



RSABI

Supporting People
in Scottish Agriculture



Application Pack

Chief Executive



Message from RSABI Chair, David Leggat

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

RSABI is a charity supporting people in the Scottish agricultural industry emotionally, practically and financially. In the last financial year we helped over 700 people, with demand on our helpline services increasing significantly during the various lockdowns.

RSABI is one of the foremost agricultural charities in Scotland and we are very grateful for the tremendous support we receive from the agricultural industry and beyond.

Agriculture can be a tough industry to work in, with many people working long hours often on their own in remote rural areas. External factors like the weather and legislation changes can bring additional challenges. People come to us for a variety of reasons including money worries, illness, bereavement and mental wellbeing concerns.

In recent years we've seen a change in the type of support offered and we now have more demand for emotional and practical support than financial, although oftentimes people will require a combination of services to help them move forward.

We're now seeking a positive, pro-active and dynamic individual to lead the organisation. The successful candidate will be responsible for providing leadership, developing and implementing RSABI's strategic and operational plans, partnership and business development and being an advocate for the organisation and its clients.

With support from a committed and experienced board, the successful candidate will work with the dedicated staff team of ten and volunteers to pursue the mission and objectives of RSABI with demonstrable passion, drive and commitment.

Our new Chief Executive will join us at an exciting time as we look forward to celebrating our 125th anniversary in 2022.

On behalf of the board of trustees of RSABI thank you once again for your interest in this role.

David Leggat., Chair of RSABI



About RSABI

RSABI provides practical, emotional and financial support to all people involved in the Scottish agricultural industry. The service is available to those previously and currently involved in farming, crofting and occupations related to agriculture in Scotland. This is a comprehensive service to help people to move forward when they are struggling.

Emotional support is available through our helpline, case officers and volunteers, all of whom are mental health first aid trained. We listen, keep people safe and access various kinds professional support when required. Our helpline is open from 7am to 11pm 365 days of the year and offers a call out service for the lonely and vulnerable.

RSABI can access practical support such as, but not limited to, welfare benefits, business reviews, debt signposting, counselling and mediation services. We are happy to liaise with statutory agencies when required.

Our financial support can be for essential items including food, heating, counselling, disability aids, funerals, retraining and items for the home. Business costs will be considered to help overcome a short term crisis.

RSABI is an integral part of the Scottish agricultural sector and works closely with a number of key stakeholders in order to better serve its clients and supporters. With substantial written press coverage and growing social media engagement, the organisation is ready to take the next steps in its development and growth.

Charitable activities amount to between £700,000 and £1,000,000 per annum, last year supporting over 700 people and their families with over 9900 interactions. Over 70% of the work is practical and emotional support. RSABI relies on income from investments, donations, our supporter scheme, fundraising and on occasion, legacies. There are around 400 members and 11 on the board of trustees with two additional trainee trustees.

Our Vision: That all people involved in the Scottish agricultural industry are aware of RSABI and the effective practical, emotional and financial support available to them when they need help.

Our Values: Confidential, Caring and supportive, Professional and efficient, Modern and responsive, Trustworthy, Relevant and effective



Some recent news from RSABI



RSABI's first Virtual Great Glen Challenge has raised over £21,000. Around 100 people took part on Friday 27 August.



RSABI recently launched its first Trainee Trustee programme recently, with Eilidh Walker and John Armour appointed.



Our 2020 #KeepTalking campaign won the British Guild of Agricultural Journalists' PR Award in 2020 and is up for Campaign of the Year in this year's Scottish Charity Awards.



A vintage Massey Ferguson was donated to be restored and sold to raise funds for RSABI, raising a fantastic sum of over £11,000.

Visit www.rsabi.org.uk/Current-News to find out more about recent developments and fundraisers.



Stories from RSABI

This story is representative of a typical RSABI case and the support we provide. All names and some of the particulars have been changed to maintain confidentiality.

Bob's story

Bob was struggling since the loss of his wife. He had no motivation to keep going on the farm. His son had called RSABI after he noticed the state of the farm and the house. He got his Dad's permission for us to call.

