

CEO

Down's Syndrome Scotland

The Organisation

Down's Syndrome Scotland was established as a charity in 1982 and is the only organisation in Scotland dedicated solely to supporting people with Down's syndrome, their relatives and carers. In 2009, its legal status was changed to that of a company limited by guarantee. The overall governing body is a Board of Trustees, which comprises up to 9 directors who are elected from the membership and up to 3 who may be appointed from a wider field.

Our mission is *"To support families and people with Down's syndrome to reach their full potential by providing a range of services, influencing public policy and by changing attitudes"*.

Over the last 37 years the charity has helped support thousands of families and has seen big improvements in the quality of life for people with Down's syndrome. Our ability to influence policy makers has grown considerably and we are now one of the Scottish Government's national delivery partners.

The mission of the charity is brought to life by an employed staff team of around 30 (a number of whom work part-time). In addition, groups of volunteers run nine branches across Scotland which deliver social activities and offer an invaluable peer support network at local level.

In the last reported financial year, to 31st March 2018, the charity recorded a surplus of £138k on a total income of £1.087m. Total reserves at that date (both restricted and unrestricted) stood at £652k. The year just ended saw us host the World Down Syndrome Congress. During this four-day event in Glasgow in July 2018, we welcomed 1150 delegates from around the world. This was a once in a lifetime happening for us which, despite its undoubted success, did place considerable stretch both on our day to day capacity and on our financial resources. This will be reflected in a substantial deficit for the financial year just ended. A cautious budget for the current year is now in place and the initial period has started very positively. For further detailed information please visit our website: www.dsscotland.org.uk.

The Role

Title: Chief Executive Officer

Reporting to: The Chair of the Board of Trustees

Has reporting: Direct report lines currently cover the following:

- Finance
- Operations
- Family Support Service
- Fund Raising and Communications
- Policy

(It is likely that the new CEO will wish to review this structure)

Location: At head office in Edinburgh but with regular travel around Scotland and occasionally further afield.

The organisation supports and encourages agile working.

Job Purpose:

- To lead the organisation in its mission to support families and people with Down's syndrome to reach their full potential by providing a range of services, influencing public policy and by changing attitudes.
- To transform the operating infrastructure to ensure it is fit for purpose and remains financially viable.
- To assist the Board in developing, implementing and regularly reviewing the Strategic Framework.
- To develop and nurture a positive culture, ensuring that the charity at all times has a highly motivated, professional and effective staff.
- To ensure the provision of high-quality services and support to its members and customers.
- To be proactive and innovative in the development and delivery of services and to ensure that the organisation adheres to all relevant legal and regulatory requirements and best practice.
- To engage with stakeholders and to actively promote the activities and reputation of Down's Syndrome Scotland

Key Accountabilities:

Leadership:

- Liaise with, support and motivate all staff and volunteers and secure their loyalty and commitment to the organisation's aims, objectives and ambitions.
- Lead the work of paid staff and volunteers, ensuring a One Team approach and overseeing an agreed personal performance framework for all staff.
- Ensure that annual work plans, aligned to the Strategic Framework and key operational requirements, are in place for all staff and that performance against these is monitored on a regular basis.
- Seek out, develop and maintain effective working relationships with all relevant organisations and individuals to promote the work of the organisation and facilitate the implementation of its strategic objectives.
- Supervise and collaborate with staff and volunteers, and promote high internal morale between members, staff, volunteers and the Board.
- Lead by example, instilling a culture of excellence and inclusion, supported by coaching, facilitation, training and development.

Strategy:

- Contribute to the development of, and be responsible for, the implementation and monitoring of the Board's strategic plan.
- Identify strategic risks, issues and opportunities and take responsibility for initiating and leading associated changes.
- Set targets and performance measures; review and monitor progress and organise resources to ensure successful performance outcomes are achieved across the organisation.
- Seek out and implement opportunities for innovation and ensure that Down's Syndrome Scotland remains at the forefront of positive change.

