



# Chief Executive Officer

## Appointment Brief



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Registered as a Scottish Company limited by guarantee. Company Number: SC296432  
Recognised as a Scottish Charity. Scottish Charity Number: SC 030022

## Introductory letter from our Chair, David Barr



Dear Candidate

Thank you for your interest in the post of Chief Executive Officer of Staf.

Staf, the Scottish Throughcare and Aftercare Forum, was created in 1998 and over the last 6 years our CEO, Norma Corlette, has taken the organisation from a difficult financial position to one of stability and growth and increasing influence in the care sector.

Our new Strategic Plan 2019-2022 will see us continue to work relentlessly to ensure that “the wellbeing and success of young people leaving care across Scotland is indistinguishable from that of their peers in the general population”. We will do this by continuing to provide a platform for our members and young people to influence policy and by providing opportunities for them to connect, network and learn from each other.

At Staf our values are simple: We listen, We care, We love . . . and we use these every day in everything we do, putting relationships at the heart of the organisation.

Our new Chief Executive Officer will have the passion, skill and ambition to take Staf forwards, leading a small dedicated team in ensuring Staf continues to increase its reach and influence, helping to make Scotland the best place in the world to grow up.

If you want to make a difference to the outcomes for young people with experience of care, there is no better opportunity than taking the reins at Staf.

With best wishes,

David Barr  
Chair, Staf



## Introduction

Staf was established in 1998 in response to the overwhelming concerns that frontline practitioners and managers had about the major difficulties care leavers faced during their fragile transition to adulthood and independent living.

Initially a number of local forums were set up. However in 2002 a membership subscription scheme was introduced and the organisation began to expand.

In the same year the first care leavers campaigning group was established "The Debate Project" which at its peak had over 80 young people involved in events, discussion with service providers, policy makers and politicians. All of this enabled the organisation to take a lead role in policy improvement and practice exchange.

Now twenty years on, we remain Scotland's only national membership organisation for all of those involved in the lives of young people leaving care, and our membership and influence has vastly improved.

## Our Membership

Staf has over 70 members, including all 32 local authorities, as well as third sector organisations, residential and secure care providers.

## Growing influence

Our members' collective voice has allowed Staf to build strategic relationships with the Scottish Government and its agencies on issues that matter to our members including trauma, secure care and continuing care.

In recent months this has led to greater national prominence, including a visit from the First Minister to meet with young people and the workers who support them.

Our leadership on trauma in particular has led to our involvement in a national steering group on the implementation of the Scottish Government's own Trauma Training Plan.

We are expanding our work too. Over the past year we've managed to secure more than £500,000 of funding to support new projects on relationships, trauma and the participation of young people with care and justice experience.

We have also expanded our capacity to develop policy and, in addition to our existing Focus Groups, are developing new ways to centre the voice of our members. While maintaining a focus on the transition to adulthood, we will place a renewed focus on the issues of poverty, housing, health, education and justice.



## Finance

Staf is funded by a mixture of both restricted and unrestricted funds. Unrestricted is achieved through membership, events, sponsorship and training, as well as our core fund from the Scottish Government CYPFEI Fund, through the Corra Foundation.

Restricted funding comes from a variety of funding grants awarded. This includes in the last year:

### *Relationships Benchmarking Toolkit – funded by Esmée Fairbairn:*

A three- year project to develop and embed a tool which is co-designed by young people and practitioners which supports the development of relationships and allows services to demonstrate and understand the power and impact these relationship have for care experienced young people.

### *Project Return – funded by Life Changes Trust*

A three-year project which will bring together young people and practitioners to aid our understanding of trauma and trauma-informed practice, creating opportunities for exploration of the supportive environments we know are required to support recovery and the development of relationships.

