

PRIVATE & CONFIDENTIAL

## Candidate Brief



U0905R

Public Voice  
Chief Executive Officer

April 2022

**Managing Director**  
Sarah Thewlis  
sat@thewlisgraham.com

## Contents

1. Welcome letter from Sharon Grant – Chair
2. What are we looking for?
3. About Public Voice
4. The Job Description and Person Specification
5. Remuneration and Benefits
6. Timeline, Application Process and How to apply
7. Diversity and Inclusion Monitoring
8. Advert
9. Appendix - Projects, Haringey Circle Subsidiary, Organisation Structure

## Welcome from Sharon Grant

### Chair of Public Voice



Dear Candidate,

I am delighted that you have expressed an interest in applying to be the Chief Executive Officer of Public Voice.

Public Voice is a Community Interest Company founded in 2014. We are an independent, influential voice: a trusted catalyst for change. Our vision is for policy making and service provision to be always informed and influenced by the people who use those services. We do this by supporting and enabling user engagement, service co-design, and co-production. Our specialist expertise in public engagement and co-production, facilitates the production of user focused services and our pivotal local Healthwatch contract has allowed us to target relevant services to difficult to reach groups.

Over the last 8 years, we have experienced substantial growth and development resulting in a more diverse range of contracts and services across health and social care, and neighbourhood change. Our staff now numbers 35 people.

Our previous Director, Mike Wilson, who successfully steered us to our current position, has returned as interim CEO. We are a dynamic, well respected, diverse organisation, now looking for a Chief Executive to lead us into the next stage of our evolution.

Public Voice has built key strategic partnerships and works at the cutting edge of health and social care challenges. We have been an integral part of the local response to the COVID pandemic, and as a result have been able to further increase both the breadth & depth of the services we offer. As the integration of health and social care begins to take shape, we are poised to play a key role in facilitating co-production, as members of the Haringey Borough Partnership.

We are keen to build on these achievements and strengthen our partnerships, such as the one recently forged with Middlesex university to expand our research capability, and on our unique position to expand further geographically. With our particular focus on addressing prevailing inequality of outcomes in health and social care, our geographical location affords considerable scope for research.

This is a unique opportunity for someone who shares our commitment to championing the user voice and perspective, and can bring to Public Voice, the vision, leadership, and management skills we need to deliver on that commitment.

If this is a role that appeals to you, and you have the skills set out in the job description and key responsibilities section in this candidate brief - we would very much like to hear from you.

We hope you find the information useful in this candidate brief and on our website: <https://publicvoice.london/>

For a confidential conversation with our recruitment partners - Thewlis Graham Associates, please contact Sarah Thewlis, Managing Director on 0207 850 4781 or email [applications@thewlisgraham.com](mailto:applications@thewlisgraham.com). Sarah will be happy to discuss this opportunity with you and answer any questions you may have.

Yours faithfully



Sharon Grant OBE  
Chair Public Voice

## 2. What are we looking for?

We are seeking a skilled, driven, and inspirational leader to move us through our next phase of growth and development. We are looking for someone with vision, personal commitment and relevant practical experience and contacts, who can consolidate and build on our successes to date, and lead and support the organization through consolidation and a new phase of development. The Board is passionate about meeting the needs of our diverse local population, addressing inequalities, and supporting hard to reach groups to access services. We expect the Chief Executive to share these values.

As a strategic thinking Chief Executive, you will lead our senior team in line with the vision, development plans and policies agreed by the Board of Directors, building on and developing key relationships both internally and externally. You will understand the challenges of service delivery, organisational performance, systems thinking, collaborative working and co-production to ensure the sustainability and continued success of Public Voice and its subsidiary Haringey Circle. Ideally you will have experience of working with a board of directors and understand the role of the CEO as part of the governance framework.

