

**“To be the driving force towards financial wellbeing for the people of Scotland”**

**Money Advice Scotland**

**Chief Executive Officer**

**Recruitment pack**

# September 2020

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## Foreword from our Chair

Thank you for showing interest in becoming CEO at Money Advice Scotland. As mentioned elsewhere we have recently implemented a new governance structure, with the appointment of four new Independent Directors as part of a “new look” Money Advice Scotland (“MAS”). Having completed this task, Yvonne feels her mission is complete, and it is time to hand over the CEO reins to someone who can approach MAS’s areas of interest from a fresh perspective.

The CEO reports to the Board and is a key conduit of advice and information between the Senior Management Team (“SMT”) and wider workforce, and the Board. The Board expects the CEO and SMT to run MAS’s routine business with limited input required from Board members, whilst at the same time recognising the Board’s role in setting overall strategy. The Board does not see itself as some sort of collective quasi-CEO responsible for all operational decisions.

As with most organisations, covid-19 has had a major impact on MAS’s working routine. I believe MAS has done more than just cope with this challenge. I actually think it is a better, smarter organisation, one that is at least as productive as it was pre-covid. As a result of our experience, we have resolved to become a more flexible employer, in terms of both physical delivery of services, and the need for physical attendance at a single point of work (aka “the office”) from staff. Our move to work-from-home (“WFH”) is permanent. One advantage of this is that we no longer feel limited to recruitment of our new CEO from within the daily Glasgow commuting area. Clearly the CEO will need to spend some time in the office. However, this will not be 5 days per week/52 weeks per year. Anyone wanting such full-time office-based work is probably not a good fit for this role.

The demand for MAS’s services has been unprecedented as a result of covid-19. In particular, regulations in respect of debt advice etc have changed multiple times in line with evolving government policy. Other areas of interest have suffered. Specifically, providing financial education at a time when most educational establishments (including workplaces) have been closed has been challenging. The CEO will need to maintain those service levels that have improved, whilst re-establishing those within communities where it hasn’t been possible due to COVID restrictions. MAS’s recommendations in respect of financial inclusion may well need to change because of the wider impact of covid-19 and ensuring this is fed into government thinking will also be a key component of the CEO role.

This is an interesting and challenging time for someone to take on a leadership role at MAS. The need and desire to change had already been recognised internally at MAS. Covid-19 has just turbocharged that requirement. Being able to manage such change with sensitivity is vital. It must, however, be delivered if MAS is to continue to play a leading role in its chosen areas of financial expertise.

**John Poole, Chair Money Advice Scotland**

## About Money Advice Scotland (MAS)

Money Advice Scotland is Scotland’s money charity. Established in 1989, the organisation has grown significantly, but retains its core activities in promoting free independent debt advice and personal finance education. Our mission is “to be the driving force towards the financial wellbeing for the people of Scotland”. Our vision is “A fairer Scotland where people are not stigmatised by debt”. We are a vibrant organisation whose staff want to be the leader, and not the follower.

The organisation has a five-year strategy in place, which includes the following strategic objectives:

1. Lead the delivery of money advice training and education
2. Improve financial health and wellbeing
3. Influence social and public policy
4. Advance the availability of digital services and products

At the heart of our organisation is our values which are the cornerstone of our daily work. Staff are challenged regularly to demonstrate that they uphold the values, which are front and centre here at MAS.

* **Open**: *We are accountable and inclusive*
* **Passionate**: *We care about what we do*
* **Progressive**: *We are advocates for social change*
* **Effective**: *We make an impact*

In terms of our social conscience we are a Living Wage Employer, and we also take the environment seriously and ensure that we recycle paper, aluminium cans etc.

We donate to good causes, and staff themselves are very active in identifying causes close to their heart. Over the past few years staff have given very generously to the “Spirit of

Christmas” campaign which has helped significant numbers of children in Glasgow have a Christmas with gifts, the same as other children.