We visited Bob on his own. He admitted he was struggling with his wife's death and had fallen behind with the paperwork that she used to do. The house was cold and Bob was in a low mood. He was overwhelmed with grief and felt there was so much to do, and he wasn't doing any of it. He hadn't talked to his children as he didn't want them to know he wasn't coping. We chatted about the farm and how he wanted his future to be and he admitted he did not want to spend the next 20 years farming now that his wife wasn't here. He also admitted he wasn't sleeping. Talked about seeing to his GP but he wasn't keen to do that. Talked about the business and options he may have for that going forward. Talked about his wife and the chatted about life since she had died. Looked at what needed done and broke it down into small chunks which he felt more able to deal with.

We called Bob daily for the next couple of weeks to make sure he was okay and if he was managing to get some things done. We organised a business review to look at options for the farm to allow him more time for himself. Talked to the Land Matching service to see what opportunities were available too. Organised a qualified counsellor to call him to talk about his grief and he found that really helpful.

We had a meeting with the business consultant and Bob and he is to think about his next steps now that he has options. We call every month now just to make sure he is doing ok and he is still seeing the counsellor. He has said he doesn't know where he would be if we hadn't been in touch and although he still misses his wife he has started to look at the future a bit more positively.

Visit www.rsabi.org.uk/Peoples'-Stories to see more Stories from RSABI



Job Description

- **Location: Home working with office attendance on requirement**
- **Salary: £70,000 to £77,000**

Main Purpose of this Role

The Chief Executive will be responsible for providing leadership, developing and implementing RSABI's strategic and operational plans, partnership and business development, and being an effective advocate for the organisation and its clients.

They will lead and work with a team of 10 staff and will be responsible for ensuring financial control and supporting and advising on good governance across all aspects of RSABI.

Duties and Responsibilities

Leadership

- Be the face and voice of the Charity - its principal Ambassador.
- Lead, support and motivate all staff; secure their commitment to the Charity's aims, objectives and ambitions.
- Seek out, develop and maintain effective working relationships with all relevant organisations and individuals to promote the work of the Charity and facilitate the implementation of its strategic objectives.
- Lead by example, instilling a culture of professionalism and inclusion; supported by coaching, training and development.

Strategy

- Liaise with the Board in relation to the development of the Charity's strategic vision and be responsible for leading the implementation of it.
- Be responsible for the development and delivery of the Charity's agreed business plans.
- Identify and assess strategic risks, issues and opportunities and take responsibility for initiating and leading associated changes.
- Seek out and implement opportunities for innovation and ensure that RSABI remains at the forefront of positive change in Scottish Agriculture.



Job Description

Partnership and Business Development

- Lead the promotion and development of RSABI's work, raising the Charity's profile and maximising its reach to ensure that potential clients engage with the service and income streams are developed.
- Seek out, develop and nurture beneficial partnerships with supporters, donors, other Charities and all relevant authorities/organisations, including maintaining good working relations with pre-existing partnerships throughout Scotland and the rest of the UK to ensure an effective support service and maximise income opportunities.
- Adopt a creative and innovative approach to development, remaining open to new ideas and opportunities.

Operations

- Be responsible for the implementation of all the Charity's operational plans.
- Take executive responsibility for all functions including welfare, administration, finance, income generation, marketing, communications and IT.
- Take overall responsibility for the recruitment, management and effective deployment of staff; apply robust HR processes covering recruitment, performance management, appraisal and remuneration.
- Directly line manage the Finance, Welfare, Communications and Office Managers and development team.
- Be responsible for the maintenance and efficient use of the Charity's assets to maximise the number of clients and increase the income to the charity to meet demand for welfare services.
- Take executive responsibility for the financial leadership of the Charity, including forecasting and strategic budget leadership.
- Ensure that the Charity's financial resources are managed effectively and that RSABI remains in good financial health, identifying risks and taking appropriate action.
- Liaise with the Board to develop and lead on the implementation of the Charity's 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 management accounts, statutory accounts and annual reports.
- Ensure an effective welfare support service that is relevant to clients. Review and develop these services according to changing impacts on the sector.
- Ensure streamlined back-office operations by maintaining all current paperless systems, CRM, website and related apps; and actively monitoring systems to ensure RSABI stays current and at the forefront.