You will be:

- Committed to our Vision and Values and our ambition to be a leading provider of research, consultation, engagement and co-design and co-production services and a recognised influencer of both policy and practice
- Expert in establishing and maintaining good relationships with clients and a very diverse range of key stakeholders and in partnership working
- Able to demonstrate a good understanding of health and social care policy and delivery
- Familiar with housing and neighbourhood regeneration programmes and initiatives
- Commercially astute and experienced in direct interpretation & management of large budgets
- Able to develop excellent external relationships and build networks
- Familiar with wider public policy and equalities issues, with the public and third sectors
- Able to bring new perspectives to our work, and to the longer-term development of the organisations
- Able to connect effectively with and harness the digital agenda
- Passionate about the potential of engagement & co-production to advance diversity and social inclusion
- Able to both provide strategic oversight and demonstrate a track record of leading significant innovation and growth

A key priority for the Board is to widen our appeal and sphere of influence by extending our portfolio of services and clients, developing a stronger research and policy capability and, importantly, extending our geographical reach, whilst maintaining a strong presence in Haringey. The Board is also alert to the potential to extend its sector reach beyond health and social care.

### 3. About Public Voice

Public Voice is a Community Interest Company (CIC) with a mission to improve public services and neighbourhoods through user engagement.

We do this through community engagement, individual user engagement and community intervention, collecting the combined voices of citizens, gathering evidence and ultimately taking action to bring about positive change, now and in the future. (See Appendix for full list of projects).

**Our vision is that:** Providers of public services and housing are continually responsive to feedback; people are enabled and empowered to influence decisions relating to policy making and service delivery; commissioners of services ensure that contracts require providers to be both proactive in engaging with service users and responsive to feedback.

Public Voice has the expertise to deliver exemplary services, ensuring that we are the “go to” organisation in user engagement and service improvement.

**We achieve this by:** Listening to the voices of and securing the confidence of all service users to build a robust evidence base. Taking, or supporting others to take, action to deliver positive change in service delivery.

**Our values:** We only seek business opportunities which allow us to genuinely enhance or empower consumers, service users or communities, and which allow us the independence required to undertake the work on their behalf.

We seek to re-invest any excess income in ways that maximise the benefits to local communities and empower consumers least able to speak for themselves.

We work to involve service users, feed back to them and ensure they see and understand the outcomes of our work.

You can download our ‘what we do’ leaflet [here](#).



## 4. The Job Description and Person Specification

**Job Title: Chief Executive Officer**

**Accountable to: Board of Directors**

**Reports to: Chair of Board of Directors**

**Hours: 40 hours working flexibly as the postholder will be expected to undertake some evening and weekend work, representing Public Voice as required.**

### **JOB PURPOSE**

We are looking for a Chief Executive with the drive, energy, and vision to lead and strengthen our work. These are unprecedented times in health and social care. The Chief executive will provide strong leadership to our team and work collaboratively with the Chair and Board to develop our long-term strategy. We need someone who will initiate, develop, and deliver successful high impact projects in support of our organisational aims. The right candidate will have excellent leadership and relationship building skills, combined with a proven track record in income generation and ensuring appropriate business and budget planning and performance.

This is a high-profile role that will require you to be an exceptional communicator who can work collaboratively with our Board directors, staff, , stakeholders, and partners. you will have the opportunity to work in an exciting and challenging environment, developing policy and working with leaders in health and social care. You will be able to bring positive benefit to countless lives.

Working with the Chair and other Board members, the CEO will ensure Public Voice and any related companies are underpinned by robust governance arrangements, sound systems of financial and performance management and evidence-based decision making. The CEO will work closely with the CEO of the subsidiary Haringey Circle, in further developing governance and promote our core value of “service improvement through user engagement”.

