

NewLinkWales

Achieving wellbeing in your community



December 2017

Recruitment Pack
Chief Executive

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Heroine Day



Dr John Morgan
Chairperson

Dear Applicant,

Newlink is an ambitious place. Our ambition is nothing less than a complete impact on the health and wellbeing of people in Wales and the life chances and opportunities of the people we serve.

It's a tall order and one that's only possible because of the solid foundation that we have in place. We have a proud and passionate workforce who inspire all of our service users through demonstrating our beliefs and core values.

Newlink is about wellbeing, aspiration and hope. We want to inspire people to want more. Yet, we know that it's the hard work of our staff behind the scenes that will decide whether we realise our ambition. We need a Chief Executive Officer who can articulate, inspire and role model this ambition.

We have built a very strong platform of success and this role offers the opportunity for you to bring your ideas, creativity, passion, knowledge and experience to NewLink. In return, the successful candidate will be part of a strong team in an organisation that truly transforms lives.

Thank you for your interest and Pob Lwc! I look forward to receiving your application.

Very Best Wishes

Dr John Morgan
Chairperson

Our Why

We want people to stop hurting, fall in love with their lives and achieve wellbeing. Everyone deserves a chance to realise their potential. Some people have never had that chance. We want to help them get there.

Our Vision

A world where wellbeing is possible for everyone.

Our Mission

At NewLink Wales we are committed to building resilient communities and enabling people to thrive as healthy individuals. Through support and training we will empower people in need to reach their full potential, achieve life goals and move on from behaviours that put health at risk, such as substance misuse. Our commitment to wellbeing means that we will enable people to make positive connections, engage in meaningful activity, invest in health, and challenge the things that are holding them back.

Our Purpose

- To develop social inclusion through the promotion of wellbeing
- To prevent or reduce harm and adverse health and living conditions, and improve quality of life for service users, carers, professionals, volunteers and the public.
- To inspire others to champion change and advance the education of the causes and effects of wellbeing issues, in order to prevent harm before it happens.
- To drive up quality standards, inform the evidence base and support the implementation of best practice in other organisations
- To pioneer the engagement of hard to reach groups and those with cultural needs.
- To promote genuine equality of access to information, services and treatment.
- To encourage volunteering and community participation.



Why we exist

- *We want people to stop hurting, fall in love with their lives and achieve wellbeing;*
- *Everyone deserves a chance to realise their potential, some people have never had that chance;*
- *We want to help them get there.*

We help people to get their lives back on track

There are many reasons why that needs to happen. A history of substance misuse, mental illness, long-term unemployment – there's a long list of circumstances that can make people feel they've lost control of their lives. We're here to show them how they can get it back – and how, through relapse prevention, they can keep it in a nutshell? We exist to build futures.

How do we do that?

Through volunteering. We supply substance misuse and wider wellbeing organisations with dedicated, motivated and fully-trained volunteers. We place volunteers in organisations across Wales. Their work is often essential to the running of services

Through Training. We train professionals who work in substance misuse and wider wellbeing organisations. We give them the facts, the confidence, and the capabilities to prevent problematic substance misuse before it happens, and where it has, to support people through recovery.

Through showing the way forward. We run programmes that allow people in recovery to get out into their communities, get involved in something meaningful, and get back to being who they are. By cementing their recovery, we can help them prevent relapses and maintain control of their lives.

What's our background ?

NewLink Wales was setup in 1999 with a simple aim: to boost what the substance misuse sector in Wales could do. We wanted to help the sector go further, reach more people, prevent harm before it happens, and - where it has - to help re-shape more lives.

And that's still what we do – but we've since widened our remit to allow us to help more people. The same paths, ideas, and training that help those recovering from substance misuse can also be used to help others, too.

So we're now a wellbeing organisation. It's a change that means that more services, more people and more communities can benefit from what we do. If an idea works, it's worth sharing.

Achieving wellbeing through ..

Optimism

Courage

Determination

Innovation

Prevention



WELLBEING

Let's thrive together! We live wellbeing, we promote wellbeing



DRIVE

Driven by our passion, our enthusiasm, and the people we support



COURAGE

Fearlessly challenging, pioneering, exceeding expectations and making a difference



DEDICATION

Dedicated to embracing individuality, to creating opportunities, to changing lives, to each other as a team



HOPE & OPTIMISM

Things can change, anyone can make it, nobody is written off



SMILE

We'll have a great time, and show others how to do the same

"I feel so privileged that Newlink Wales have given me these opportunities to see firsthand the amazing work that it and other charities to, as well as speak to the clients themselves and hear their stories, "There's a difference to be made".



