

## Vision

CHEXS' vision is to be sustainable and resilient, guiding families through rough times. We transform lives by nurturing resilience, inspiring hope, and providing opportunities for children and families. Our growth includes expanding programs, strengthening school and business partnerships, enhancing outreach, investing in

## Chief Operating Officer (COO) Job & Person Specification

### Job Title: Chief Operating Officer

- Salary Full Time Equivalent of £35,875 - £46,225 depending on experiences and qualifications
  - Responsible to the CEO
  - Responsible for 8 members of staff
    - (Line manage Family Support and Children & Young People Lead)
- 6% Pension Contribution
- Hours: 37.5 hours a week for 52 weeks per a year. Monday to Friday (flexible working options available)
- Annual Leave – 25 days per annum, plus 8 bank holidays
- Location:
  - Based at Head Office in Broxbourne, with the option of hybrid working
  - All responsible members of staff roles are outreach in the local community. The role will require regular supervising visits. This will also include ad hoc delivery of services when required.
- Training & Development – Individually tailored induction, training and development
- Term - Permanent

### 1. Context:

CHEXS is an award-winning youth and family support charity based in Waltham Cross, on the Hertfordshire/Greater London/Essex border. We have been working with our 13 partner schools since 2010, building strong relationships based on a track record of excellent results. Partner schools refer families to us when a child is not achieving their potential due to challenges at home. CHEXS works in partnership with local schools, where we support children and young people who may not be achieving their potential.

Our approach aims to build their self-esteem beyond academic, technical, or vocational subjects. We encourage broader development by helping young people discover their interests and talents while focusing on resilience, confidence, and independence, and teaching them to maintain physical and mental health. Alongside directly supporting young people, we also work with the whole family to address the underlying issues at home, typically helping parents address poverty, isolation, mental health problems, and build their parenting capabilities.

2. **EOS** You will adopt and implement the Entrepreneurial Operating System (EOS) to enhance CHEXS' operational effectiveness. This includes utilising tools and practices to align with the organisation's vision and goals effectively.
- 2.1 The EOS framework consists of six key components that are essential for effective organizational management and growth:
- 2.1.1 **Vision:** Clearly define and communicate the organization's core vision to align the team and focus efforts on common goals.
  - 2.1.2 **People:** Ensure that the right people are in the right roles within the organization, fostering a culture of accountability and alignment with the organization's mission and values.
  - 2.1.3 **Data:** Utilize data to track performance and progress, making informed decisions based on measurable outcomes.
  - 2.1.4 **Issues:** Identify and resolve issues effectively using the IDS (Identify, Discuss, Solve) framework to maintain focus and drive continuous improvement.
  - 2.1.5 **Process:** Document and standardize key processes to ensure consistency and efficiency across operations, allowing for scalable growth.
  - 2.1.6 **Traction:** Set clear priorities and goals (Rocks) to maintain focus and drive traction towards achieving the organization's vision.

### 3. **CHEXS structured frameworks**

#### 3.1 **Children and Young People Framework**

We support children and young people who may not be achieving their potential. Our approach aims to build their self-esteem beyond academic, technical, or vocational subjects. We encourage broader development by helping young people discover their interests and talents while focusing on resilience, confidence, and independence, and teaching them to maintain physical and mental health.

The CHEXS GROWTH Programme builds self-esteem, confidence, aspirations, relationships and resilience by helping young people achieve success outside the traditional classroom environment.

It is a structured programme of in-school, after-school and holiday activities for disadvantaged young people. Delivered over multiple weeks and including group and 1-2-1 work, this helps children raise their aspirations and gives them the skills/confidence to achieve more in life.