The CEO will:

1. Work with the Board of Directors and the senior management team to lead the development of a shared vision of the aims, values, and culture of Public Voice, to expand the reach of services and business, ensuring effective relationships with all key stakeholders.
2. To undertake the duties of the Haringey Healthwatch Director and ensure compliance with the Health & Social Care Act(2012) and relevant Regulations.
3. Provide high-level strategic and operational leadership within the governance framework agreed by the Board of Directors
4. Build and maintain an effective working relationship with the Chair and Board, including regular reports to the Board and attendance at Board and sub-committee meetings

5. Develop and maintain effective relationships with all key stakeholders, to promote an understanding of Public Voice services, to support income generation, business development, and benefit from collaborative opportunities.
6. Engage with innovative approaches to enhance service development and business, and maintain the excellent reputation within the community, health & social care economy and business networks.
7. Ensure Public Voice is compliant with all statutory and regulatory obligations. Support Directors in fulfilling their responsibilities to Public Voice.
8. Act as Senior Information Risk Officer (SIRO)
9. Act as Senior Person with responsibility for Safeguarding.
10. The Health & Safety at Work Act (1974), it is the responsibility of the Chief Executive to take responsibility for his/her own health and safety and that of others who may be affected by his/her acts at work.
11. Implement systems for continuous improvement of the organisation's impact, performance, and financial health, and for ascertaining the views of clients, stakeholders, and other beneficiaries of Public Voice services on performance and impact.
12. Ensure the provision of high standards of services and manage risk to ensure the sustainability and good reputation of the organisation.

## **Key Responsibilities**

### **Strategy and Governance**

1. Further develop the governance framework in consultation with Board of Directors.
2. Support the Chair and the Board of Directors in the governance of Public Voice, ensuring that the Board receives appropriate information and timely advice on all relevant matters.
3. Develop the strategic plan to meet Public Voice objectives, ensuring relevance with national and local priorities, in consultation with the Board of Directors, Senior Management Team, and other key stakeholders,
4. Evaluate and manage strategic change, reporting challenges and risks as appropriate.
5. Ensure collaborative opportunities are appraised and progressed where relevant and considering local context, ensuring Public Voice has a presence locally.
6. Develop relationships with senior health and social care personnel / commissioners to ensure they understand Public Voice's role, expertise and research potential.

### **Leadership and Management**

1. Be responsible for the day-to-day running of Public Voice. Ensure a robust people strategy, identifying development opportunities to enhance team capabilities.
2. Provide management and leadership to ensure the effectiveness and sustainability of community engagement and service provision.



3. Ensure the development and implementation of appropriate strategies, plans, performance monitoring, IT and management systems for all engagement, research and service activities, income generation and support functions.
4. Provide leadership to the Senior Management Team, ensuring individual roles are clearly defined, professional performance and development needs are addressed, and a sense of collective responsibility for key decisions is fostered.
5. Communicate effectively with staff and volunteers, motivate, and inspire to provide excellent service standards, keeping them informed about key decisions.

### **Financial Management and Income Generation**

1. Develop and manage annual budgets with support from the Finance Manager.
2. Ensure sound financial management to enable Public Voice objectives to be met.
3. Ensure the effective assessment and management of financial and organisational risk.
4. Identify and implement business opportunities to generate income and raise the profile of Public Voice.
5. Ensure income generation strategies and plans are developed and implemented to maximise income to fund services and maintain reserves in line with Public Voice policy.
6. Prepare contingency plans as required.

## **PERSON SPECIFICATION**

### **Essential**

- Previous experience in a CEO or Executive Board role within a commercial, public or third sector growth setting.
- Proven track record of delivery at Board level.
- Familiarity with NHS and local government decision making and commissioning processes.
- Good understanding of the current health & social care environment, progress of national & local health strategies and the likely impact and challenges for Public Voices.
- Demonstrable evidence of strategic development and implementation.
- Leadership experience gained at senior operational & managerial level in a complex environment, with evidence of leading the delivery of key targets, service improvements and management of change.
- Experience of working successfully with a multidisciplinary team, including volunteers.
- Excellent written and verbal communication skills with the ability to represent Public Voice at all levels both internally and externally.
- Able to develop and successfully manage an organisational budget and use spreadsheets.
- Excellent time management skills to maintain the correct focus on key Public Voice goals.
- Deep understanding of the role of citizen engagement, co-production and consultation, and associated techniques.
- Deep understanding of diversity issues, with experience of working in multi-ethnic communities.
- Significant experience of formulating & writing bids to secure new contracts.

