



A mental health social movement



# CEO Recruitment Candidate Information Pack December 2024

## Welcome

On behalf of OTR, thank you for your interest in becoming our next Chief Executive Officer (CEO).

Young people are facing unprecedented challenges, including the lingering impact of the Covid pandemic, a surge in the cost of living, the climate emergency, and increasing inequality. The mental health consequences of the pandemic and economic difficulties for young people cannot be overestimated.

Youth work and timely mental health support are essential for helping young people to navigate these uncertain times. OTR is showing the way. We are not just a charity providing mental health services, we're a mental health movement mobilised to support, promote and defend the mental health, rights, and social position of young people!

This is a rare opportunity to lead an extraordinary charity. Your support and challenge for the staff team will help the organisation operate safely, effectively, and equitably. Your ideas and connections will help to unlock new possibilities.

If you are excited by the challenge and opportunity of this role and share our beliefs, you will find a talented staff team and supportive Board of Trustees who will work with you shoulder-to-shoulder.

You should find all you need to know in this pack about OTR, our Beliefs, our work, and this CEO opportunity. For further details please look at <https://www.otrbristol.org.uk/>

Thank you once again for your interest in OTR. I hope you are excited by this opportunity and wish to join us.



**Jacob Diggle**

**Chair, OTR (Bristol)**

# About us

## Why we exist

OTR isn't just a charity providing mental health services, it's a mental health movement mobilised to support, promote and defend the mental health, rights and social position of young people.

The charity is at an exciting stage of its 59-year history and is proud to be reaching more children and young people than ever before (over 17,000) across Bristol, South Gloucestershire, and North Somerset with creative and diverse mental health and wellbeing information and support. How we do this is just as important as what we do, because our approach is grounded in a set of beliefs and assumptions about mental health which we think it's important to be transparent about.

## Our offer

OTR offers a wide range of projects and services which seek to ensure that young people (aged 11 to 25) have a choice in what will best support their mental health and emotional wellbeing. The choice is informed by their strengths, interests and personal circumstances. Our offer is delivered in multiple settings and through a skilled and diverse staff and volunteer team.

**Interventions:** Our sessions support young people, who wish to explore specific and self-identified issues.

**Targeted Interventions:** Our projects aim to reach marginalised young people and those most likely to struggle with their mental health but least likely to seek help.

**NHS Collaborations:** Our partnerships work with statutory services, offered in schools, hospitals and community settings.

**Health Promotion:** Our projects champion literacy, self-care and positive social change as a vehicle for better individual and collective wellbeing.



## Our Beliefs

OTR's beliefs, collectively developed across the organisation, underpin our work as a mental health social movement. At all times, OTR strives to give a choice and a voice to young people:

**We believe that our offer should be inclusive of all cultures and identities.**

*OTR's work not only recognises but actively celebrates diversity.*

**We believe that young people have unique strengths, interests and circumstances.**

*OTR will continue to develop creative and diverse services to give young people choice.*

**We believe that the world around us impacts our wellbeing.**

*We all have mental health. OTR places our wellbeing in a social, political and environmental context.*

**We believe in placing young people at the heart of our work.**

*OTR's work is guided by young people's voices; empowering and mobilising young people to make change, both individually and collectively.*

**We believe in innovating and evolving to improve our offer for young people.**

*Throughout our long history, we have adapted to an ever-changing world and we will continue to do so to ensure our work remains relevant for young people.*

**We believe that relationships are what make the difference.**

*OTR's approach centres around relationships between individuals, peers and communities.*

**We believe in the power of partnerships.**

*OTR emphasises peer relationships and organisational collaboration to improve young people's mental health.*



## Our strategic priorities

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### 1. **Magnify young people's participation and voice**

Young people will experience an organisation shaped by and for them. We will enhance our culture of participation. We will listen more intently to young people and increase their involvement in delivery and decision-making. By doing so, OTR will become a clearer expression of young people's ideas, hopes and circumstances and a place where they have agency. Their voices will also be amplified outside of OTR - to their peers, our partners and those that we seek to influence. By channelling the strengths of young people, we will become a more relevant and credible organisation and one that is better placed to serve them.

### 2. **Create a rich and wide mental health offer**

Young people across Bristol, North Somerset and South Gloucestershire should have a real choice of opportunities to improve their mental health. We aim to offer something meaningful for every individual that recognises and builds on their strengths, interests, identities and circumstances. The breadth and richness of our offer will come from collaboration with young people and partners and retain the spirit of OTR as a collaborative mental health social movement. We will draw upon the many assets across our local area, including a vibrant voluntary sector and the talents of youth workers, sports coaches and others who work with young people.

### 3. **Reach more young people experiencing inequality**

OTR will extend its reach to more marginalised young people and those experiencing disadvantage. We will provide tailored support to young Black people and people of colour and those who are care experienced, disabled, neuro-diverse, LGBTQ+, working class and from lower socio-economic backgrounds. These groups are among those most likely to struggle with their mental health but are often furthest from support. We will collaborate with organisations and communities that can skillfully engage these groups of young people and bring relevant mental health support into their lives.

