

STRICTLY CONFIDENTIAL

Candidate Briefing Document for the position of  
**Chief Executive Officer**

April 2022



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## Organisation Overview

“Local Development promotes area-based, integrated community-led interventions based on participative democracy to address long-term unemployment, economic marginalisation and social exclusion.” (Government of Ireland, Sustainable, Inclusive & Empowered Communities, 2019, p.16)

The Irish Local Development Network CLG (ILDN) is the representative body for Ireland’s Local Development Companies (LDCs). These 49 not-for-profit groups are building inclusive, vibrant communities and better life chances for people in every part of Ireland.

They assist communities and disadvantaged persons/groups with personal development and well-being, social inclusion, employment training and placement, enterprise and social enterprise, community development, environment and climate action.

With 2,100 employees on the ground, supporting 15,000 community groups and 170,000 individuals through €300+ million of programmes, each year, the ILDN membership is the largest Community Development/Anti-Poverty Network in the state.

Programmes include LEADER, Social Inclusion Community Activation Programme, Local Employment Service, Jobs Clubs, Back to Work Enterprise Allowance, Tús, Rural Social Scheme, social enterprise, Rural Recreation, Walks Scheme, health, mental health and social prescribing, environmental management and climate action.

Irish Local Development Network supports Local Development Companies through policy development and research; HR supports; training; representation to funders and policymakers; internal and external communications; widespread networking fora; membership of government and civil society committees, consultative bodies or working groups; group procurement, Garda Vetting etc.

ILDN is governed by a 14-person voluntary Board comprising Chairpersons and CEOs of Local Development Companies from six regions across the country. The Company also meets in Council comprising all 49 Chairpersons and CEOs several times annually. The ILDN main office is based in Limerick from where it serves all 49 members. The Board members, representing Regional Councils, are

**Dublin Region** - Anne Fitzgerald, Larry O' Neill, Bruce Phillips; **East** - Dermot Leavy, Pat Leogue; **Border:** Mary Mullen, Padraic Fingleton; **South** - Arran O' Driscoll, John Stack; **MidWest** - Isabel Cambie, Jim Finn; **West** - Martina Earley, Terry Keenan.

***The ILDN Strategic Plan (2020-2024)*** sets out key objectives for the network for the period to 2025.

The full strategic plan can be read here: [Strategic Plan 2020-2024](#).

Further information about ILDN is available at [www.ildn.ie](http://www.ildn.ie).



Rialtas na hÉireann  
Government of Ireland

## Chief Executive Officer Irish Local Development Network

### THE ORGANISATION

The Irish Local Development Network CLG (ILDN) is the representative body for Ireland's Local Development Companies. These 49 not-for-profit groups are the largest providers of community development, social inclusion & antipoverty services in Ireland. Through the work of its members ILDN is building inclusive, vibrant communities to provide better life chances for people in every part of Ireland. The Board of ILDN Ireland is seeking to appoint a highly motivated & experienced person to lead the Network into the next stage of its development & drive its ambitious plans for the future.

### THE ROLE

Reporting to the Chairperson of the Board of ILDN, the Chief Executive Officer will take responsibility for the strategic & operational management of the Network. This is an exciting opportunity for someone passionate about improving outcomes for communities experiencing many challenges and those who are most at risk of poverty and social exclusion.

**Location flexible:** Option to be based at one of the 49 Local Development Companies nationwide.

### THE PERSON

You are an experienced leader with strong organisational skills & experience of dealing with professional networks or membership associations.

You possess a high level of knowledge & experience of policy development & the delivery of Government & EU funded or similar programmes.

You are highly motivated & share a vision with ILDN members that local development delivered on an area basis by NGO's is a key element in building a better, fairer, & more prosperous society for all.

As the public face of ILDN, you will have highly developed communication & advocacy skills & are capable of engaging & influencing a wide range of internal & external stakeholders.

You have knowledge of the Local Development Sector in Ireland.