We're about futures, not pasts

Everyone has something to give, no matter what the situation or the problems that person is facing. Our volunteering programmes support people to rediscover their self-belief, identity and confidence. We help them to get their lives back on track. Our three volunteering pathways ensure that people are getting what they need, while having the biggest impact they can on their community. People may come to us completely new to the substance misuse and wellbeing sector, or they may be going through treatment and want to help others make their first step towards recovery.

Our volunteers could be looking for experience, they may be in recovery and wanting to give something back, or they may want to find more meaning in life by supporting environmental projects and other important causes. We also welcome the families of people who have wellbeing issues, we all need allies to overcome our problems. We also work with many of Wales's key substance misuse and wellbeing organisations, sending them the right volunteers to join their team – trained, enthusiastic and ready to help build futures.

Our general volunteering programme for the substance misuse sector is called **VOLOCITY**. It enables people to use their abilities to make a difference to services in these sectors, learn new skills to boost their own future, and meet some incredible people. **VOLOCITY** is funded by the Cardiff and Vale Area Planning Board for Substance Misuse, and is delivered as part of a wider scheme called **Universal Services** in partnership with Public Health Wales and Cardiff City Council.



VOLOCITY

VOLOCITY is our general volunteering programme for the substance misuse sector. It means you can use your skills to make a difference, learn new skills to boost your future, and meet some incredible people.



NEWSTEPS

If you're going through substance misuse and alcohol-related treatment, New Steps is here for you. It's a chance to meet people, build skills, and be part of something incredibly positive.



BUZZIN

Bee-keeping offers the ideal community setting for people to solidify their recovery, prevent relapses, and get the problem-solving skills they need to maintain change in their lives.



MILE

MILE is a training programme. It's designed to help you get to a point where you're comfortable and confident entering substance misuse volunteering.



FOOTSTEPS TO RECOVERY

Footsteps to Recovery is a programme that allows you to access services from across three leading organisations. We've teamed up with SOLAS and Recovery Cymru to put it together, and through it NewLink Wales offers our MILE and NewSteps volunteer programmes.

Footsteps to Recovery

This allows access to services from across three learning organisations. NewLink Wales has teamed up with SOLAS and Recovery Cymru. The idea is simple. ThruCare Café sessions help people work with specialists to set out services and a structure that will fit their own individual recovery journey. This is because we know that each recovery is as unique as the person.

Newsteps

If someone is going through substance misuse, alcohol related treatment or treatment for other long-term wellbeing issues, NewSteps provides a chance to meet people, build skills and be part of something incredibly positive. Recovery can be a lonely experience, and we often talk to people who simply feel bored, don't have confidence in their future, or worry about moving backwards, losing the progress they have made towards recovery.

NewSteps help people connect with others who are experiencing the same thing and gives them the chance to play a part in projects that are of genuine benefit to their communities. It can also help to prevent possible relapse by providing people with something real, meaningful and prohibitive to engage with.

MILE

MILE is well named, it is built on the journey people have taken through substance misuse or other long-term wellbeing issues. It is a training programme designed to take people from the end of their own recovery to a point where they are comfortable and confident volunteering to help others reach the same point. Recovery is personal, and the people who have been through it know and understand the strength it requires. If someone has experiences that have inspired determination to help others, MILE is here to turn that inspiration into impact. The people we meet have skills and abilities that can make a real difference to recovery services in Wales. We help to show them how.

Buzzin

We are changing lives by using bees. It is unusual and it is working. Beekeeping is on the rise as awareness spreads about the environmental hazards faced by these incredible creatures. And they don't just make the flowers grow – many of the skills needed for beekeeping are the same that people learn in support settings. The project has worked better than we anticipated, Bees have been saved, vital flowers have been planted, habitats preserved and our environmentally friendly message has spread throughout the community. And it is not just our volunteers who have felt the benefits of Buzzin. Most life on the planet depends on the health of bees. Buzzin won a runner-up prize in the Environmental category at the WCVA Third Sector awards.