**Desirable**

- Knowledge and experience of opportunities in sectors other than health and social care
- Experience of developing commercial activities.
- Knowledge and experience of London and London-based public and third sector organisations.
- Understanding of research techniques and methodologies.
- Marketing and communications expertise and aware of digital opportunities.

**Qualifications**

- Educated to degree level or equivalent Substantial leadership development / qualification.

**Skills & Behaviours**

- An inspirational leader, with vision and drive and the ability to engage a diverse group of staff and volunteers through an empowering and engaging management style.
- Demonstrable commitment to Public Voice values.
- Resilient with complex problem-solving, decision-making and analytical skills, ability to manage competing priorities.
- A highly effective communicator and negotiator, comfortable with the role of figurehead to external stakeholders.
- Politically astute, with high levels of emotional intelligence, understanding of local and national healthcare political climate.
- Able to engage external stakeholders to gain support for Public Voice. Able to identify risk, mitigate risk and take appropriate remedial action as required.
- Understands adult, child, and multicultural safeguarding issues.

## 5. Remuneration and Benefits

### Salary:

£70K per annum, bonus scheme up to 15% of salary dependant on income generation and achievement of objectives.

### Benefits:

Pension, season ticket loan, bicycle purchase scheme, place of work, hours of work (subject to the exigencies of the service).



## 6. Timeline, Application Process and How to apply

### Timeline

Dates	Activity
24 May 4pm	Applications close
WC 6 June	Thewlis Graham consultant interviewing of interested candidates
WC 27 June	Client Interviews and Presentations

### Application Process

Thewlis Graham Associates will acknowledge all applications. These will be assessed against the criteria in the Job Description and Person Specification section and the people who best meet these will be invited for interview with Thewlis Graham - Covid secure online.

Those candidates not invited to interview will be advised by email by mid-June.

Longlisted candidates will be advised by email. After a consultation between Public Voice and Thewlis Graham Associates a Shortlist will be drawn up and Shortlisted candidates invited for interview with the Client, again in the most Covid secure way.

### How to Apply

To apply for this role, please email in word format to [applications@thewlisgraham.com](mailto:applications@thewlisgraham.com) the following documents quoting reference **U0905R**

1. A comprehensive CV
2. A letter containing:
  - your reasons as to why you would consider yourself suitable for this role, and why you are interested in the role.
  - your current remunerations details and notice period,
  - and the name, job title, organisation, email address and mobile number of two professional referees. (Please note referees will not be approached without your prior permission.)

***Please ensure that you include your mobile phone number and email address in your application. Do not hesitate to contact Claire Drummond on 020 7850 4781 if you have any queries.***

***If you would prefer to receive this candidate brief in a more accessible format, please contact us.***

## 7. Diversity and Inclusion Monitoring

Diversity and Inclusion Monitoring is independent of the recruitment process but please do complete your completed diversity monitoring form as Thewlis Graham Associates is committed to monitoring and analysing diversity information so that we can ensure that our processes are fair, transparent, promote equality of opportunity for all, and do not have an adverse impact on any particular group.

The link to this form is here: [click to open](#). If you have any problems with this, please contact Tracey on: [tct@thewlisgraham.com](mailto:tct@thewlisgraham.com).

Any information provided on this form will be treated as strictly confidential and will be used for statistical purposes only. It will not be seen by anybody directly involved in the selection process. No information will be published or used in any way which allows any individual to be identified.

Thank you



## 8. Advert

### CEO

**LONDON • £70K per annum plus benefits**

Public Voice is a Community Interest Company founded in 2014 that first began trading in April 2015 when it assumed the Healthwatch Haringey contract. Our first five years of operation have seen substantial growth and development resulting in a more diverse range of contracts and services across the health, social care and housing and regeneration sectors.

Our main focus as an organisation is on helping clients, stakeholders and citizens to achieve service improvement through user engagement. We do this using a variety of approaches from research, consultation and engagement to proactively working with service commissioners, providers and users to co-design or co-produce new and improved services, drawing on user views and lived experience.

