

Position Profile

Who Cares? Scotland

Chief Executive



Contents

1. Welcome Note	3
2. The Organisation.....	4
3. The Opportunity	5
4. Candidate Background	6
5. Remuneration	8
6. The Recruitment Process.....	8

1. Welcome Note

Our sincere thanks to you for taking the time to show interest in the role of Chief Executive of Who Cares? Scotland. We hope that you will find that this position pack provides sufficient detail to inform your decision to apply.

Who Cares? Scotland was founded in 1978 as an advocacy organisation for young people in the care system. The founders of Who Cares? Scotland recognised that too often young people had no voice in decisions that were made about them and their childhood, despite the state having intervened with the intention of protecting them from harm. Initially an advocacy organisation, Who Cares? Scotland's work has grown to offer participation opportunities for Care Experienced people to connect with one another and explore their shared identity. In recent times, Who Cares? Scotland has expanded into an influencing and campaigning organisation, elevating voice at an individual, local and national level to create change. Who Cares? Scotland now regularly influences government and decision-making policy agendas by putting the voice of lived experience at the heart of their ground-breaking, innovating influencing work. Who Cares? Scotland is a membership organisation which seeks to protect and advance the interests and outcomes of Care Experienced people of all ages across Scotland.

Reporting directly to the Board, the Chief Executive will be expected to build upon the monumental success of Who Cares? Scotland, delivering their vision of a lifetime of equality, respect and love for Care Experienced people. At a critical time following the report of the recent Independent Care Review, this role provides a unique opportunity to influence a new vision for the delivery of care in Scotland which ensures that those who have experience of care influence that delivery at every step. You will be part of a highly talented, motivated and experienced team committed to delivering our strategic vision.

We expect applicants who have a personal connection with the Care Experienced community, whether through personal or family experience of the care system, caring for others, or working to improve the outcomes for Care Experienced people on an individual or collective basis. We also expect applicants who will take a trauma-informed approach to the role whilst also excelling in strategic thinking, financial planning, staff development and building relationships with external and internal stakeholders. From our summer camp to the Scottish Parliament, you will be a leader diverse in your ability to connect, influence and build relationships. You will be comfortable asserting the views and interests of our membership in front of policymakers and approachable enough to take these views directly from our membership and our National Representative Body. Your leadership will respect the role the voice of lived experience plays and you will be experienced in managing budgets, staff and relationships within a high pressure, demanding and acutely political environment.

If you have the skills, energy and passion and the belief that a lifetime of equality, respect and love for Care Experienced people is not only desirable but deliverable, then we look forward to hearing from you.

Ryan McCuaig and Megan Sutherland
Chair and Vice Chair of the Board of Who Cares? Scotland

2. The Organisation

Established in 1978, Who Cares? Scotland is a national voluntary organisation, working with Care Experienced¹ children, young people and adults.

Supporting Care Experienced people to have their voice heard, Who Cares? Scotland has a bold and ambitious vision for a **lifetime of equality, respect and love for Care Experienced people**. This vision is supported by four key objectives:

- **Rights:** We will support Care Experienced children and young people from across Scotland to claim their rights.
- **Belonging:** We will create opportunities with Care Experienced people to connect with one another, understand their identity and build a strong sense of self and belonging to the care family.
- **Influencing:** We will support Care Experienced people to be active in positively influencing their personal, social and political world in Scotland and beyond.
- **Pioneering:** We will lead an ethical organisation with care experience at its heart.

To realise this vision, Who Cares? Scotland will focus on the core building blocks shown below. These are not just words, but are the pillars that hold Who Cares? Scotland both individually and collectively accountable to the whole Care Experienced population.

- **Belonging:** we may agree and debate, however, we also cherish and support one another, learn from our mistakes, share in our success and create a sense of belonging.
- **Authenticity:** we form true and non-judgmental relationships, and we treat one another the way we want to be treated.
- **Stability:** we may change, grow and restructure, but we are always there for Care Experienced people.
- **Determination:** day-in and day-out we conduct ourselves in a way that achieves our vision and makes us better human beings.