Employment Support

Employment support is a major part of helping people maintain recovery, prevent relapse, and secure a happy future. For many who've experienced substance misuse or other issues that have seriously affected their long-term wellbeing, gaining or re-gaining employment represents a new chapter in their lives.

The employment support options we offer are designed to as provide the skills and capabilities needed to find work, as well as boosting confidence and self-belief – a key part of preventing relapse, and safeguarding the progress made towards recovery.

Support. Inform. Educate
Cefnogwch. Hysbyswch. Addysgwch
SWITCHED  N

Peer Mentoring Service

This service, (previously known as the Out of Work Service) aims to help people move towards employment and economic independence. We do this through a mix of training, skills, development and qualifications. It is delivered by NewLink Wales and Gofal and made possible by funding from the European Social Fund through Welsh Government.

Switched On

Switched On is an information, education and advice service for anyone under the age of 25. Whether they're worried about their own experiences with substance misuse, concerned about a friend or relative, or just simply want to get their facts straight, Switched On can help young people stay informed. The Switched On team also work extensively with those who educate young people, such as teachers, parents and carers, to help prevent young people from developing problematic substance or alcohol usage. Their work is backed up by an innovative new Peer Education programme that sees young people learning from each other, too. A service delivered by the Cardiff and Vale APB, Switched On is housed in Meridian Court Business Centre, and works closely with NewLink Wales.

Young People and Diverse Communities Worker

Chris, our Young People and Diverse Communities Worker, works across the Switched On and NewLink Wales teams to make sure the work we do reaches as many people as possible. He helps us deliver culturally relevant information to any young people that might be sidelined by mainstream substance misuse information, and builds connections within communities that can sometimes be hard to reach.

Red Button

is an education and advice site – a 'first point of contact' for young people looking for the facts about substance misuse - that supports Switched On's work. With an extensive A-Z glossary of common substance and their effects, and a down-to-earth approach to explaining how substances affect your day-to-day life, Red Button is a fantastic place for young people to start learning how to handle the substance misuse situations they might encounter.

Why should we be treating young people about substance abuse?

To put it simply – because the more they know, the more able they are to make informed choices. There's no cast-iron way to prevent all young people from ever encountering the dangers of substance misuse, but by arming them with the facts – and making sure those facts are from a reliable source – we can make sure they understand what's out there, what they're likely to be faced with, and how they can stand the best possible chance of preventing themselves and others from coming to harm.



Helping people to get the skills they need.

Our training is comprehensive, accessible, delivered by our on-site experts and updated on a constant basis. Our training days cover just about everything you'll need to know about substance misuse, harm reduction and prevention, and other wellbeing-related topics.

Some of the areas we cover include

- *Substance Misuse Awareness (and Advanced level), including New Psychoactive Substances*
- *Hepatitis and Blood-Borne Viruses*
- *Cannabis Awareness and Harm Reduction*
- *Steroids and Image Enhancing Drugs*
- *Understanding Naloxone*
- *Mephedrone Understanding: Harm Reduction and Prevention*

Qualifications are real, solid proof of knowledge and skills, and a great boost to employability. Every year we work with a large number of candidates to help them achieve their goals, and we've qualified individuals across the entire substance misuse and wider wellbeing sectors

Training Assessment and Quality Assurance (TAQA) If you're working within a quality assurance role within the substance misuse sector, you should have a nationally recognised qualification. These qualifications are open to people carrying out assessments and quality assurance in most learning environments, including FE, Adult Continuing Learning, Employers and Third Sector. They're designed for anyone assessing and carrying out quality assurance in all occupational sectors, or accredited learning, non-accredited learning and qualifications on the National Qualification Framework (NQF).

Awards and Certificates in working with domestic abuse. These can be used by as: Continuous Professional Development if you already hold a relevant professional qualification, such as in nursing, social work, teaching, police work, or probation. Continuous Professional Development if you already hold a relevant Level 3 NVQ, such as Health and Social Care or Working with Offending Behaviour. A specialist qualification, if you're working in the field but can't undertake a full Level 3 NVQ due to the nature of your work – for example, you could be a part time or voluntary worker.

