Tom Harrison House

# Chief Executive Officer

# Recruitment Pack

# An opportunity to lead Tom Harrison House into its next chapter

Tom Harrison House exists to support those who are and have served.

For more than a decade, the organisation has developed a distinctive approach to addiction recovery, combining specialist therapeutic support with community, shared experience and a deep understanding of the particular challenges faced by serving personnel, veterans and emergency services personnel.

The organisation now stands at a hugely exciting point in its development.

Following the departure of its founder and CEO, the Board is seeking an experienced charity Chief Executive to lead Tom Harrison House into its next exciting and transformative chapter.

This is an opportunity to develop the charity's strong foundations, protecting what makes Tom Harrison House special, while bringing strategic leadership, developing organisational maturity and creating sustainable income needed for the future.

Tom Harrison House has achieved a great deal through the passion, commitment and expertise of its people. As the organisation looks to the future, this role presents an opportunity to build on those strong foundations, developing the capacity and infrastructure needed to support its continued growth and impact.

The next CEO will build on everything Tom Harrison House has achieved to date, strengthening the organisation's capacity, influence and sustainability while opening up new opportunities to extend its impact.

## Note from Steve Pearson Chair of the Board

Tom Harrison House is unique as the only addiction treatment programme in the country dedicated to veterans and, more recently, serving personnel.

The success of the charity has grown year on year for over ten years, and we are now looking to cement its future with a new, dynamic CEO to lead the team forward. Our key goal, and the challenge for the successful applicant, is to drive forward the development of centrally funded support to secure the future of this vital work.

Thank you for your interest in working with the charity. We look forward to receiving your application.

## About Tom Harrison House

Tom Harrison House provides specialist addiction recovery support for UK Armed Forces serving personnel, veterans and emergency services personnel.

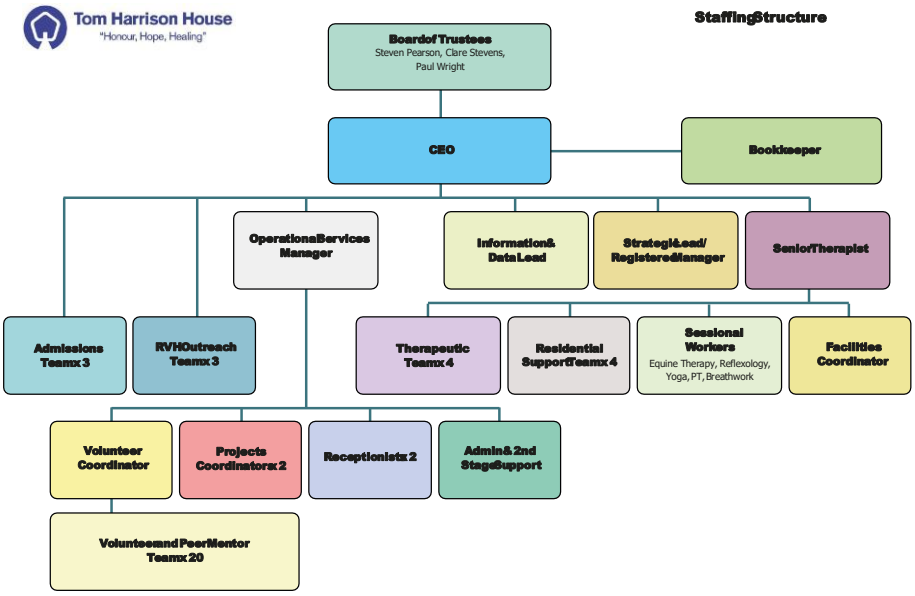
Its work combines therapeutic support, recovery, peer connection and an understanding of the particular experiences of people who have served.

The organisation has developed a distinctive model and established strong relationships across the veterans, health, addiction, homelessness and wider voluntary sectors.

It has also demonstrated its ability to develop new programmes and partnerships in response to emerging needs.

Tom Harrison House has built something distinctive: a community where people with shared experiences can find safety, connection, therapeutic support and the opportunity to build a new life in recovery.

The next CEO will be responsible for ensuring that the organisation has the strategy, leadership, systems, income and external influence to sustain and extend that impact.




## Key priorities for the Chief Executive

## Develop the next organisational strategy

Working with the Chair, Board, staff and key stakeholders, establish a clear strategic direction, translating ambition into focused priorities, measures of impact and practical delivery.

## Build sustainable income and funding

Strengthen and diversify income across fundraising, trusts and foundations, statutory funding, commissioning, partnerships and other appropriate sources. Build relationships with Government and national stakeholders and position Tom Harrison House for significant future funding opportunities.