### 4. **Create supportive communities**

Young people will improve their mental health through the people and places that they interact with in their daily lives. We will equip parents/ carers, schools, GPs, youth

clubs and companies with mental health knowledge so that they can improve the support they offer young people and create environments in which they can thrive. Among other things, we will encourage communities to recognise that mental health is something that we all have and that there are many things we can do to stay mentally healthy. By embedding expertise within communities, young people will gain knowledge, networks and confidence to cope with future challenges.

## 5. **Positively disrupt the local mental health ecosystem**

We will continue to play a leading role in reshaping how young people in our area gain mental health support. Our local mental health ecosystem is heavily focused on clinical interventions for those in crisis. Whilst this is essential in the short term, this limited mental health offer does not reflect the diversity of young people and help often arrives too late. By working alongside our local partners and young people, we aim to shift resources from crisis to prevention and from clinics to communities. By doing so, young people will have access to the right support at the right time.

## 6. **Equip ourselves for sustainable success**

We recognise that we must evolve as an organisation, both to deliver our ambitious strategy and respond to our recent rapid growth. Since 2018 we have doubled in size, both in terms of our team and income. Over the next two years, we will develop our internal infrastructure so that we can achieve the vision set out in our strategy and ensure that it is appropriate for an organisation of our size. We have been through a comprehensive exercise with our staff and volunteers to understand what changes are needed to improve our organisation and prepare us for the future. We used the findings to set ourselves five internal priorities to focus on during the next three years.

These are:

- Build an inclusive organisation: home to a diverse, motivated and skilled team
- Produce powerful communications that inspire, influence and mobilise
- Create accessible and welcoming spaces for young people across our geographical areas
- Embed robust monitoring and evaluation to understand and improve our impact
- Secure stable funding from diverse sources to create future financial sustainability



## Background and candidate brief for CEO

We seek a new CEO who shares our passion for the work we do and who can provide strategic leadership and inspire staff, trustees, and stakeholders to achieve our ambitious goals.

Reporting to the Board of Trustees, you will ensure the charity is well-positioned to meet the needs of the young people we serve while maintaining financial sustainability and operational excellence.

We are very proud of the growth and increased impact we have achieved over recent years, but we know that our infrastructure hasn't kept pace with the services we now offer. We need to consolidate so that we can increase our impact and we are looking for a CEO who will lead us through this next stage and who will also relish the challenge. We seek an individual with passion, energy, and the ability to collaborate to springboard OTR upwards and onward for the next phase of its evolution.

We are looking for an experienced Senior Manager with experience in leading large, complex teams over a dispersed geography, though this may be your first CEO role. We are seeking someone with a good understanding of services for children and young people and mental health, with effective internal and external communication and relationship building skills and of course, you must be aligned with our strong values base. This is an immensely rewarding role which would perfectly suit a person of vision, positivity and proven delivery.



# Job description

<b>Job title</b>	Chief Executive Officer
<b>Reports to</b>	Board of Trustees
<b>Direct reports</b>	Head of People & Culture, Director of Services, Head of Partnership Development & Communication, Head of Finance, 4 x Regional Heads
<b>Location</b>	Based at OTR, 8-10 West Street, St Philips, Bristol, BS2 0BH (with some travel across Bristol, South Gloucestershire and North Somerset). Options for some remote working (min 3 on-site days).
<b>Salary</b>	£65-£70k
<b>Terms</b>	This is a full-time, permanent role (37.5 hrs per week)  NB: Occasional requirement to work flexible hours - incl. some evenings and weekends
<b>Benefits</b>	OTR operates a flexible leave policy, and you are entitled to request as much leave as you would like and need.

## Purpose of the role

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- To work with the Board to provide OTR with an over-arching leadership and strategic focus.
- To lead the delivery of OTR's strategic plan.
- To develop the overall capacity and operational capability of the leadership team.
- To establish and manage key political relationships, partnerships and contracts with various stakeholders across the voluntary and public sectors.
- To ensure and oversee a strategy for diverse and sustainable income generation that supports OTR's strategic plan.
- To ensure and oversee robust financial management of resources.



## Main responsibilities

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### Leadership

- To provide a visible public profile, representation of and accountability for OTR's work in the media.
- To ensure that OTR's Beliefs are put into practice and strengthen an equitable organisational culture.
- To be responsible for and nurture overall staff wellbeing and occupational health.
- To develop the leadership talent of key management staff.
- To act as the safeguarding and youth voice lead, providing leadership around both.
- To provide quarterly reports to the Board of Trustees and any relevant sub-committees.

### Strategic

- To lead (in consultation and collaboration) on the iteration and development of strategy at OTR and to author the OTR strategic plan.
- To liaise and build strategic alliances with other VCS and public sector providers across health, social care, education and allied youth services.
- To represent OTR at conferences and high-level strategic meetings and forums locally, regionally and nationally.
- To support individual teams to develop their contributions to delivering the charity's strategic plan.