Staff also give blood on a regular basis.

As an organisation we hold the Investors in People Gold standard, which is important to us, as it is a recognition of what we do here on a daily basis, which is of a high standard that has been measured and assessed independently.

## Chief Executive Officer Job Purpose

The Chief Executive Officer (CEO) reports directly to the Board, whose members are all Trustees/Directors. The post holder will also likely be Company Secretary.

Manages the overall operations of the charity, including product development, marketing, communications, and logistics.

Develops and approves strategies to meet funders’ requirements, member, and employee needs.

Communicates with people inside and outside the charity, to discover what policies, products, and marketing strategies will help it move forward.

Makes important decisions that affect the charity's direction, its members and employees.

## Chief Executive Officer Job Duties

* Takes the lead across all aspects of the charity by reviewing how projects work together to reach charity goals, and by coming up with fresh ideas that will set the charity apart from other charities
* Determines the direction of a business by working with senior management, and leading team members to create and implement strategies and goals
* Builds a positive and productive culture in the workplace by listening to employee opinions, making adjustments, and recognising the team's accomplishments
* Communicates a vision for the charity, and take steps to make it a reality
* Consults with members, funders and outside entities to decide which direction the charity should go
* Consults with stakeholders, particularly schools, colleges and Universities with regard to implementing personal finance education
* Keeps up with current trends in the debt advice, and financial capability sectors, and modern business practices, by actively networking and a thirst for ongoing learning
* Performs other decisions as necessary, such as reviewing reports, making presentations to funders, and the board of directors, and examining how the charity can cut expenses, and increase revenue

## CEO Skills and Qualifications

**Essential skills and expertise**

* To be the “face and voice” of Money Advice Scotland, and money advice in Scotland
* A proven track record in fundraising with government, credit and banking, debt collection and debt purchase industries
* Experience of developing, and implementing strategies
* Entrepreneurial skills and Business Acumen, and commitment to the “common good”
* Inspirational Leader and “People person”
* Can see the Big Picture - Blue Sky Thinking,
* Task oriented manager, but with a human relations touch
* Strong Written Communication, and Strong Verbal Communication and listening skills
* Organisation Skills, and experience in managing staff and resources including setting and reviewing financial performance vs budgets
* Demonstrates Decisiveness, Persuasion, and Flexibility
* Knowledge of the digital agenda, and of transforming organisations in the use of digital products
* Change agent – experience in changing the way things are done in organisations – especially in the light of COVID.
* Analytical and diagnostic skills
* Ability to work under pressure, and go the extra mile

**Desirable skills and expertise**

* Knowledge of money advice (including the law relating to it); financial services; financial inclusion (including financial capability/education
* Conference planning skills
* Knowledge of the qualification system in Scotland