There are four qualifications available :

- Level 3 Award in Working with Substance Misuse
- Level 3 Certificate in Working with Substance Misuse
- Level 4 Award in Working with Substance Misuse
- Level 4 Certificate in Working with Substance Misuse



“Our trainer really knew what he was talking about, and made the process of getting to grips with a lot of information really thought provoking. I feel I know and understand so much more about substance misuse now” – Substance Misuse Awareness Trainee, 2016



“WE MAKE OUR DDRS COURSES AS WELCOMING AND RELAXED AS POSSIBLE; WE’RE NOT HERE TO PATRONISE OR POINT FINGERS. OH - AND WE GET DAY ONE JITTERS TOO!” – Dave Llewellyn, NewLink Wales DDRS (Drink Drive Rehabilitation Scheme) Trainer.

Our Drink Drive Rehabilitation Training is sometimes referred to as Alcohol Awareness Training – which says it all. It’s about education; we’re not here to patronise, judge or point the finger. We’d rather arm people with the facts and the confidence to avoid re-offending .

Our trainers know that the reasons behind drink-drive offences can be complicated and circumstantial. Sometimes it can be as simple as not being aware of the law, or missing some key bits of knowledge about how alcohol affects the brain. Often there’s other factors pushing people towards offending. The more you understand about alcohol, and the repercussions of drink-drive offences, the better your chance of avoiding an offence in future. That’s what we’re here to help with

WE KNOW WHAT WE’RE TALKING ABOUT NewLink Wales is a Welsh-Government approved provider of Drink Drive Rehabilitation Training courses, and delivers programmes in collaboration with the Welsh Government and the Department for Transport.

Our courses are developed by our in-house Training team, and are delivered by Dave ‘Quality’ Llewellyn, an IQA and PGCE qualified trainer with more than a decade of experience in qualification and training. Most importantly, though, NewLink Wales is a substance misuse and wellbeing organisation; we’ve built everything we do around helping people get their lives back on track. We don’t see DDRT as being any different.

The Right Space, The Right Price, The Right Reason

if you a hire a room from us, all the proceeds we make go directly into funding the work of NewLink Wales, who work tirelessly to tackle the substance misuse issues that affect lives and communities in Wales. NewLink Wales provides volunteer training and support for people who help get lives back on track. Since they opened their doors 15 years ago, over 200 of the volunteers they've trained have gone on to become professionals in the substance misuse sector, helping prevent others from developing substance misuse issues - and showing the way forwards to those who have. That number's on top of the hundreds of volunteers they've placed in charities across Wales, each one of them helping to build better futures.

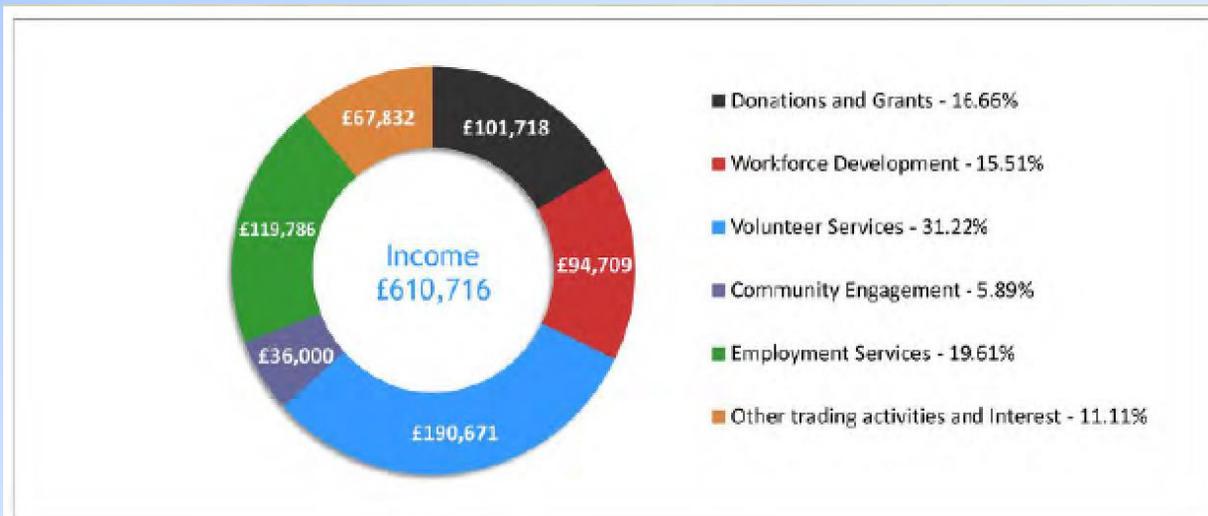
Hiring one of our fully-equipped meeting and function rooms doesn't just provide you with a functional, comfortable low-cost location – it also means your business can, in a very real sense, give back to the Cardiff and wider Welsh community. **Close to the centre of Cardiff Fully Equipped Disabled Access Air Conditioned Catering Available**