You will possess significant experience in developing, driving & delivering strategic plans.

Proven leadership, governance, finance & change management skills are also required

### To Apply:

Further information, including details on how to apply are available on [www.ildn.ie](http://www.ildn.ie).

If you feel you would benefit from a confidential discussion about this opportunity, please contact Seán McDonagh, Partner, Lansdowne Executive Search on [sean.mcdonagh@lansdownesearch.ie](mailto:sean.mcdonagh@lansdownesearch.ie) or 087 796 1062.

**Closing date for applications is Friday 20th May 2022.**

**ILDN is committed to a policy of equal opportunity and encourage applications under all nine grounds of the Employment Equality Act.**

Irish Local Development Network is supported by the Scheme to Support National Organisations which is funded by the Government of Ireland through the Department of Rural & Community Development.



Lansdowne Executive Search Limited, Hamilton House, 28 Fitzwilliam Place, Dublin 2, D02 P283, Ireland.

## Job Description

<b>Post Title:</b>	Chief Executive Officer
<b>Status:</b>	Full-time 37.5 hours
<b>Location:</b>	To be agreed, option to locate in one of the Local Development Companies.
<b>Reports to:</b>	The Chairperson of the Board of ILDN
<b>Salary:</b>	€82,000 to €96,000 8-point scale, starting point DOE
<b>Pension:</b>	Defined ER contribution scheme, 5%.
<b>Closing date for application:</b>	5.00pm, Friday 20 <sup>th</sup> May 2022

## The Role

Reporting to the Chairperson of the Board of ILDN, the Chief Executive Officer will take responsibility for the strategic & operational management of the Network. This is a hands-on role leading a small team of dedicated staff where driving decisions & empowering people at all levels will be required. This is an exciting opportunity for someone passionate about improving outcomes for communities experiencing many challenges and those who are most at risk of poverty and social exclusion.

### External Relationships & Policy Responsibilities:

- Establishing and maintaining national strategic relationships and profile with statutory bodies, NGO organisations, research bodies and academia.
- Maintain and enhance the national profile of the local development partnership model by maintaining and building strategic alliances with key Government Departments and statutory bodies as well as EU, international bodies, and networks.
- Ensuring that the quality programme and service initiatives delivered by ILDN member companies achieves national and local visibility.
- Representing and promoting ILDN on appropriate European/national/regional/county fora to ensure transfer of knowledge, learning, and influencing of policy to achieve long-term increased social inclusion.
- Monitor public policy debates and develop and coordinate responses.
- Draft position papers as they relate to the members and in response to public policy.
- Supporting innovation amongst member companies.
- Work with members to create new initiatives in the areas of Local and Community Development, Social Inclusion, support services for the unemployed and other programmes funded from Government Departments.
- Communicating the ethos, values, and integrated community development approach of the ILDN to multiple stakeholders.
- Initiating, developing, and maintaining collaborative relationships with key agencies and funders and working to identify and develop new opportunities for ILDN.
- Acting as an advocate for ILDN member interests.
- Preparation and delivery of ongoing promotion and publicity of the activities carried out by ILDN and its members.
- Represent the ILDN in the media as directed by the Board of ILDN.

**Governance & Strategic Management Responsibilities:**

- Oversight and implementation of ILDNs Strategic Plan.
- Communicating and building commitment to the Network's strategic direction among internal and external stakeholders.
- Ensuring that all policies, practices, and procedures are in compliance with legislative and regulatory requirements.
- Taking overall responsibility for the fiscal activities of the Network including budgeting, reporting and audit.
- Working with the Board to enable it to fulfil its governance functions and facilitate optimum performance by the Board and its Committees.
- Developing and maintaining a focus to ensure the achievement of the network's overall Strategy, and to engage the Board and Staff in agreed planning processes.
- Taking all reasonable steps to ensure ILDN is in full compliance with the Company Registration Office, the Data Commissioner, and other regulatory bodies.