##### 3.1.1 **The Growth programme encompasses four key pillars:**

1. Project gives meaning and purpose
2. Experiences build resilience
3. A culture of expectations
4. Environment inspires aspirations

The CHEXS Children and Young people Team promote the above pillars by offering support with a wide range of difficulties using lived experiences, specialised training and coaching by working side-by-side with young people as equals to deliver GROWTH:

- ✓ **G**oal Setting
- ✓ **R**esilience development
- ✓ **O**ne to one focus
- ✓ **W**orking together
- ✓ **T**rust building

- ✓ Help each other

### **3.2 Family Support Service Framework**

The Family Support Team works with the whole family to address the underlying issues at home. Our Family Support Team works with parents to tackle the underlying sources of family tension, e.g., money, employment, or housing. We help parents develop better communication and behaviour management strategies. We provide support 1-2-1, in groups and through courses.

#### **3.2.2 The family support team strategy encompasses four key pillars:**

1. Supporting home life stresses
2. Managing difficult behaviour
3. Strengthening family relationships
4. Communication

The family support team at CHEXS enable parents (including those from deprived and vulnerable families) to develop their skills and confidence and to build a happy home. To give parents the opportunity to improve their parenting skills, to manage their child's behaviour and support learning. Thereby resulting in better relationships with their children.

## **4. CHEXS 5 Strategic Outcomes:**

### **4.1 CHEXS Two Service frameworks and underpinned by 5 Strategic Outcomes:**

1. **To enable parents including those from deprived and vulnerable families to develop their skills and confidence, to build a happy home.**
2. **To enable parents to have improved skills to manage behaviour and support learning. Resulting in better relationships with children.**
3. **To enable children to develop skills and improve relationships, to build resilience and self-esteem whilst improving wellbeing.**
4. **To enable our community to work together with a sense of belief and ownership tackling local issues and improving community relationships.**
5. **To enable the Charity to be governed and sustainably resourced with the broadest strategic choice to best enable the achievement of its vision**

Each element of our strategy has a clear owner within CHEXS responsible for achieving measurable targets in each of the three years and is supported in their work by a member of our trustees. We are dedicated to our community and a growing CHEXS can actively support all our beneficiaries.

## **5. Job Specification**

### **Overall Purpose:**

- 5.1 You will lead and inspire our operational Family Support Service and Children and Young People GROWTH Programme. This includes contributing to the service development by overseeing our Family Support Lead and 3 Family support workers our Children and Young People Lead and 3 Children and Young People workers and other appropriate staff.
- 5.2 You will ensure that agreed strategic targets and standards are translated into monitored work programs. You will evaluate service delivery and contribute to outcomes and monitoring reports

- 5.3** You will oversee our volunteers and ensure that their initial training and ongoing training are exemplary.
- 5.4** As our COO you will be a member of the Senior Leadership Team (SLT) linking with other CHEXS services and making available workforce development opportunities to support the children, young people, and their families. As a result, this SLT position has the purpose of agreeing, on who needs to know what, and co-design and co-deliver a calendar of appropriate and varied CHEXS service development opportunities, aimed at developing skills and knowledge across the range of CHEXS services, to support the implementation of CHEXS' mission.
- 5.5** The SLT role will form part of the CHEXS Trustee "Steering Sub Groups". The group consists of several active Trustees together with a senior member of staff. The group's remit is to provide governance to ensure that the plan is delivered on time and to agreed specifications and budgets. The group will meet a minimum of 4 times a year.
  - 5.5.1** The methodology of the group is to review, support, and challenge the delivery of each outcome within the plan using the "traffic light" reports method.
- 5.6** To plan, direct, and coordinate the operations of CHEXS services. Ensuring and improving the performance, productivity, and efficiency of CHEXS operations through the provision of effective methods and strategies. Work with the operational leads to coordinate and review programme/intervention policies, procedures, and schemes of work. Develop and maintain appropriate mechanisms for activity monitoring, audit, evaluation, review, quality assurance, and safeguarding
- 5.7** Succession planning for key services and activities. Staff training, experience, and knowledge embedded into the CHEXS workforce. Oversee recruitment and placement of required staff. Update and review organisational structures.
- 5.8** Lead on the implementation and review of all operational policies and procedures. Including liaising with appropriate bodies to benchmark policy and operations to ensure continued best practices
- 5.9** You will review, assess, and allocate referrals and liaise with referrers and other professionals as necessary. Safeguarding is fundamental to all we do and you will be our operational lead on all safeguarding matters.
- 5.10** Coordinate and deliver training programmes to staff, volunteers, stakeholders and partner organisations.in line with charity objectives
- 5.11** Ensure the charity continually innovates to meet service objectives, reflecting and reviewing practice to identify the different and/or changing needs and demands of its service users, partners and stakeholders
- 5.12** Represent CHEXS in meetings with school representatives, coordinating meetings to discuss service provision and alignment with service levels. Ensure these discussions are informed by performance reports generated in accordance with the CHEXS school service level agreements.
- 5.13** Representing CHEXS at external meetings, and networking locally to develop contacts, services and raise CHEXS Network's profile. Foster and strengthening partnerships across professional and organisational boundaries i.e. Schools, Community Settings, Local Authorities, Clinical Commissioning Groups, NHS Organisations, Health and Social Care Settings, Private, Retail, Voluntary and Third Sector Organisations to plan cohesively
- 5.14** Document and present reports to the CEO and Trustee Board of CHEXS. Responsible for informing trustees and key partners about operational planning with