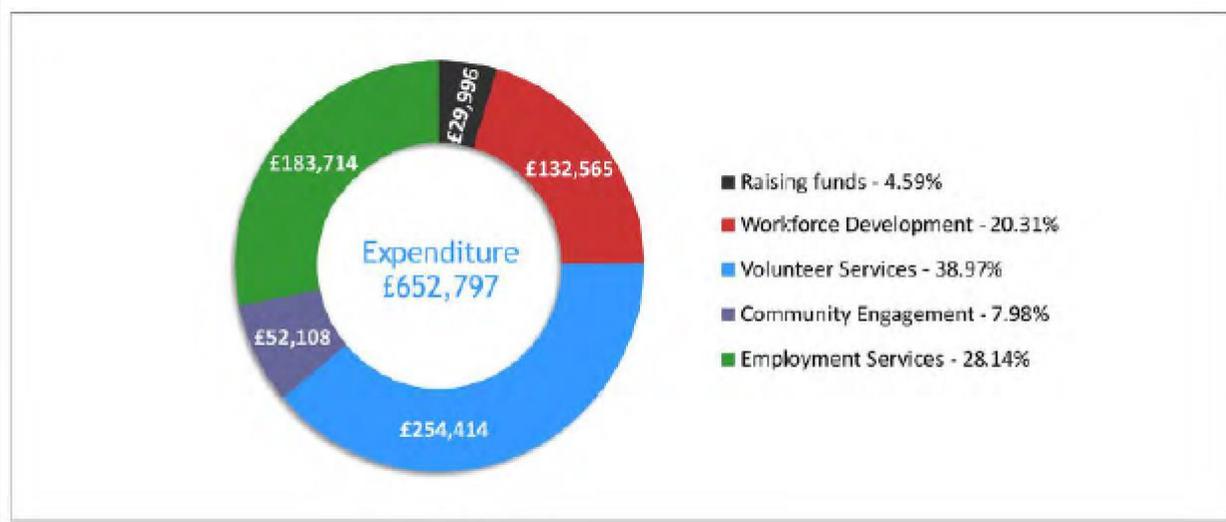
Newlink merged with another charity in Bridgend, formerly known as Ogwr DASH, an established provider of support to the most vulnerable people in society. It has had a hugely positive reputation in Bridgend and the surrounding areas since the 1980s.

Please see summary below of overall financial information.

Analysis of income 2016/17



Analysis of Expenditure 2016/17



The full Annual Accounts, Trustees Annual Report and Auditors Report can be obtained from Newlink Wales' registered office in Cardiff. Contact details can be found at newlinkwales.org.uk.

Dr John Morgan – Chair

Dr Heather Moyes – Vice Chair

Frank Learner – Treasurer

Mohammed Yusef

Susie Boxall

Su Turney

David White

Jeremy Ashdown

Terry Brenig Jones

Dr Liz Walder

Graham Orange

Job Title:	Chief Executive Officer
Based at:	NewLink Wales, Meridian Court, North Road, Cardiff
Responsible to:	NewLink Wales Management Board
Hours:	37 hours weekly
Salary:	up to £45,000 per annum

Job Purpose

Uphold organisational values, culture, ambitions and quality focus ;

To coordinate, manage and implement the income generation plan for the organisation and report progress to the Board of Trustees;

To lead, influence, and encourage participation and innovation across the wide range of internal and external partners, staff, service users and stakeholders. ;

To support the trustees in providing strong governance, and providing clear leadership, vision and strategic direction to NewLink Wales it strives to achieve the goals and objectives of the charity.