## Provide visible, external leadership

Become the principal ambassador for Tom Harrison House, developing relationships with Government, NHS organisations, commissioners, local authorities, veterans' organisations, mental health and addiction organisations, emergency services, funders and other partners.

### Lead organisational change

Lead the organisation through its next phase of development, identifying opportunities to strengthen its structures, processes and ways of working while retaining the reputation, values and relationships that are central to Tom Harrison House.

### Strengthen the leadership and management team

Build capability and confidence across the management team, creating clear responsibilities, appropriate accountability and a stronger culture of leadership.

### Strengthen organisational infrastructure

Develop the foundations required for sustainable growth, including financial management, organisational planning, HR, performance management, data and impact, governance, risk, quality assurance and organisational structure.

# Purpose of the role

The Chief Executive will provide overall strategic, operational and inspirational leadership for Tom Harrison House, working with the Chair and Board of Trustees to deliver the organisation's purpose and agreed strategy. The role combines strategic leadership with responsibility for organisational sustainability, service quality, people, income generation, governance, risk, external influence, and the systems and infrastructure needed for continued development.

## Strategic leadership and planning

- Work closely with the Chair, Board of Trustees, staff, people with lived experience and key stakeholders to shape, agree and deliver Tom Harrison House's strategy.
- Translate the organisation's strategic direction into clear annual plans, priorities, objectives, measures of impact and organisational performance indicators.
- Monitor organisational performance, identify emerging issues and opportunities, and take timely corrective or improvement action where required.
- Keep the Board informed of relevant developments in the Veteran community, Armed Forces, emergency services as well as the addiction, mental health, health and voluntary sectors, and the subsequent implications for Tom Harrison House.
- Lead organisational development and change in a clear, inclusive and supportive way, maintaining engagement while strengthening systems, structures and ways of working.

## Governance, Board, risk and compliance

- Develop and maintain a strong, constructive relationship with the Chair and Board, ensuring Trustees have the information and assurance required to fulfil their statutory responsibilities.
- Prepare and present timely, accurate and meaningful reports to the Board on strategy, performance, finance, risk, compliance, quality and organisational development.
- Ensure Tom Harrison House operates in accordance with charity law, regulatory requirements, contractual obligations, relevant standards and its charitable objectives.
- Maintain a robust organisational risk management framework and risk register, ensuring significant risks are identified, mitigated, monitored and reported to the Board.
- Ensure effective arrangements for safeguarding, health and safety, data protection, employment compliance and other relevant organisational policies and controls.
- Work with Trustees, auditors and relevant colleagues on annual reporting, audit and assurance requirements, including appropriate financial and governance reporting.

## Financial management and sustainability

- Take overall accountability for the financial health and long-term sustainability of Tom Harrison House, working closely with the Board, Finance and external stakeholders.
- Ensure robust budgeting, forecasting, financial monitoring and reporting arrangements are in place, with expenditure controlled within agreed budgets and resources used effectively.
- Oversee the development of sustainable financial plans that balance investment in services and organisational capacity with affordability, resilience and responsible cost management.
- Ensure Trustees receive clear financial information and advice to support sound decision-making and oversight.
- Identify and manage financial, operational and organisational risks associated with growth, new programmes, contracts and partnerships

## Income generation, fundraising and commissioning

- Lead the development and delivery of a diversified income strategy across fundraising, trusts and foundations, statutory funding, commissioning, philanthropy, corporate partnerships and other appropriate sources.
- Build and maintain strong relationships with existing and prospective funders, commissioners, major donors, corporate partners and other income-generating stakeholders.

- Identify significant funding and partnership opportunities, ensuring that bids, proposals and contracts are strategically aligned, financially sustainable and capable of delivering impact.
- Work with colleagues and partners to strengthen the organisation's profile and credibility with funders and commissioners and to support successful income generation.
- Ensure appropriate oversight of contract performance, funder reporting, income targets and the risks associated with individual funding streams.
- Report to the Board on relevant funding updates, and elicit their support with funder relationships, as required.

## Safeguarding, Quality and Regulatory Compliance

- Provide strong organisational leadership on safeguarding, ensuring that effective policies, procedures, training and reporting arrangements are in place and embedded across the organisation.
- Ensure the organisation meets its safeguarding responsibilities and maintains a strong culture of safety, dignity, inclusion and person-centred care.
- Provide strategic leadership and oversight of compliance with relevant regulatory requirements, including those of the Care Quality Commission (CQC), where applicable.
- Work closely with the Consultant CQC Manager and/or other designated leads to ensure that CQC requirements, standards and recommendations are understood, implemented and monitored effectively.
- Ensure that the Board receives appropriate assurance on safeguarding, quality, risk management and regulatory compliance, escalating significant concerns where necessary.
- Lead and support a culture of continuous improvement, ensuring that learning from incidents, complaints, safeguarding concerns, inspections and other sources is translated into improved practice.