With a strong belief in the power of individual and collective voice, Who Cares? Scotland has ensured meaningful and lasting change for all Care Experienced people. Working closely with their members they have secured a change in the age at which young people can remain in care, the introduction of the Care Experienced bursary and the announcement of a Root and Branch review of care.

In response to Care Experienced people telling Who Cares? Scotland that they want to be part of change and take control of their own narrative, The collective was launched in December 2018. This group is comprised entirely of Care Experienced people who are responsible for:

- Shaping the vision of a Lifetime of Equality, Respect & Love

¹ Care Experienced refers to anyone who has been or is currently in care or from a looked after background at any stage of their life, no matter how short. This could include kinship care; looked after at home; residential care; foster care; secure care; or adopted people who were previously looked after.

- Speaking out on behalf of the organisation's members as a National Representative Body for Care Experienced in Scotland.
- Influencing decision makers at a global and national level

Who Cares? Scotland approach has always been deeply rooted in amplifying the voice of Care Experienced individuals and groups, to create change at an individual, local or national level. The organisation has six participation principles and their approach:

1. Is based on meaningful and equal relationships with those taking part
2. Recognises that all members have different starting points and seeks positive opportunities for them to engage
3. Creates the learning space for people with care experience to better understand their experience, their rights and their potential
4. Is informed by the belief that people with care experience have an amazing capacity to grow as individuals and to shape the world around them
5. Values the voice of Care Experienced individuals and groups and works with them to identify ways to amplify it
6. Values difference and seeks to include people with care experience as widely as possible

For more information on Who Cares? Scotland please visit: www.whocaresscotland.org

3. The Opportunity

Reporting to the Board of Who Cares? Scotland, the Chief Executive will be responsible for the leadership and management of the operational and financial affairs of the charity including developing, promoting and facilitating strategies, objectives and policies. The Chief Executive will also ensure Who Cares? Scotland continues to be an effective advocacy and campaigning organisation.

Key priorities

- Ensure the continued financial sustainability of the organisation; identifying opportunities to diversify income streams aligned to Who Cares? Scotland's core mission
- Oversee the development and expansion of the organisation's current independent Advocacy service provision across Scotland ensuring that it is effectively demand-led and secures the rights of Care Experienced people
- Continue to develop the participation and connection work of Who Cares? Scotland; allowing members to connect with one another and explore their shared identities
- Proactively raise awareness of Who Cares? Scotland as an organisation and the support provided to Care Experienced people, ultimately growing the size of its membership and empowering more people to have a voice
- Build networks and develop and maintain strategic partnerships that will ensure Who Cares? Scotland delivers on its mission to secure a lifetime of equality, respect and love for Care Experienced people
- Ensure the organisation continues to play a leading role in developing and shaping policy, including involvement in the Scottish Government's conversation on the future of care in Scotland, to secure better outcomes for Care Experienced people

- Develop Who Cares? Scotland's internal capacity, capability and infrastructure ensuring it is fit for purpose for both current and future needs; including working towards 30% Care Experienced staff at all levels of the organisation
- Oversee the continued development of local participation, voice and fundraising work at a local level across Scotland
- Work with the Board to establish key strategic goals and ensure the organisation is accountable to its members at the annual AGM

Duties and responsibilities:

- Provide leadership, support and development opportunities to staff, ensuring both the Senior Management team and staff work co-operatively and effectively towards meeting Who Cares? Scotland's objectives and that all activities focus on the rights, views and wellbeing of Care Experienced children, young people and adults in Scotland
- Lead by example, adopting a style which inspires, empowers and develops staff to fulfil their potential and deliver high levels of performance
- Oversee and ensure regular review of effective systems of robust governance and risk management
- Ensure that the financial affairs (budget c£5million) and other legal obligations of Who Cares? Scotland are properly managed, fulfilling contractual and statutory requirements
- As a key ambassador for the organisation, promote and enhance the positive profile of the organisation and ensure recognition of its impact and influence on the conversation on care across Scotland
- Build effective relationships with policy makers, interest groups and voluntary organisations, in Scotland and further afield, ensuring Who Cares? Scotland is responsive to the external environment and the needs of Care Experienced people
- Translate National Policy and legislation into practice, ensuring organisational policies and procedures are consistent and up to date with current legislation
- Ensure that the quality of services provided by the organisation is consistent with the principles and standards for advocacy in Who Cares? Scotland and contractual obligations
- Promote collaboration within and out with the organisation and develop strategic alliances to create positive changes in services for Care Experienced children, young people and adults in Scotland
- Contribute to national working groups in relation to policy development within the sector
- Provide professional advice to the Board and its Committees in all aspects of charity governance, including short and long term strategic planning for the financial welfare of the charity, human resources management and communications/public relations
- Ensure the organisation's aim, mission and values are embedded in everything it does