Job Description

Operations continued

- Understand the importance of 'digital' for the business to drive efficiency, make the client/donor/fundraiser/staff/volunteer experience as seamless as possible whilst maintaining standards, checks and audits. Using digital data and analytics to monitor and report on performance and improve delivery.
- Ensure effective brand representation through clear and transparent communications and social media; understanding analytics and targeted campaigns for both welfare/donors.

Governance and Compliance

- Liaise with the Board to ensure that the Charity's overall governance structure, policies and procedures are compliant with OSCR standards, taking and implementing changes as necessary.
- Attend all Board meetings (held six times a year) and prepare a written report in advance of each meeting detailing matters of interest and concern regarding the Charity's activities during the previous period; ensure that the Board is made aware in a timely fashion of any matters requiring its attention.
- Develop and maintain effective operational policies and processes in all the Charity's functions. Review and update scope and content to meet legal, regulatory and best practice needs.
- Oversee the development and practical application of all organisational policies and procedures e.g., with regard to health and safety, equality and diversity, GDPR, fundraising and safeguarding.
- Ensure that the Charity complies with best practice in all areas of welfare provision and income generation.
- Ensure that collection and protection of personal information complies with current Data Protection regulations.
- Ensure that all activities are conducted safely and that Health and Safety policies are understood and followed by everyone.
- Ensure that all major risks are identified and regularly reviewed, and that systems and procedures are in place to mitigate all such risks; be responsible for the development and implementation of the Charity's Risk Register.

General

- Carry out any other duties as may be reasonably requested.
- Be conversant with all aspects of the operation and willing to cover and provide support should the need arise.



Person Specification

Essential

Desirable

Knowledge & Experience

- Significant proven record of achievement in building and managing relationships and networks across a diverse range of organisations in private, public and third sectors.
- Experience of managing, motivating and developing staff.
- Knowledge and experience of business planning, business development and income generation.
- Financial management skills including budgeting and delivery of cost and income targets.
- Robust approach to governance, controls and definition/implementation of new processes.
- Experience of risk management mitigation.
- Leadership, management and motivational skills.

- Knowledge and experience of working within the agricultural sector.
- Knowledge and/or experience of investment portfolios and relationships with investment managers.



Person Specification

Essential

Skills & Knowledge

- Highly organised and personally effective.
- Exceptional verbal and written communication skills.
- Ability to persuade and influence, both in writing and verbally.
- Strong financial skills, including the ability to analyse budgets and accounts and effectively manage an annual budget.
- Outstanding business development skills.
- Commitment to equal opportunities and inclusivity.
- Firm grounding in management principles and knowledge of governance.
- A willingness and ability to learn quickly about the Scottish agricultural industry.

Desirable

- Understanding of political and socio-economic issues affecting the agricultural sector.
- Experience of the welfare sector and effective support services.



Person Specification

Essential

Desirable

Qualifications

- Educated to degree level or equivalent professional qualification and evidence of CPD.

Personal Attributes

- Empathy for vulnerable people and those struggling to cope.
- Positive, pro-active and dynamic.
- Inclusive and flexible, with a consultative approach to leadership. Confident and assertive.
- Ability to pursue the mission and objectives of RSABI with demonstrable passion, drive and commitment.
- Committed to best practice and with a drive for continual improvement.
- Excellent interpersonal skills.



How to apply

To apply for this post please send your CV and a Cover Letter to Gail Ellis at rsabi@greenburn.co.uk

For an informal conversation please call Gail Ellis on 07753 573904

Recruitment timetable

- Closing date for applications: **5pm on Friday 8th October**
- First interviews planned for week commencing 18th October
- Final interviews planned for week commencing 1 November

Please note dates are subject to change.