## Service delivery, quality and impact

- Provide strategic oversight of the delivery of high-quality, safe, effective and person-centred addiction recovery services for serving personnel, veterans and emergency services personnel.
- Ensure services are appropriately resourced and well managed, and delivered in line with agreed standards, policies, contractual requirements and the values of Tom Harrison House.
- Oversee quality assurance, service performance, outcomes and impact, ensuring evidence is used to understand what is working and where improvement is needed.
- Ensure the voices, experiences and feedback of people who use Tom Harrison House's services inform service development, organisational learning and strategic decision-making.

- Identify gaps in provision and opportunities to develop or improve services, programmes and partnerships in response to emerging needs.
- Promote a culture of continuous improvement, learning, evaluation and evidence-informed practice across the organisation.

## People leadership, culture and organisational development

- Provide visible, values-led leadership to staff and volunteers, creating clarity of purpose, accountability and a positive organisational culture.
- Lead, develop and support the management team, ensuring clear responsibilities, effective delegation, appropriate performance management and strong cross-organisational working.
- Ensure effective recruitment, induction, development, retention, succession planning and wellbeing arrangements for staff and volunteers.
- Promote equality, diversity and inclusion across the organisation and ensure people are treated with dignity, respect and fairness.
- Create an environment in which staff and volunteers are encouraged to contribute ideas, challenge constructively, learn from experience, and continuously improve.
- Maintain appropriate oversight of HR policies, employee relations, organisational capacity and workforce planning.
- Ensure cultural continuity across the Board, staff team and volunteers

## External affairs, partnerships and organisational profile

- Act as the principal ambassador and spokesperson for Tom Harrison House.
- Develop and sustain strategic relationships with Government, NHS organisations, commissioners, local authorities, veterans' organisations, mental health and addiction organisations, emergency services, funders and other relevant partners.
- Identify opportunities for collaboration, influence and joint working that strengthen outcomes for people supported by Tom Harrison House and enhance the organisation’s reach and impact.
- Build Tom Harrison House’s profile and influence locally, regionally and nationally through effective communications, public speaking, media engagement, events and sector networks.
- Contribute to relevant policy, campaigning and sector discussions, ensuring the experiences and needs of serving personnel, veterans and emergency services personnel are represented.
- Manage significant external relationships sensitively, protecting the organisation’s reputation while pursuing opportunities for growth and influence

## Operations, digital, data and organisational infrastructure

- Ensure the organisation has the systems, processes, policies and infrastructure needed to operate effectively and sustainably.
- Maintain strategic oversight of organisational data, management information and impact reporting, ensuring information is used to support decision-making and accountability.
- Support appropriate digital development and technology use, including strategic oversight of data security, cyber risk and digital systems.
- Ensure effective management of organisational resources, premises, equipment, information and other operational requirements, with appropriate delegation to the management team.
- Ensure policies, procedures and internal controls are regularly reviewed and strengthened in response to organisational, legal, regulatory and operational requirements.

## Change and continuous improvement

- Lead the organisation through its next phase of development, balancing the protection of Tom Harrison House's reputation with the need for organisational change and improvement.
- Communicate clearly and consistently during periods of change, ensuring staff, volunteers, Trustees and key stakeholders understand the reasons for change and are appropriately involved.
- Use evidence, feedback, performance information and sector learning to identify opportunities for innovation, efficiency and improved impact.
- Ensure lessons from projects, partnerships, successes and challenges are captured and translated into organisational learning.

## General responsibilities

- Act at all times in accordance with the values, policies and procedures of Tom Harrison House and with the highest standards of integrity and professional conduct.
- Undertake other reasonable duties consistent with the responsibilities and seniority of the role, as agreed with the Chair.

# The person

We are looking for an experienced charity leader who can demonstrate a track record of leading an organisation through growth, change and development.

We anticipate that the successful candidate will have operated at Chief Executive or equivalent senior leadership level within the charity sector and will bring a strong understanding of what it takes to lead a mission-driven organisation.

Previous experience within mental health and/or addiction would be highly desirable.

## What you will bring

### Senior charity leadership experience

Significant experience of leading a charity or comparable mission-led organisation at senior level. Ideally, previous CEO experience, with a track record of working effectively with a Board and taking responsibility for organisational performance.