4. Preferred Candidate Background

An approachable, innovative, solutions focused and visionary leader, you will have sufficient experience at senior management level ideally within a voluntary sector organisation. As an accomplished communicator, you will have instant credibility when engaging with both internal and external stakeholders, coupled with the ability to work with a diverse range of stakeholders, creating alliances and encouraging increased collaboration.

Skills and Experience:

- Good awareness and understanding of the contemporary issues associated with care and protection of children in Scotland, coupled with sound knowledge of Scotland's voluntary sector and wider political environment
- An awareness of the life-long impact of trauma on children, young people and adults and an understanding of trauma informed practice
- A proven track record of strategic leadership coupled with experience of managing, motivating, and developing staff
- Direct experience of effectively managing resources and budgets, as well as experience of delivering long term financial sustainability and value for money
- Experience of leading both strategic and operational planning processes
- A sophisticated understanding of how campaigning and advocacy can change public perception and influence change and policy agendas
- Strong stakeholder management experience coupled with a proven track record in building and maintaining a wide range of collaborative relationships and partnerships
- Experience of dealing with a range of complex issues in both a political and demanding stakeholder environment
- Strong political acuity coupled with knowledge of, or the ability to quickly gain an understanding of, the regulatory and wider policy landscape in relation to care arrangements in Scotland
- An understanding of the expectations of Members within the context of a representative organisation
- Relevant experience of delivering significant change programmes, resulting in tangible benefits and outcomes
- Demonstrable awareness of the opportunities that emerging digital technology in delivering operational efficiencies and transforming member engagement
- A high level of interpersonal, communication (verbal and written) and influencing skills
- A good understanding of positive governance; ideally direct experience of working with a voluntary board

Personal Attributes:

- A close connection with the Care Experienced community, whether through personal or family experience of the care system, caring for others or working to improve outcomes for Care Experienced people on an individual or collective basis
- Able to build authentic and empowering relationships with members of all ages
- A proactive, charismatic and inspirational leader who brings an inclusive and flexible approach, inspires excellence and delivers high performance
- A highly skilled negotiator with a record of achieving successful outcomes and building excellent relationships and partnerships with a wide range of stakeholders, whilst retaining integrity and organisational independence where necessary
- Strong ambassadorial and presentation skills with the ability to express views convincingly and coherently using a variety of media
- A strong commitment to best practice coupled with a drive for continual improvement
- The ability to operate effectively and rationally in a highly politicised environment
- Intellectual flexibility to move easily between significant detail and the bigger picture
- Willingness to listen and take opinions of internal and external stakeholders into account

- Exercises good judgement, confident in own knowledge, able to give advice to others and be accountable for that advice
 - High levels of personal and professional integrity
 - Significant personal drive and resilience
 - Strong belief to the Who Cares? Scotland mission and its values of Equality, Respect and Love for Care Experienced people
-

5. Remuneration

Salary: £70,000 – 80,000

Pension: Group Pension Scheme (Employer 5% and Employee 3%)

Holidays: 30 days holiday + 7 fixed days - increasing to 33 days after 5 years' service

6. The Recruitment Process

The recruitment process is being handled by our retained advisors, Livingston James. Douglas Adam at Livingston James will conduct first stage interviews prior to discussing candidates with Who Cares? Scotland at the shortlist meeting.

Interested candidates should provide a tailored CV and covering letter to Douglas Adam at douglasadam@livingstonjames.com

Recruitment timetable:

Closing date for applications:	10 th August
Shortlist meeting (Livingston James & Who Cares? Scotland)	W/C 31 st August
Final Assessment & Interview:	W/C 7 th September