### *Youth Justice Participation Project – funded by Life Changes Trust*

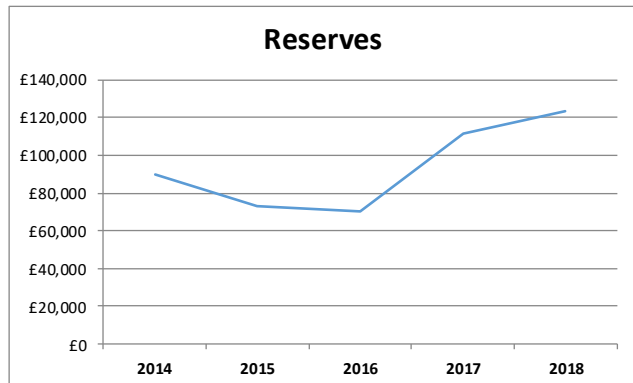
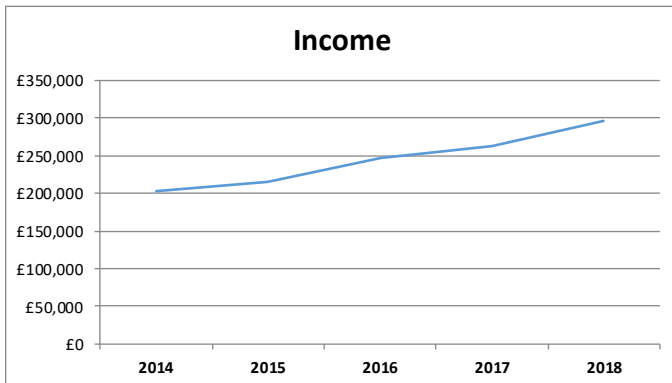
We will work in partnership with the Centre for Youth Criminal Justice to further understand, amplify and give real weight to the voices of young people with experience of both the looked after and the justice system. This three-year project will use creative ways to enable young people to both explore and share their experiences with policymakers, managers and the Scottish Government.

### *Shannon's Boxes – funded by Big Lottery Awards for All*

Shannon's dream of giving every young person entering care a box of comforting items has become a reality through Big Lottery funding. Shannon has worked with an artist to create a beautifully designed box and has sourced items (such as teddy bears, colouring pens and books, a night light) to put in the box. The project is being rolled out, initially, in East Ayrshire.

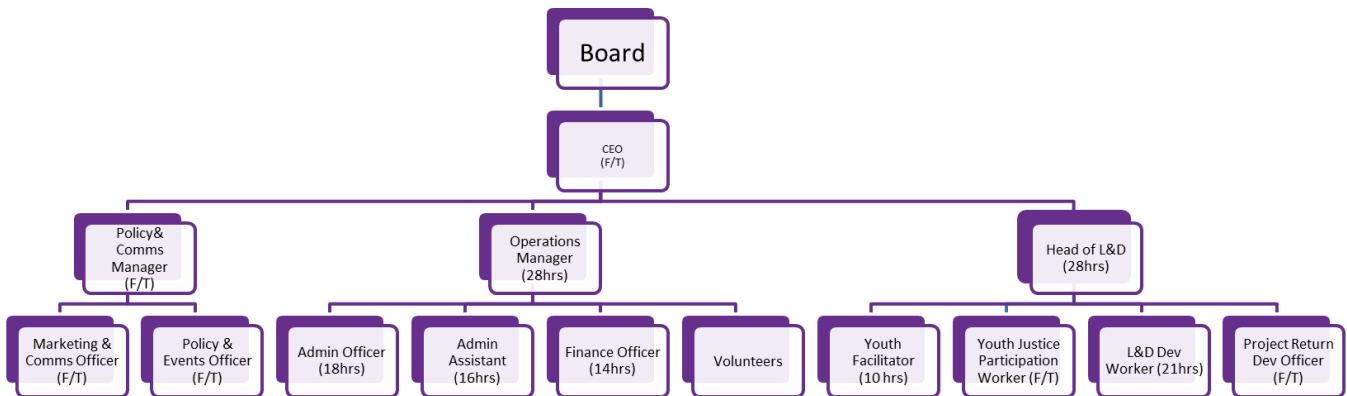
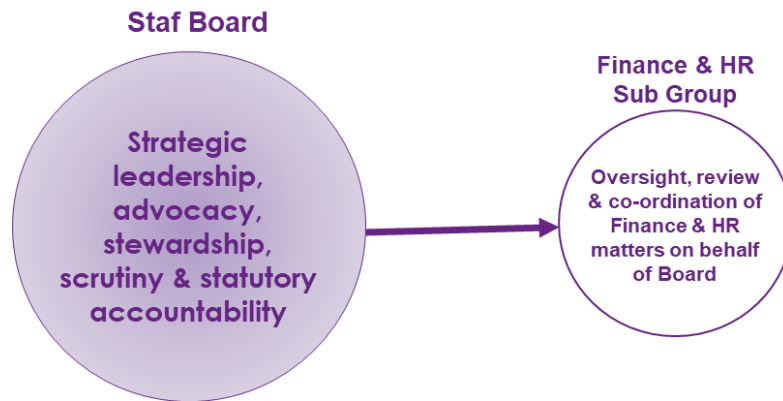
## Financial History

Over the past 5 years, Staf has gone from strength to strength financially. The following graphs illustrate the increase in income and reserves, and an upward trend in surplus. Since 2014 Staf has gone from a substantial deficit position to one of healthy stability.