We are looking to recruit a new CEO to lead our team and work with the Board. S/he will provide vision, leadership, enterprise, management and operational direction to Public Voice CIC, and its subsidiary Haringey Circle CIC. Ensuring both of these CIC's long-term sustainability, further growth and development in line with overall vision and values is of vital importance. Working with the Chair and other Board members, you will also ensure that Public Voice and any related companies are underpinned by robust governance arrangements, sound systems of financial and performance management and evidence-based decision making. You will work to maintain and further develop the reputation of the company(s) with key partners and stakeholders and promote our core value of service improvement through user engagement.

#### Responsibilities:

- To lead and develop the 35 strong Public Voice team
- To prepare a strategic plan and annual budget for approval by the Board
- To operate within the annual budget and ensure management, operational and HR policies are up to date
- To build and maintain an effective working relationship with the Chair and Board, including regular reports to the Board and attendance at Board and sub-committee meetings
- To act as the public face externally for Public Voice and promote the organisation's vision and aims

#### Successful candidate will need to be:

- A strong, inclusive, creative leader
- Forward thinking with people, connections and culture
- Good at relationship and building networks
- Knowledgeable and experienced in the health and social care sectors
- Able to write reports and bids and understand working with governance
- Educated to degree or equivalent (health/social care related) and/or have relevant post graduate qualification e.g.: MBA or master's degree

**Please apply by visiting [www.thewlisgraham.com/assignment-briefings](http://www.thewlisgraham.com/assignment-briefings) and following the instructions in the candidate brief quoting reference U0905R. The closing date is 4pm on 24 May.**

**For a confidential conversation with Sarah Thewlis or for any other information please email [applications@thewlisgraham.com](mailto:applications@thewlisgraham.com)**

T: +44 (0) 20 7850 4781 E: [enquiries@thewlisgraham.com](mailto:enquiries@thewlisgraham.com)  
Thewlis Graham Associates, 60 Cannon St, London EC4N 6NP

[www.thewlisgraham.com](http://www.thewlisgraham.com)

Thewlis Graham Associates Ltd, Registered in England no. 07335827 VAT Reg. 996 6477 39  
Registered office: 60 Cannon St, London EC4N 6NP

## 9. Appendix - Projects, Haringey Circle Subsidiary and Organisation Structure

We are currently working on a considerable number of varied projects:

### **Healthwatch Haringey**

Public Voice delivers the statutory Healthwatch service in Haringey, North London. Healthwatch Haringey is the independent consumer watchdog set up to collect information and represent the views of the public on health and social care. It exists to give patients, service users and local people an opportunity to influence and challenge decision making about local health and social care services.

You can find out more [here](#).

### **Reach and Connect Community Navigation**

A very ambitious, exciting and innovative multi-agency programme supporting Haringey residents who are 50+, at risk of social isolation, or who have suffered a recent life event that threatens their wellbeing. This initiative offers us an opportunity to develop creative solutions to combat social isolation and loneliness and will make a real difference to the lives of older people. The original three year contract has been extended for a further two years from Mat 2022.

You can find more about Reach and Connect [here](#).

### **Public Voice Neighbourhoods**

Public Voice Neighbourhoods provides Independent Resident Adviser services to tenants and leaseholders living on social housing estates which are going through the process of regeneration, Community Engagement services to local authorities and architects carrying out regeneration and development, advice to local authorities who are planning to ballot their residents, and resident involvement and engagement consultancy to local authorities and housing providers.

We are currently working in Cressingham Gardens and Fenwick Estate in Lambeth, Nightingale, Woodberry Down and Lincoln Court Estates in Hackney, Beech Tree in Sutton and an estate in Hillingdon. We have just won a two year contract to provide ITLA services for the Love Lane Estate in Haringey, part of the large scale High Road West redevelopment.

You can find out more [here](#).

### **Experts by Experience**

We recruited a board of fifteen residents across the five boroughs of North Central London who had experience, as service users, to involve them in co-designing new mental health service pathways of the local mental health services. We have been working with this group over the last three years, facilitating monthly meetings, and they have successfully provided a service user voice in the development of new mental health services. We have recently been re-commissioned to deliver the service in 2021/22 and are hoping this will be extended in 2022/23.