1. Ensure Adherence to Values and Principles

- To reflect the values and principles of NewLink Wales in the development, planning and operation of policy, procedure and practice ;
- To reinforce the need for a continuous learning culture, embedding organisational values, together with a continual reflection on individual and team performance ;
- To ensure that our values and principles are communicated and implemented effectively to all people at NewLink Wales, ensuring that there is a consistent orientation together with a strong organisational identity.

2. Support the Board of Trustees in delivering strong governance

- To establish regular contact with the Chair of Trustees ;
- Keeping the Board informed of matters related to governance ;
- Presenting regular reports with evaluation of outcomes and targets for future achievement ;
- To ensure that the organisation complies with both charity and company law in its operational practice ;
- Supporting the business of the Board by providing statistical evidence, professional advice and secretarial assistance ;
- To provide reports to the Board regarding the activity and financial status of the NewLink Wales and make recommendations regarding its future development.

3. Providing clear leadership and direction

Monitoring progress of all set and agreed projects ;

- Developing a strong leadership team to support NewLink Wales and provide stability for the longer term ;
- To co-ordinate the recruitment, appointment, capability, development, discipline and management of staff ;
- To be responsible for the day-to-day running of the organisation and making appropriate decisions ;
- Ensuring projects, departments and people understand where the organisation is going and their contribution to its success ;
- To develop, implement, monitor and review policies and procedures, for example equal opportunities, health and safety, confidentiality and a people strategy.

4. Ensuring development, quality levels and effectiveness of service delivery

- To ensure that the aims and objectives of NewLink Wales are met ;
- To report and be accountable to the Management Board for Meridian Court ;
- Networking with government, commissioning agents and others, taking account of trends and potential developments ;
- Applying vision to ensure that a dynamic organisation is ready to meet future challenges
- Developing and disseminating best practice.

5. Managing and developing the charity's resources

Developing and achieving ambitious fundraising plans ;

- Ensuring maximum gain and minimum waste from financial or other organisational resources ;
- Ensuring the short term survival of NewLink Wales medium term growth and long term strength ;
- Applying commercial principles in support of charitable aims over a range of projects to provide additional income for NewLink Wales ;
- To develop, implement, monitor and review policies and procedures, for example equal opportunities, health and safety, confidentiality and personnel.

6. Raising the charity's profile and influence

- Celebrating success in appropriate ways
- Serving as an effective spokesperson for NewLink Wales
- Joining appropriate bodies, groups and forums to influence national policy
- Ensuring organisational representation on groups to influence local operation
- To ensure that the charity is effectively optimising all marketing streams including social media
- To ensure that the organisation is represented in appropriate local strategic groups and forums.

Other Duties

To undertake such other duties as may be required by the Board of Trustees.

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Wellbeing – Let’s thrive together! We live wellbeing, we promote wellbeing

No		Essential	Desirable
1.	Knowledge of substance misuse issues and services and recovery	X	
2.	Exceptional interpersonal skills with experience in building strong and lasting relationships with stakeholders including the Board of Trustees	X	
3	Proven competence at a senior strategic level within the charitable sector (and / or equivalent experience)	X	
4.	A track record of making complex business decisions with authority, even in times of ambiguity, considering the potential long terms risks and implications	X	
5.	Experience of commissioning and/or providing training		X

Drive – Driven by our passion, our enthusiasm, and the people we support

No		1Essential	Desirable
6.	Strong Legislative background and able to demonstrate experience of dealing with finance and developing strategies and approaches that offer and represent excellent value for money	X	
7.	Strong business and commercial acumen, results orientated, balanced with a genuine interest in people management, leadership and development	X	
8.	Strong leadership skills combined with an ability to facilitate and encourage managers to take personal ownership and to work effectively in support of the company’s core activities	X	
9.	The ability to work effectively under pressure and to tight deadlines	X	

Courage – Fearlessly challenging, pioneering, exceeding expectations, to changing lives, to each other as a team

No		Essential	Desirable
10.	Proven track record in fundraising, with experience of relationship building with commissioning authorities, board of trustees and policy makers in a constructive and meaningful way	X	
11.	Commitment in ensuring an imaginative approach is taken to valuing and developing Welsh culture and identity across all NewLink Wales projects and initiatives	X	
12.	Continuously demonstrating and reinforcing our values proposition; incorporating them as part of your achievements	X	

Dedication - Dedicated to embracing individuality, to creating opportunities, to changing lives, to each other as a team