Partnership and Business Development:

- Continue to attract and retain members, ensuring that members' views and concerns inform the activities of the organisation and in particular that the voices of those with Down's syndrome have the opportunity to be heard.
- Build and maintain positive and productive relationships with local branches.

- Represent Down's Syndrome Scotland to Scottish, national and international organisations and ensure that effective links with all external partners and stakeholders are developed and maintained.
- Oversee the pursuit of dynamic and positive media coverage that promotes the organisation's objectives, raises its profile and maximises its reach.
- Seek out, develop and nurture beneficial partnerships with supporters, donors, other charities and trusts.
- Adopt a creative and innovative approach to development, remaining open to new ideas and opportunities.

Advocacy and influencing:

- Be a passionate and effective advocate in advancing the ambition to bring about cultural and legislative change so that meaningful activity is increasingly funded, prioritised, and delivered. This will include networking at senior level with like-minded charities, academic institutions, government, parliamentarians and local authority departments.
- Serve as a spokesperson to the media and the general public.

Operations:

- Have overall responsibility for all operations (including all services).
- Report to and work closely with the Chair and Board of Trustees to ensure the Board's involvement in policy decisions and to increase the overall status and visibility of the organisation throughout Scotland.
- Oversee all operational functions including administration, finance, fundraising, marketing, communications and IT.
- Ensure that services, contracts and projects are delivered to the highest standard with due regard for time scales, targets and budgets.
- Establish a culture of excellent customer service, participation, continuous improvement and quality management.
- Be responsible for the recruitment, retention and development of competent, qualified staff.
- Ensure robust HR processes are applied covering recruitment, performance management, appraisal, development and remuneration.
- Be responsible for the custody, maintenance and efficient use of the organisation's assets.

Financial Control and Risk Management

- Liaise with the Board to develop and lead on the implementation of financial plans, including setting budgets, formulating income generation strategies and overseeing all fundraising activities.
- Maintain effective financial management and control systems; ensure delivery within budgets and to performance targets and oversee production of accounts and annual reports.
- Ensure that the financial resources are managed effectively and that Down's Syndrome Scotland remains in good financial health, identifying risks and taking appropriate action.
- Ensure that an effective risk management framework is operational at all times whereby risks are anticipated, recorded and mitigated in a transparent manner.

Governance and Compliance:

- Report to the Board on a regular basis on the activities and finances of the organisation; ensure that the Board is made aware in a timely fashion of any matters requiring its attention.
- Liaise with the Board to ensure that the overall governance structure, policies and procedures are appropriate and effective, taking remedial measures and implementing changes as necessary.
- Develop and maintain effective operational policies and processes in all the organisation's functions. Review and update scope and content to meet legal, regulatory and best practice requirements.
- Ensure that all activities are conducted safely and that Health and Safety policies are understood and followed by everyone.
- Ensure that the Organisation complies with best practice in all areas of operation.
- Ensure that collection and protection of personal information complies with current Data Protection regulations.

The Person

Qualifications: A graduate or holder of an equivalent professional qualification

Experience: A successful leadership role in a well-managed charity or other not for profit organisation. This may have been the top job in a smaller organisation or a sizeable head of division or function in a larger entity

Evidence of working effectively and empathically with a wide range of stakeholders, ideally including government, major funding organisations and crucially those whom the organisation exists to serve

A track record of positive interaction with a governing body

Demonstrable success in developing and motivating high performing teams and an admired reputation as an authentic leader

Personal Characteristics

This person must be:

- a powerful and relaxed communicator; well able to perform an ambassadorial role
- financially astute, with an instinctive grasp of numbers and metrics
- a natural leader with an ability to engage and inspire
- of flexible intellect; well able to switch from the big picture to the management of fine detail
- of unimpeachable integrity; someone who would instinctively subordinate their own interests to the needs of the charity.