### Operational

- To provide operational leadership across OTR, ensuring the integrity of performance against the OTR Beliefs, strategic priorities and key contract criteria.
- To manage contract relationships and performance with Bristol, North Somerset and South Glos (BNSSG) ICB, Local Authorities and other relevant grant funders.
- To manage and oversee project budgets against agreed profiles.
- To ensure effective governance (policies, procedures and protocols) is adhered to in the planning and delivery of OTR services.

### Financial

- To support the Head of Finance to deliver the robust financial management of OTR's resources, overseeing key financial structures, systems and protocols.
- To ensure sufficient and diverse income to achieve OTR's strategic goals and mission.

- To nurture OTR's capacity for innovation and enterprise.

### **General**

- To work with the leadership team to make OTR a hub of innovation and excellence in the field of young people's mental health and wellbeing.
- To make equity and safeguarding a central part of the organisation's culture, strategy and delivery and protect the rights of individuals and engage with issues of social justice and change.
- To ensure young people's participation in OTR is meaningful and embedded at all levels.
- To stay up to date with the latest research and social policy context in which OTR operates.
- To engage in training and development appropriate to the role.
- To commit to the core values of OTR, including young people's empowerment and participation.
- To work within the spirit and framework of all OTR policies, governance, and delivery philosophy and to keep up to date with relevant training and professional development, especially in relation to Equality, Participation, Confidentiality, Vulnerable Adults and Child Protection and Safeguarding.
- To ensure all paper and electronic personal records are managed and stored safely at all times.
- To respect and maintain the confidentiality of all staff, volunteers and young people at OTR internally and with external agencies.



## Person Specification

### Experience

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#### Essential

- Experienced leader and manager of multiple teams within growth driven organisations.
- Organisation development and delivery in complex organisations.
- Service delivery within the NHS, public or not-for-profit sectors.
- Proven budget development and contract leadership with multiple stakeholders.
- Track record in building effective partnerships and relationships both externally and internally.
- Change management.

#### Desirable

- Mental health & and wellbeing experience.
- Charity and/or youth sector management.
- A track record in income diversification/fundraising.

### Knowledge

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We are ideally looking for someone with -

- Good working knowledge of children's and youth services, structures and care pathways, ideally across Bristol, South Gloucestershire and North Somerset.
- Excellent understanding of the social policy context and politics of child and adolescent mental health.
- A good understanding of anti-oppressive practice and equality issues.
- Knowledge of charity accounting practices.

### Personal qualities and skills

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- Resilience, ability to juggle multiple tasks and frequent change.
- Excellent Communication skills; clear, unambiguous, both verbal and written.
- A People Person; ability to influence others with empathy and diplomacy.
- Open minded thought leader who listens to others and encourages input.
- Leadership through kindness and trust.

- Passionate for mental health and wellbeing of children and young people; can imbue others with excitement and energy.
- Confident decision maker who can initiate and deliver with credibility.
- A positive approach to change and change management.

***‘I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.’***

**Maya Angelou**



## A Willingness to Work with Difference

At OTR, whatever your role or professional background, you will be expected to work in a way that is anti-oppressive and inclusive. A key focus for OTR is to develop an organisation that is inclusive for all. We do not claim to be experts in this, but we are committed to continuous learning and improvement in these areas and invite you to join us on this journey.

OTR recognises the benefits to individual practice and organisational credibility of having a diverse community of staff and volunteers and to this end, is continually working towards building and maintaining an environment which values and pursues diversity accordingly.

We recognise that tackling systemic inequality, prejudice, racism, and oppressive practice requires each of us to actively engage, self-examine and make changes where necessary in order to improve access and ensure an equitable experience for all in society and all of those who come through our doors at OTR.



# How to apply?

[Eastside People](#) is supporting [Off the Record \(Bristol\)](#) in the recruitment of this roles. Please [click here](#) to apply by submitting a CV and a cover letter. Please use the cover letter (max 2 pages) as an opportunity to add to the information you have shared in your CV and ensure that you cover the following:

- Why you are interested in the CEO role at OTR and how the position is a good fit for your skills and approach.
- Your experience of working at a strategic level and leading an organisation or large team.
- Key experience/knowledge in relation to the other essential skills and experience specified in the job description and person specification.

If you would like a call to discuss the role in more detail, please email Paul Venning, [p.venning@eastsidepeople.org](mailto:p.venning@eastsidepeople.org) to arrange a convenient time. Having a call of this kind will not influence the success or otherwise of your application. The closing date for applications is **Fri 10<sup>th</sup> January**.

**Preliminary interviews with Eastside People** - Ongoing and in the week commencing 13<sup>th</sup> Jan.

**First panel interview** – week commencing 20<sup>th</sup> or 27<sup>th</sup> Jan

**Final assessment day** – week commencing 27<sup>th</sup> Jan or 3<sup>rd</sup> Feb



***‘OTR has supported me loads over the last year. It has done me so much good especially with all the people I have met at Freedom, we hang out outside of OTR.’***

**Dorrie, OTR Bristol Half Marathon Fundraiser**



# Eastside People

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Eastside People is the trading name for Eastside Consulting Ltd. Company number: 4958922.



Eastside People