No		Essential	Desirable
13.	Ability to read, interpret and explain complex financial data	X	
14.	Educated to Degree Level or Equivalent	X	
15.	Strong commitment to their own continuous professional development as well as that for others	X	
16.	Successful track record of innovation, generating opportunities and negotiating on major issues with experience of financial risk appraisal and management	X	
17.	The ability to deliver projects and initiatives on time and within budget	X	

Hope and Optimism – Things can change, anyone can make it, and nobody is written off

No		Essential	Desirable
18.	Commitment to Equality, Diversity and Inclusion, ensuring that all protected characteristics are considered from both a staff and service user perspective	X	
19.	Horizon scanning, looking ahead at potential new commercial opportunities and ideas for further collaboration.	X	
20.	Strong Communication and Interpersonal skills, with an approach that is risk aware, not risk adverse	X	
21.	To engender strong leadership, credibility and gravitas, working with senior managers and trustees to bring about continued and ongoing success	X	

Smile – We'll have a great time, and show others how to do the same

No		Essential	Desirable
22.	Experience of managing, developing and motivating teams and of collaboration with internal teams and other stakeholders	X	
23.	A strong track record of leading, engaging and motivating teams in a complex multisite / multi service organisation	X	
24.	Ability to articulate a clear vision for NewLink Wales, with the ability to take others with you	X	

Welsh Language and Culture

No		Essential	Desirable
25.	Understanding and empathy with Welsh culture and language	X	
26.	The ability to speak Welsh		X
27.	The ability to listen and understand conversations in Welsh		X
28.	The ability to write in Welsh		X
29.	The ability to read Welsh language material		X

INDICATIVE / SUBJECT TO CHANGE

No		Indicative Date
1	Advertisement Date	Early January 2018
2	Closing Date	31 st January 2018
3	Long listing Date	Early February 2018
4	Preliminary Interviews	February 2018
5	Short Assessment Centre	February 2018
6	Final Interviews	Early March 2018
7	Selection	Early March 2018

Recruitment Partner

This process is being managed by Stephanie Evans of Effective HRM. Please do not hesitate to contact her directly either by email or telephone should you have any questions or should you require any additional information.

Email: stephanie@effective-hrm.co.uk

Tel: 03300 414589

Terms of appointment

This post is a full time permanent post.

Salary

Competitive salary

Location

Based at our Cardiff office, the post holder will be expected to work from the Bridgend office as required.

The post holder will also be required to travel across Wales as necessary for the role

Other Benefits

In addition, NewLink Wales offers a generous employment package which includes a competitive salary, plus the following benefits:

- Annual leave (33 days per annum)
- Competitive pension scheme
- Learning and development opportunities
- Free car parking
- Free employee assistance programme

Recruitment Partner

This process is being managed by Stephanie Evans of Effective HRM. Please do not hesitate to contact her directly either by email (stephanie@effective-hrm.co.uk) or telephone (0300 414589) should you have any questions or should you require any additional information.

Newlink Wales is committed to providing equality of opportunity for all staff and welcomes applications from all individuals for advertised jobs that match their skills and interests. Here, you will find details of the role and the selection process to assist you in completing and tailoring your application.

Job Description and Person Specification

Pages 32 to 35 of the recruitment pack outline the duties and key values that we require from the successful candidate. Before you make your application, you should ensure that you can provide sufficient evidence of specialist experience and leadership competence particularly where it is an essential requirement. It is worth noting that anyone who is deemed unable to do so by the panel will not progress to the next stage of the recruitment process.

The preferred method of application is by:

- A comprehensive curriculum vitae setting out your career history, responsibilities and achievements
- A supporting statement (maximum of 2 pages) which clearly explains how you think you meet the requirements of this role
- Equalities and Diversity Monitoring –this is requested for monitoring purposes in line with our commitment to equality and diversity.

Please note that CV's submitted without a supporting statement will not be accepted.

Please indicate in your covering letter if you cannot attend any of the interview dates. Please note that applications can only be considered if all the documentation is complete. Please send your application preferably in MS Word format by email to: Email. **Applications must be received by 31st January 2018**

Please do contact Stephanie if you wish to have an informal discussion about the role and organisation or if you have any other questions to help you decide whether to apply. She will answer your questions and/or arrange for you to have a discussion with a member of the Board about the role.