**Operational Management Responsibilities:**

- Overall responsibility for the day-to-day operational management of ILDN.
- Providing general oversight of all ILDN activities and managing the day-to-day operations in ways consistent with its values, strategic goals, and performance targets, to ensure a smoothly functioning and efficient organisation.
- Support member organisations in their interaction with Government Departments concerning programmes.
- Leading and motivating the staff resources of ILDN.
- Implement all procedures, processes, audit, and funder requirements as required for the good governance of ILDN.
- Providing comprehensive reports on the activities of ILDN, to the Board and Funders, quantifying outcomes and impacts against plans.
- Facilitating the meetings and activities of the Board of Directors and its sub-structures.
- Ensuring mechanisms are in place to encourage and improve member engagement.

**Financial Management Responsibilities:**

- Working to sustain existing funding and sourcing new opportunities for funding to progress the goals and objectives of ILDN.
- Take overall responsibility for the fiscal activities of the Network including budgeting, reporting and audit.
- Provide regular financial reporting to the Board and funders in conjunction with the Finance Committee and quantifying outcomes and impacts against plans.
- Developing and maintaining systems of internal controls to ensure financial compliance and robust procurement and risk management processes are in place.
- Ensuring with the Team that annual targets, budgets, and key performance indicators are met.

**Staff and Organisational Development Responsibilities:**

- Recruit, induct, appraise, manage, and motivate staff members.
- In conjunction with the HR committee, oversee the development and implementation of effective and efficient HR policies and procedures in line with best practice and employment legislation.
- Providing regular problem-solving support and mentorship to staff members to generate optimum performance.
- Identifying training and development needs of Board and staff members.

## Essential Requirements:

The ideal candidate must be able to demonstrate:

### ***Experience and Skills Required***

5 or more year's senior management/leadership experience.

A proven high level of knowledge and experience of policy development and delivery of Government and EU funded or similar programmes.

Strong history of preparing high quality policy documents and position papers.

Experience in preparation and completion of Tenders/SLA documents.

Experience of the dynamics of partnership, working with multiple stakeholders.

Excellent leadership qualities and clear business acumen. Management of employees and related issues.

Record of continuous development and innovation in career to date.

Proficiency with statistical /survey/information gathering practices and interpreting data.

Strong administrative and organisational ability coupled with developed skills in project management.

Demonstrable team building and staff management capabilities coupled with experience in implementing staff appraisal systems.

### ***Strategic Management & change***

Evidence of experience in strategic planning and managing change.

### ***Personal effectiveness; disposition and relationship-building skills***

Good Disposition.

Professional in approach.

Excellent interpersonal, influencing and networking skills with a demonstrated capacity for building constructive relationships with key parties, both internally and externally.

Ability to identify and manage conflict and sensitive issues to achieve positive outcomes with a high degree of probity, integrity, and confidentiality

### ***Personal Motivation***

Innovative, enthusiastic, and positive attitude.

The ability to work flexibly in a creative environment and be capable of coping with stress and the pressure of working on one's own initiative.

### ***Work-related Achievements***

Outstanding record of achievement in career to date.

### ***Qualifications***

To Level 8 or above on QQI framework.

### ***Special Requirements***

The role requires national travel. Full Driving License and use of vehicle.

Prepared to work outside of normal hours, as necessary.

## Desirable Requirements

The following requirements are desirable:

### ***Knowledge/Motivation/Achievements***

Strategic knowledge of the role of ILDN within the development of local, regional, national European and International development policy framework

Participation in partnership work in a professional capacity.

Worked within a membership National Organisation/Body.

### ***Experience and Skills Required***

Knowledge of the Local Development Sector in Ireland. e.g. LEADER, SICAP, Tús, LES, Rural Recreation, RSS, Healthy Communities, and all themes referenced in the ILDN Strategic Plan (available from <https://ildn.ie/about/> )

Previous experience working in National multi sector fora.

Knowledge of the Irish language.

Knowledge of statistical packages.