key outcomes, coordinating service procedures, operational delivery, risk management, and sustainability plans

## **6. KEY AREAS**

- 6.1 Main Duties and Responsibilities**
- 6.2 Operational Delivery**
- 6.3 Governance**
- 6.4 Budgetary control**
- 6.5 Risk Management**
- 6.6 General**

### **6.1 Main Duties and Responsibilities:**

**6.1.1** Responsible for the management, coordination, and supervision of CHEXS operational teams and to lead, delivering, delegate, and empower staff in delivering CHEXS services and activities in conjunction with the charities Vision, Mission, and Values

### **6.2 Operational Delivery**

- 6.2.1** Coordinate and monitor the delivery of services including family support and Children and Young people framework to best support for families.
- 6.2.2** Motivate and lead staff to ensure effective partnership working which contributes to CHEXS objectives of improvement and social inclusion for children, young people, their families and the community within the service wards and stakeholder schools and partner agencies
- 6.2.3** Ensure quality of services and manage quality and quantity of employee productivity.
- 6.2.4** Manage maintenance of equipment and provide technical support where necessary.
- 6.2.5** Plan the use of human resources, with FSS and CYP Leads, through the development of work schedules and delegation of tasks and accountabilities.
- 6.2.6** Supervision of staff through Senior Leadership Team. Monitor and evaluate performance.
- 6.2.7** Organise recruitment and placement of required staff. Establish organisational structures.
- 6.2.8** Willingness to cover projects as a ratio member of staff as required.
- 6.2.9** Coordinate and review programme/intervention policies, procedures and schemes of work. Develop and maintain appropriate & necessary mechanisms for activity monitoring, audit, evaluation, review, quality assurance, and safeguarding. Minimise reporting writing/admin where possible without affecting internal/external communication.
- 6.2.10** Coordinate and deliver training programmes to staff, volunteers, stakeholders, and partner organisations
- 6.2.11** Foster and strengthening operational partnerships across professional and organisational boundaries i.e. Schools, Community Settings, Local Authorities, Clinical Commissioning Groups, NHS Organisations, Health and Social Care Settings, Private, Retail, Voluntary and Third Sector Organisations to plan cohesively
- 6.2.12** Ensure that agreed strategic and operational targets and standards are translated into monitored work programmes
- 6.2.13** Liaise with appropriate bodies to benchmark policy and operations to ensure continued best practices.
- 6.2.14** Deliver professional training in line with charity objectives.