### **Social Prescribing**

Public Voice employed the first two Social Prescribers based in GP Practices in September 2019. We now employ thirteen SPs in six of the eight Primary Care Networks in Haringey and with the NHSE promotion of this new workforce role the numbers are likely to increase further in 2022/23. The feedback from GPs has been very positive and our team, which now has a new manager, are highly motivated and passionate about their role.

### **Health and Wellbeing Coaches**

We currently employ a Health & Wellbeing Coach Manager and Health & Wellbeing Coach who work in two of the Primary Care Networks (PCN). This is a relatively new role and we hope will be expanded in the next financial year. They work with patients with long term conditions to develop action plans and support their behaviour change.

### **Development of Patient Participation Groups**

We have been commissioned by the CCG to develop the membership of Patient Participation Groups at local, Primary Care Network and Borough level. This was a twelve-month project being successfully delivered by one of our Engagement Officers. The first part of the Project was to review the impact of remote access to GP services on both patients and primary care staff. The first Haringey Network was successfully launched in February with much enthusiasm from PPG members. We continue to work with PPGs to support their development and the Haringey Healthwatch website includes a comprehensive toolkit for patients or Practice Managers who want to set up a PPG.

### **Healthwatch England Digital Exclusion**

We are one of five Healthwatch's nationally to successfully bid to be involved in the HWE digital exclusion research programme. This is an exciting programme with a national profile that started in November 2020 and was successfully completed in February 2021.

### **Community Protect**

We are a lead partner in a VCS network originally commissioned for twelve months but extended by Public Health to work with local communities at risk of being excluded from messaging in relation to Covid-19 guidance and advice. We are specifically working with the Turkish / Kurdish community, older people, Carers and those with LD and Autism.

### **IT Support Buddies**

We were commissioned at the end of October 2020 to deliver a piece of action research to support patients who are digitally excluded to access remote GP's, hospital consultations and other remote health services. This is an exciting project involving the CCG, GPs and the three NHSE Hospital Trusts and it is expected to inform the ambition to commission a mainstream service in the future. We have submitted a bid to deliver this service from April 2022 for a further 12 months.

### **NHS Charities Digital Inclusion contract**

An eighteen-month contract supporting residents and community groups to improve their digital skills with a focus on health and wellbeing, employability, education and financial awareness. We have appointed a Project Officer to deliver this Contract.



### Joint Partnership Board Support

We have been commissioned by The Council to develop and support the Adult Social Care Joint Partnership and the nine thematic Reference Groups, this contract was extended in August 2022/23 for a further twelve months and involves bi-monthly meetings of all the groups and servicing the Adult Social Care Redesign Group.

### Haringey Advice Programme

We have been a key consortium partner in the HAP programme led by Haringey CAB with a specific focus on signposting and advice relating to health and social care issues. The Contract has recently been retendered and the Consortium was successful in being appointed to deliver what is potentially a seven year contract from April 2022.

### Haringey Circle

We recently established Haringey Circle in September 2019 as a wholly owned subsidiary of Public Voice. Haringey Circle is an innovative membership organisation for the over 50s in the borough which aims to increase social connections, reduce isolation and loneliness and improve the wellbeing and self-esteem of older people in Haringey. Members will be able to access a handyperson service which includes gardening, home help and small repair jobs. With further paid for services being added as the organisation develops, we expect it to become a charity in due course. However, growing Haringey Circle is a key priority for the year ahead.

You can find out more about us on our main website [Public Voice](#) and our related websites for [Healthwatch Haringey](#) and [Reach and Connect](#) and [www.haringeycircle.com](http://www.haringeycircle.com)

Public Voice is run by a Board of up to twelve Directors with an Independent Chair, Sharon Grant, OBE – see <https://publicvoice.london/about/our-team/>

### More Information

We employ some 30 staff and 12 associates, and we have a database of over 400 volunteers.



## Organisation Structure Chart