## Key Competencies for the Role

The attention of candidates is drawn to the key competencies model that has been developed for posts at this level which reflects the complex environment in which this position will operate.

Chief Executive Officer (ILDN)
<b>Leadership &amp; Strategic Direction</b> <ul style="list-style-type: none"> <li>Leads the team, setting high standards, tackling any performance problems &amp; facilitating high performance</li> <li>Facilitates an open exchange of ideas and fosters an atmosphere of open communication</li> <li>Contributes to the shaping of ILDN strategy and policy</li> <li>Develops capability and capacity across the team through effective delegation</li> <li>Develops a culture of learning &amp; development, offering coaching and constructive / supportive feedback</li> <li>Leads on preparing for and implementing significant change and reform</li> <li>Anticipates and responds quickly to developments in the sector/ broader environment</li> <li>Actively collaborates with Government Departments, Organisations and Agencies</li> </ul>
<b>Judgement, Analysis &amp; Decision Making</b> <ul style="list-style-type: none"> <li>Identifies and focuses on core issues when dealing with complex information/situations</li> <li>Assembles facts, manipulates verbal and numerical information and thinks through issues logically</li> <li>Sees the relationships between issues and quickly grasp the high level and socio-political implications</li> <li>Identifies coherent solutions to complex issues</li> <li>Takes action, making decisions in a timely manner and having the courage to see them through</li> <li>Makes sound and well-informed decisions, understanding their impact and implications</li> <li>Strives to effectively balance the sectoral issues, political elements and the citizen impact in all decisions</li> </ul>
<b>Management &amp; Delivery of Results</b> <ul style="list-style-type: none"> <li>Initiates and takes personal responsibility for delivering results/ services in own area</li> <li>Balances strategy and operational detail to meet business needs</li> <li>Manages multiple agendas and tasks and reallocates resources to manage changes in focus</li> <li>Makes optimum use of resources and implements performance measures to deliver on objectives</li> <li>Ensures the optimal use of ICT and new delivery models</li> <li>Critically reviews projects and activities to ensure their effectiveness and that they meet Organisational requirements</li> <li>Instils the importance of efficiencies, value for money and meeting corporate governance requirements</li> <li>Ensures team are focused and act on Business plans priorities, even when faced with pressure</li> </ul>
<b>Building Relationships &amp; Communication</b> <ul style="list-style-type: none"> <li>Speaks and writes in a clear, articulate and impactful manner</li> <li>Actively listens, seeking to understand the perspective and position of others</li> <li>Manages and resolves conflicts / disagreements in a positive &amp; constructive manner</li> <li>Works effectively within the political process, recognising &amp; managing tensions arising from different stakeholders perspectives</li> <li>Persuades others; builds consensus, gains co-operation from others to obtain information &amp; accomplish goals</li> <li>Proactively engages with colleagues at all levels of the organisation and across Govt. Departments/ Organisations and builds strong professional networks</li> <li>Makes opinions known when s/he feels it is right to do so</li> </ul>

Drive and Commitment
<ul style="list-style-type: none"> <li>• Consistently strives to perform at a high level</li> <li>• Demonstrates personal commitment to the role, maintaining determination &amp; persistence while keeping a sense of balance and perspective in relation to work issues</li> <li>• Contributes positively to the overall ILDN agenda</li> <li>• Is personally trustworthy, honest and respectful, delivering on promises and commitments</li> <li>• Ensures the citizen is at the heart of all services provided</li> <li>• Is resilient, maintaining composure even in adverse or challenging situations</li> <li>• Promotes a culture that fosters the highest standards of ethics and integrity</li> </ul>
Specialist Knowledge, Expertise and Self Development
<ul style="list-style-type: none"> <li>• Develops and maintains skills and expertise across a number of areas that are relevant to his/her field and recognised by people internal and external to the ILDN</li> <li>• Keeps up to date with key departmental, sectoral, national and international policies and economic, political and social trends that affect the role</li> <li>• Maintains a strong focus on self-development, seeking feedback and opportunities for growth</li> <li>• Has an understanding of the vision and mission of the ILDN and its national role across the full scope of its activities.</li> <li>• Has the capacity to quickly master a very wide ranging and complex brief</li> <li>• Is self-aware, seeks feedback and opportunities to act on areas for own development</li> </ul>