**Qualification and experience**

Degree or equivalent

Proven track record at senior management level

**Responsibilities**

1. Fundraising
   * Identify opportunities and develop proposals for projects and core funding
   * Ethically raise funds through creditors and debt collectors/purchasers, Scottish Government, charitable trusts, and others, bearing in mind Fundraising standards etc
   * Report on use of funds to funders/donors on a monthly/quarterly/annual basis as required
2. Strategic Management
   * Development and implementation of 5-year strategic plan and operational plan, including identifying, and mitigating risks to the business
   * Development/review of operational plan for MAS
   * Adviser to Board and sub-committees
   * Report to Board and sub committees
3. Developing Money Advice Scotland
   * Identify opportunities for MAS with new partners
   * Identify new members in all categories of membership
4. PR/Media relations
   * To be a “Champion” for the free money advice and financial inclusion sectors
   * Press Spokesperson for the organisation
   * Draft articles/blogs for various journals
   * Represent MAS at a national strategic level, e.g. government, FCA, FOS, HMT, Money Advice Trust partnership, Money and Pensions Service, UK Finance and other Trade bodies
5. Legal responsibilities
   * Compliance with the Companies Act and other relevant legislation
   * Act as Company Secretary for the Charity
   * Provide Annual return, and monitoring information to the Office of the Scottish Charities Regulator (OSCR)
   * Compliance with employment and health and safety legislation
   * Provide adequate insurance for the office, public liability, Professional indemnity, and external events
   * Act as Data Controller under the Data Protection Act and renew licence annually, and ensure compliance with General Data Protection regulations, and keep under review
   * Responsibility for ensuring staff have access to pension, and auto enrolment, and compliance with the Pension Regulator’s requirements
   * Ensure that when contracting we “do diligence” with suppliers
6. Governance
   * Ensure that all legal requirements are met in terms of the recruitment and appointment of Trustees, and that Trustees are adequately trained, and knowledgeable as to their responsibilities as Trustees
   * Ensure a regular “health check-up of governance” using a recognised framework, e.g. “Developing Remarkable Boards” is carried out on a regular basis, and work with the Chair to organise annual evaluations of the Trustees.
   * Ensure that all legal requirements are met regarding the administration of Board meetings, and Annual General meetings
   * Ensure that externally audited annual accounts are timeously brought before an Annual General Meeting
   * Ensure that the governing document continues to be “fit for purpose”, and advise the Board accordingly, and conduct regular reviews, and action appropriately
   * Ensure that Information technology infrastructure is sound, including adequate backup, firewalls, and cyber security. Also, to keep arrangements under review
7. Financial Management
   * Together with the Senior Management Team responsible for setting out the budget for approval by the Board
   * Responsible for a budget of around £800,000 per annum
   * Budgetary control for individual projects, and MAS core funding
   * Accountable Officer for grant agreements
   * Conduct Spot checks and internal audit
   * Authorise expenditure
   * Act as signatory for MAS
8. Contract/grant and project management
   * Act as contract/grant holder and manager in respect of various projects and services
9. Staff management
   * Advertise, recruit, and select staff, in conjunction with the Board as required
   * Day to day Management of/responsibility for 17 staff
   * Guidance, support, training and mentoring of staff
   * Motivate, and be an inspiring leader
10. Policy Development etc
    * Identify policy areas for consideration
    * Develop policy in respect of areas of interest
    * Draft responses to consultation papers as required
    * Present oral and written evidence to parliamentary committees, at Scottish and Westminster Parliament
11. Project development and management

* Identify, develop and implement new projects, e.g. MATRICS Infrastructure project

1. Investors in People
   * Lead Person
   * Work with all staff and volunteers to retain IIP Gold standard
   * Develop plans to “map against” the IIP standard on a collective basis
   * Implement Action plans
   * Implement recommendations from audit
2. Conference Organiser
   * Overall responsibility for procurement of services for annual conference event, and for fundraising sponsorship
   * Work with other organisations and organise joint events e.g. IRRV
3. Corporate Social Responsibility
   * Ensure that MAS operates in a “green” manner, e.g. re-cycling of paper, cartridges etc, and complies with all relevant legislation

## Remuneration, and how to apply for the role

The post attracts a salary of £49,000 -£58,000, and placing on the scale, will be determined by experience. 6% pension contributions are payable by the employer.

If this post sounds like you are a suitable fit to the job description, and would like to make a real difference to the people of Scotland, please complete a CV, and provide a personal statement as to why you wish to be considered for the position, and how you match the role requirements. This should be no more than 2 sides of A4. It should be sent marked private and confidential to [Karen.Fraser@hymans.co.uk](mailto:Karen.Fraser@hymans.co.uk).

For an informal discussion please call 07846325811, and ask for Yvonne MacDermid, who is the Chief Executive, who can arrange a call with the Chair of the Nominations and Remuneration Committee.

**Applications are open until 4.30pm on 2 October 2020**

Shortlisted candidates will be contacted, and formal Interviews will take place on **Monday** **and Tuesday, 26 and 27 October 2020**