### **6.3 Governance**

- 6.3.1 Support the CEO regarding the development of strategic plans and operational plans, and ensure that the agreed outcomes are delivered, subject to annual review
- 6.3.2 Provide and present reports as required
- 6.3.3 DSP for charity safeguarding. Responsible for maintaining and updating the charity's safeguarding procedures and policies
- 6.3.4 Ensure all staff and volunteers, through delegation to the Senior Leadership Team, are aware of and comply with individual responsibilities in relation to information governance, safeguarding, health & safety and equality and diversity legislation
- 6.3.5 Share good practice across CHEXS departments and local networks
- 6.3.6 Develop partnerships in the local area to increase awareness of CHEXS services and activities
- 6.3.7 Identify, reduce, and manage risk; Ensure appropriate quality management processes are implemented.
- 6.3.8 Strategic Input - Liaison with senior leadership team and board. Assist in the development of strategic plans for operational activity. Implement and manage operational plans.
- 6.3.9 Ensure that all duties and services provided are in accordance with equal opportunities policy
- 6.3.10 Have responsibility for CHEXS operational policies, risk assessments and recommend to the CEO changes that both meet statutory requirements and support our mission and strategic objectives
- 6.3.11 Actively working towards CHEXS' 5-year business plan.
- 6.3.12 Provide input to the CHEXS marketing and communication plan as and when requested.

### **6.4 Budgetary control**

- 6.4.1 Work with the CEO to prepare and control operational budgets. Control inventory and plan effective strategies for the financial well-being of the charity.
- 6.4.2 Working closely with the Office Manager to review financial statements and data. Utilise financial data to improve profitability.
- 6.4.3 Support efficiencies whilst maintaining CHEXS service level agreements

### **6.5 Risk Management**

- 6.5.1 The COO will play a key role in managing CHEXS' risk policy and register, ensuring risks are systematically considered, reported, and addressed across the organization.
- 6.5.2 The COO will also implement corrective actions, regularly review key risks, and keep trustees informed of significant changes, all of which strengthen proactive risk management.

### **6.6 General**

- 6.6.1 Develop and maintain a range of external contacts and partnerships to further the objectives of CHEXS and to support social mobility and social exclusion
- 6.6.2 Support the CEO in maintaining good relations with politicians, the local Council, partner charities, the business community, and voluntary organisations
- 6.6.3 Highlight opportunities for media involvement in CHEXS Services and events
- 6.6.4 Participate in regional conferences/working parties linked to CHEXS objectivities
- 6.6.5 Lead by example by demonstrating appropriate behaviours, values, and culture
- 6.6.6 Promote the CHEXS values
- 6.6.7 Any other duties as required by the CEO of CHEXS

The post holder must behave in a way that will maintain the good reputation of CHEXS and not act in a way that might bring CHEXS into disrepute. The Chief Operating Officer is expected to carry out job responsibilities in an environmentally aware manner.

## **7. Equal Opportunities**

CHEXS is committed to openness and equality of opportunity in every activity, from the way we employ staff to the way we deliver services. It is a central responsibility of members, managers and employees of the charity to ensure that every individual that we come into contact with is treated with dignity and respect. A copy of the full policy will be given to all staff, and a full briefing on the contents of the policy is included in induction.

The post holder's duties must at all times be carried out in compliance with the CHEXS Equal Opportunities Policy and other policies designed to protect employees or service users from harassment.

- a) Take reasonable care of the health and safety of self, other persons and resources whilst at work.
- b) Co-operate with management of the Service as far as is necessary to enable the responsibilities placed upon the Service under the Health and Safety at Work Act to be performed, e.g. operate safe working practices.

It is the duty of the post holder not to act in a prejudicial or discriminatory manner towards service users or employees, including those who may be for example from minority ethnic communities, women, disabled or older people, lesbians or gay men. The post holder should also counteract such practice or behaviour by challenging or reporting it.