## Recruitment Process

The ILDN has engaged Lansdowne Executive Search to manage the recruitment process for this position. Candidates for this role will be sought via three channels: (a) Lansdowne Executive Search's own search activities (b) On-Line Advertising on selected Industry Websites and (c) Newspaper Advertisements.

All applicants to Advertisements will receive an acknowledgement of their application and all will be assessed based on the criteria specified for the role. Applications will be via eMail only.

No original certificates or references should be submitted as any part of an application.

Following the completion of the Advertising and Search processes, a short-listing process will be utilised based on the information supplied on the completed Cover Letter, C.V and Key Achievements Form.

The number of applications received for a position generally exceeds that required to fill the position. While a candidate may meet the eligibility requirements of the competition, if the numbers applying for the position are such that it would not be practical to interview everyone, ILDN may decide that a smaller number will be called to interview.

In this respect, ILDN provide for the employment of a short-listing process to select a group for interview who, based on an examination of the application documents, appear to be the most suitable for the position. An expert board will examine the application documents against a pre-determined criteria based on the requirements of the position.

This is not to suggest that other candidates are necessarily unsuitable or incapable of undertaking the job, rather that there are some candidates, who based on their application, appear to be better qualified and/or have more relevant experience. It is therefore in your own interest to provide a detailed and accurate account of your qualifications/experience in your application.

Candidates selected from the short-listing process will be invited for an interview with ILDN. It is likely that a small number will be called for second interview, in which case they may be asked to prepare a presentation in response to a possible case study or proposed business scenario.

As appropriate, shortlisted candidates may be required to undertake psychometric tests.

### CANVASSING WILL DISQUALIFY

## Recruitment Process Timetable

<b>Application closing date</b>	20 <sup>th</sup> May 2022
<b>Short listing</b>	Late May 2022
<b>First stage interviews (ILDN)</b>	Early-June 2022
<b>Final stage interviews (ILDN)</b>	Mid-June 2022
<b>Offer extended to successful applicant</b>	Mid-June 2022

## Application Procedure

*To pursue your interest please email your completed application to:*

Seán McDonagh  
Partner  
Lansdowne Executive Search Limited

(e) [sean.mcdonagh@lansdownesearch.ie](mailto:sean.mcdonagh@lansdownesearch.ie)  
Or for a confidential discussion please call Seán on +353 87 796 1062

Candidates must **submit ONE** document in **MS Word format** containing cover letter, CV and Key Achievements Form together. Please note that omission of any or part of the requested application documentation or incorrect formatting, as set out below, will render the application incomplete. Incomplete applications will not be considered for the next stage of the selection process.

Cover Letter	CV	Key Achievements Form
<b>Not exceeding 1 A4 page.</b> Letter should detail relevant key competencies and explain how you meet the requirements of the role.	Up to date CV <b>not exceeding 3 A4 pages</b>	Follow format in the sample in <b>Appendix I</b>

## Appendix I



### Key Achievements Form

Name: \_\_\_\_\_ Title of Post: \_\_\_\_\_

Having read the competencies and thought about the demands of the role, for each of the areas below, please briefly (*max 250 words for each*) highlight specific achievements, contributions or expertise you have developed during your career to date which clearly demonstrate your suitability to meet the challenges of the role.

<b>Leadership &amp; Strategic Direction:</b>
<b>Judgement, Analysis &amp; Decision Making:</b>
<b>Management &amp; Delivery of Results:</b>
<b>Building Relationships &amp; Communications:</b>
<b>Specialist Knowledge, Expertise &amp; Self Development</b>