to the organisation

### **3. Strategic Management**

- Ensure effective management of Back Up to deliver its strategy through the implementation of the business plan and budget
- Be responsible to trustees for the overall financial health of the organisation; ensure that expenditure is controlled in line with budgets as approved by the Board
- Maintain robust financial controls, risk management systems and sound administrative processes
- Develop and grow the organisation's income generation capacity
- Ensure open communication with the Board on financial and organisational performance against agreed key performance indicators
- Ensure the ongoing implementation of a services portfolio that meets the charity's strategic objectives
- Maintain oversight of the quality and impact measures of the services provided by the charity to ensure maximum impact
- Plan and monitor resources to improve services and respond to new business opportunities
- Champion and support innovation across the organisation so that services respond in a timely fashion to changes in need

### **4. People Management**

- Provide leadership, motivation, support and guidance; to enable the senior management team to perform to the best of their abilities and work effectively as a team
- Embed effective HR systems in order to develop a high support and development culture that ensures all staff feel valued and their potential is maximised
- Build a culture of high performance, continual learning, and accountability

### **5. Promotion of the organisation**

- Act as an ambassador for the organisation commanding high levels of credibility

- Maintain effective networks with all the principle supporters and stakeholders
- Establish new, and strengthen existing, external relationships in order to promote Back Up's profile, influence and reputation, and aid income generation
- Seek opportunities to expand and promote the role of the organisation
- Seek opportunities to collaborate with partners and other charities in the sector where mutually beneficial
- Seek opportunities to influence key stakeholders, and others connected to the sector, to advance the aims of the charity and positively impact the environment in which it operates
- Understand and capitalise on our unique position to grow our influence and campaigning work on key issues
- Ensure the organisation is presented in an appropriate and professional manner to its stakeholders

The Chief Executive is expected to carry out any additional duties as are reasonably compatible with the role and required by the Board.

## Person specification

**Candidates must fulfil the following essential criteria:**

### ***Experience***

- Proven track record of leadership at CEO or senior management level
- Strong understanding of good governance and strategic planning; experience in building coherent strategic priorities, business plans and budgets
- Proven track record of developing and leading cohesive teams; takes an empowering approach to leading staff and volunteers.
- Proven track record of successful people management and development
- Proven track record of building positive relationships (both reactive and proactive); using outstanding interpersonal skills, with the ability to motivate and engage stakeholders around Back Up's work
- Strong strategic, commercial and financial acumen; financial and budgetary management experience and capability
- Change management abilities; with a track record of leading growth and meeting/exceeding targets
- Operational experience of commercial revenue generation in the voluntary sector and/or social enterprise

### ***Skills and abilities***

- Exemplary leadership skills; and in particular:
  - Visionary and inspirational leader, demonstrating sound judgement and diplomacy
  - Capacity to be innovative and creative, with an entrepreneurial approach
  - Commercial mind-set with strong strategic thinking and operational planning capability
- High level of emotional intelligence, with a strong team-working orientation; collaborative, flexible and supportive with effective listening skills.
- Outstanding interpersonal skills and the ability to work effectively with a wide range of people including the board, staff, volunteers, corporate sponsors, supporters and other external stakeholders
- Excellent networking skills, with the ability to build effective relationships at all levels
- Gravitas and exceptional personal credibility to act as an ambassador for the organisation
- Credible influencer; with the ability to effect positive change
- Collaborative approach; with the ability to establish partnerships



- A self-starter: highly organised; able to plan, balance and manage competing priorities
- Outstanding communicator with the ability to present and write with impact.
- Highly effective project management and organisational skills: ability to plan and deliver projects on time and within budget, and to meet or exceed objectives.
- Resilient and courageous operator, with the ability to make decisions and adopt a hands-on approach

### ***Other***

- Willing and able to work occasional evenings and weekends and be prepared to travel.

**In addition, candidates that demonstrate any of the following desirable criteria will be at an advantage:**

- Lived experience of disability / spinal cord injury
- Experience of:
  - collaborative working with a Board of Trustees
  - working in the health or disability charity field
  - engaging and inspiring volunteers
- Understanding of the social context of disability

### **Salary and Benefits**

- £60,000-£70,000
- Flexible working arrangements will be considered
- 25 days annual leave, plus bank holidays
- Designated stakeholder pension - 3% employer contribution

## Next steps

To apply, please forward a CV together with a supporting statement that addresses the person specification (maximum two pages of A4). You should give the names, positions, organisations and telephone contact numbers of two referees, relevant to this role. References will only be taken once your express permission has been granted. Finally please ensure that 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 the recruitment timetable.

Applications should be made via email to our Chair of Trustees, Jo Wright at [jo@backuptrust.org.uk](mailto:jo@backuptrust.org.uk)

All applications will be reviewed against the role description and person specification by a team of trustees. Everyone will be contacted by email or phone with regards to the success of your application at this stage. Shortlisted applicants will be invited to an interview at our offices in Wandsworth, South London.

### Recruitment Timetable

Deadline for applications: 30 September 2019

1<sup>st</sup> stage interviews with Back Up: w/c 28 October 2019

2<sup>nd</sup> stage interviews: w/c 11 November 2019

Target to appoint: w/c 29 November 2019

Transition to the role: a three-month induction period covering meetings with key stakeholders and opportunities to see Back Up's services in action

### Have any questions?

If you want to find out more about the recruitment process or the role, please drop Jo an email who will be happy to answer any questions you have.

**Good luck with your application. We look forward to hearing from you.**

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