### Strategic leadership

An experienced strategic thinker who can look beyond immediate operational pressures and translate strategic ambition into practical plans.
Mental health and addiction
Experience in mental health and/or addiction services would be highly desirable, with the ability to engage credibly with clinical, therapeutic, commissioning and service delivery professionals.

### Income generation and financial sustainability

Experience of developing sustainable charity income through one or more fundraising and income-generation streams, such as fundraising, statutory commissioning, government funding, trusts and foundations, philanthropy, corporate partnerships, or other sources.

### External influence

An accomplished relationship builder and ambassador, confident representing an organisation with senior stakeholders at regional and national levels.
People leadership
An engaging and visible leader who creates clarity, encourages accountability and develops the capability of others.

## Governance

Experience of, and a strong understanding of, the CEO's role within a charity and the importance of an effective partnership with the Chair and Board.

Your leadership style

- Strategic – able to define a clear future direction.
- Ambitious – willing to build Tom Harrison House's influence and reach.
- Commercially aware – able to develop sustainable income and understand the financial realities of growth.
- Outward-facing – comfortable building relationships with senior stakeholders and representing the organisation nationally.
- Collaborative – able to work with Trustees, staff, partners and people with lived experience.
- Change-oriented – prepared to challenge established ways of working and lead improvement.
- Pragmatic – willing to 'roll up sleeves' and get into the detail when required.
- Emotionally intelligent – able to understand organisational culture and bring people through change.
- Values-led – committed to the purpose and people at the heart of Tom Harrison House.

## Location and working arrangements

Tom Harrison House is based in Liverpool, and the successful candidate will be expected to work regularly from the Liverpool office. The role will also involve travel across the North West and nationally for meetings, events and other organisational activities.

This is a full-time, highly visible leadership role. The expectation is that the CEO will normally spend approximately 2–3 days per week working from the Liverpool base, with flexibility for external meetings, stakeholder engagement and other organisational requirements.

### Why join Tom Harrison House?

- An established profile and reputation within the veterans, mental health and addiction landscape.
- Passionate and committed staff.
- Significant potential for further growth.
- Strong existing relationships across the sector.
- An ambitious Board committed to supporting the next stage of development.
- The opportunity to shape the future of a charity, making a tangible difference to people affected by addiction, mental health challenges and the transition from service.

## Benefits

25 days annual leave plus bank holidays
5% Pension contribution

## Essential criteria

- Significant senior leadership experience within the charity sector.
- Previous CEO or equivalent organisational leadership experience.
- Experience of working effectively with a Board of Trustees.
- Proven experience of developing and implementing organisational strategy.
- Strong understanding of safeguarding responsibilities within a charity and/or health and social care environment.
- Understanding of the role and responsibilities of the Care Quality Commission (CQC) and the regulatory framework relevant to the organisation.
- Experience leading organisational change and development.
- Experience of developing sustainable income within a charity or comparable organisation.
- Strong financial understanding and experience overseeing organisational budgets.
- Excellent stakeholder engagement and relationship-building skills.
- Experience representing an organisation externally at a senior level.
- Strong communication, influencing and presentation skills.
- Experience of leading and developing teams.
- Strong understanding of charity governance and organisational risk.
- Experience of overseeing service quality, safeguarding, risk management and regulatory compliance in a service-delivery organisation.
- Experience of using performance, financial and impact information to support organisational decision-making and continuous improvement.
- Experience of strengthening organisational systems, processes and infrastructure during a period of growth or development.
- Experience of working effectively with staff, volunteers and people with lived experience or people who use services and their representatives.
- Understanding of the importance of data protection, information governance and appropriate use of digital systems within a charity.
- A genuine commitment to the purpose and values of Tom Harrison House.

## Desirable criteria

- Experience in mental health services.
- Experience in addiction and/or recovery services.
- Experience of veterans' services or the Armed Forces community.
- Experience of blue-light services.
- Experience of NHS or Government commissioning.
- Experience of working with Government, Ministers, senior civil servants or national policy stakeholders.
- Experience of leading an organisation through a founder or significant leadership transition.
- Experience of professionalising a growing organisation while retaining its culture and identity.
- Experience of leading digital, data or systems development within a growing organisation.
- Experience of developing services or partnerships across veterans, Armed Forces, emergency services, health, addiction or related sectors.

*This job description is intended to describe the principal responsibilities of the role. It is not exhaustive and may be reviewed and amended in consultation with the postholder and the Chair to reflect the changing needs of Tom Harrison House.*