## **8. Disclosure and Baring Service**

This post is classed as having a high degree of contact with children or vulnerable adults and is exempt from the Rehabilitation of Offenders Act 1974. An enhanced disclosure will be sought through the DBS as part of CHEXS pre-employment checks. Please note that additional information referring to the DBS is in the guidance notes to the application form. If you are invited to an interview you will receive more information.

## **9. Health & Safety**

It will be the duty of every employee to comply with CHEXS' policies and while at work to take reasonable care for the Health and Safety of themselves and of other persons who may be affected by their acts or omissions at work.

<b>10. Personal Specification</b>	<b>Essential</b>	<b>Desirable</b>
<b>Educational Qualification</b>		
Educated to degree level or possess equivalent experience	X	
<b>Experience</b>		
Knowledge and relevant experience working with children, young people and families	X	
Experience in supporting families with Special Educational Needs and Disabilities (SEND)	X	
Knowledge and experience in organisational effectiveness and operations management of a charity and/or local government agencies (e.g., school, local authority)		X
Experience and a track record of working in or strong interest in the children, young people and families sector	X	
Experience of working at a senior level in the public (i.e., schools, local authorities) and voluntary sector		X
Experience of project management and of working in a multi-agency environment promoting partnership working	X	
Experience with analytical and problem-solving skills, coach, mentor, and negotiator	X	
Self-motivated, motivator, effective engagement, influencing, communication and networking skills, ability to work positively across traditional boundaries	X	
Experience of management of staff, including performance management and the ability to receive and give constructive feedback	X	
Experience of partnership working with statutory bodies and of strategic leadership	X	
Experience of managing operational and fundraising budgets of at least £50,000 a year		X
Experience of business development, budget control, fundraising, and raising finance from public and charitable sectors		X
Experience of delivering and coordinating training programmes to staff, volunteers, stakeholders, and partner organisations	X	
Experience of developing organisational policy, procedures, risk assessments, and establishing good practice	X	
Experience of supporting operational teams delivering key services and activities	X	
<b>Knowledge</b>		
Knowledge of current issues affecting the public and community sector, especially families, children, and young people	X	
Knowledge of monitoring and evaluation techniques	X	
Knowledge of business and management principles and practices		X
Knowledge of financial and accounting principles and practices		X
Knowledge of human resource principles and practices	X	
Knowledge of project management principles and practices	X	
Knowledge of safeguarding issues around children, young people, and vulnerable adults	X	
Good understanding of commissioning and contract procedures, and of quality assurance/performance evaluation mechanisms		X
<b>Skills &amp; Values</b>		
Ability to lead and motivate staff and volunteers to maintain a strong and vibrant working environment	X	
Demonstrable leadership skills	X	



Strong organisational and time management skills	X	
The ability to communicate with tact and diplomacy and to also be able to challenge appropriately	X	
Excellent communication skills, able to express complex, multi-faceted concepts in an accessible way, both verbally and in writing	X	
The ability to develop effective relationships with all stakeholders, from heads of member schools to young people on CHEXS programmes	X	
The ability to work flexibly, including attendance at out-of-hours meetings as required	X	
Excellent negotiation skills	X	
Task-driven, with creative energy, including being solutions-focused	X	
Excellent report writing and strong IT skills, including the use of Microsoft packages	X	
Able to research, analyse and present information and data to assess the need for service development within a district/locality	X	
<b>Circumstances</b>		
Hold a valid driver's license and have access to a personal vehicle (with insurance for business use), enabling independent travel to various locations.	X	
To have category D1 on Driving License		X
Willingness to complete D1 course (if necessary) and drive the minibus.	X	
Capable of working autonomously without supervision.	X	
Willingness to work during late afternoons and evenings to support CHEXS projects and activities.	X	
Willing to participate in charity residential events.	X	
Available to work occasional weekends for community outreach and special events.	X	
Willingness to cover projects as a ratio member of staff as required	X	
Capable of working autonomously without supervision.	X	
Willing to participate in charity residential events.	X	