# Organisation structure

Staf is governed by a Board of 12 trustees who are accountable for the strategic leadership, advocacy and stewardship of the organisation, with subgroups which provide support to the Board:



## The role

At the centre of all our work is the voice of our membership and the workforce who support young people leaving care, working towards our vision of a Scotland where their wellbeing and success is not determined by their care experience. Everything we do is consistent with our three values: We listen, We care, We love.

This position requires an inspirational leader with the drive, understanding, vision, gravitas and political awareness necessary to engage, motivate and facilitate an already thriving team.

The CEO holds accountability and responsibility for: supporting the Board in the performance of its governance functions; providing leadership to the organisation within the strategic framework established by the Board; ensuring that the contribution of Board members, staff and volunteers is coordinated effectively so that Staf's objectives, short term and long term, are achieved in a manner consistent with its statement of values.

### **Purpose of the role:**

- To provide visible, inspiring and effective senior leadership, direction and oversight to Staf and its staff, volunteers and Board.
- To maintain and enhance the positioning of Staf.
- To lead a high performing, highly professional environment within Staf with, at its heart, an inspired leadership culture which is challenging but supportive and empowering.
- To lead, direct and manage the organisation in line with the agreed charitable objectives, Articles of Association and relevant legislation.

### **Key result areas and responsibilities:**

#### Leading the Organisation

- Ensure that Staf plans strategically and effectively.
- Ensure the aims and objectives and detailed strategic plan are understood by staff, volunteers and Board members, and are seen as integral to the development of the organisation.
- Create a positive working environment that motivates staff and volunteers and builds a reputation as a good employer.
- Ensure that all job descriptions define clearly the powers and responsibilities attached to each post.
- Put in place and maintain effective supervision arrangements against job description, work objectives, recognised competencies and standards.
- Ensure that managers and staff receive the training they need to deliver their objectives.
- Maximise the income from contracts and other sources.
- Ensure any bids for new work are prepared to a high standard and are deliverable.
- Ensure good systems of human resource management are in place.
- Lead a senior team, delegating clear leadership and accountability.

## Trustee Relations

- Ensure that Staf acts within its charitable objectives and meets the terms of the Articles of Association, the Charities and Trustee Investment (Scotland) Act 2005, Companies House and OSCR guidelines and other requirements required by law or statute.
- Be accountable for recruitment, induction and training of Board members.
- Ensure that the Board is provided with the information and advice it needs to function effectively.
- Ensure that the annual accounts are prepared and independently examined.
- Ensure that a draft of the Annual Report is available for approval by the Board.
- Create, review and update the Strategic plan, ensuring that Staf plans strategically and effectively, and that the plan is translated into operational targets.
- Plan, organise and lead opportunities for the Board to review and renew the vision and values statements and for these to be cascaded throughout the organisation.
- Keep under review the external financial and business environment and alert the Board to trends or changes that may require a change in direction.
- Clarify with the Board and work within delegated authority, with particular reference to financial limits.
- Ensure that the boundaries of management authority are clearly defined.
- Advise Board as required on matters of technical governance, for example the application of the Articles of Association.

## Stakeholder Relations and Ambassadorial Tasks

- Develop and maintain relationships with senior stakeholders including our members, other national organisations, key funders, the Government, Opposition and other political parties, relevant government departments and associated agencies, other voluntary organisations and sponsors.
- Generate income to meet targets through networking and fostering and developing key partnerships.
- Establish a good working relationship with Scottish Government leaders and policy teams to position Staf as the organisation of choice for the development and implementation of policy within our sector.
- Act as the main spokesperson for Staf and attend key meetings, both internal and external.
- Contribute to the development of policy affecting the organisation's members through active involvement in national, regional and local forums and initiatives.
- Actively create opportunities for partnership working or collaboration and follow through to completion.

## Operational Input

- Make key decisions that shape the organisation and its effectiveness.
- Ensure that practice and processes which are internally and/or externally required are monitored for compliance.
- Ensure that the organisation meets standards set out by health and safety legislation, GDPR and all employment legislation.
- Ensure the arrangement of recruitment, induction and training of employees and volunteers follows statutory accountabilities.
- Quality Assurance including checking and monitoring, ensuring that Staf is building a culture of learning and continuous improvement.







## Applying for the role

Please download and complete an application form. Applicants who move to interview stage will be asked to complete a Disclosure of Criminal Convictions Form and an Equal opportunities Monitoring Form. These forms will be processed in line with GDPR legislation.

Your completed application should be emailed to [hr@staf.scot](mailto:hr@staf.scot) before the closing date and time.

**Closing date:** 12pm (midday) on Friday 12<sup>th</sup> July 2019

**Interviews:** Will take place on Wednesday 24<sup>th</sup> July 2019

For further information please contact Sandra Veitch by emailing [sandra@staf.scot](mailto:sandra@staf.scot) or calling 0141 465 7515.



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