



CCPS

COALITION OF CARE
AND SUPPORT PROVIDERS
IN SCOTLAND

Chief Executive Recruitment Pack

Contents

| | |
|--|----|
| A letter from CCPS Convener, Andrea Wood | 3 |
| About CCPS | 5 |
| Job Profile for Chief Executive | 8 |
| Person Specification | 11 |
| Equal Opportunities Monitoring Form | 13 |

Dear Potential Applicant

Chief Executive, CCPS – Coalition of Care & Support Providers in Scotland

Thank you for your interest in the role of Chief Executive at CCPS.

This is an enormously exciting – and challenging – time to join CCPS and lead the organisation into the future. If you think you can demonstrate the values and leadership skills that we will need in order to support the third sector's enormous contribution to the provision of high quality care & support in Scotland, we would be delighted to hear from you.

CCPS is the national membership association for third sector and not-for-profit organisations providing care & support in Scotland's communities. Our mission is to identify, represent, promote and safeguard the interests of third sector and not-for-profit social care and support providers, so that they can maximise the impact they have on meeting social need.

Information about CCPS, its members and its work is set out on our [website](#). I would recommend in particular that you look at our most recent [Annual Report & Accounts](#); at our '[CCPS story](#)' that summarises our work over the past year; at our response to the [National Care Service consultation](#); and at our '[Big Ideas](#)' for social care reform.

Care & support in all areas – adult social care, children & families, criminal justice, homelessness – has become an issue of the highest priority for Scottish Ministers and for the Scottish Parliament, and the Scottish Government has committed to the establishment of a National Care Service. Marshalling the expertise and experience of its members, CCPS has established itself as a highly influential organisation. We are looking for a Chief Executive who can build on that reputation.

To apply for the job please forward the following to Caroline.Scott@ccpscotland.org by **midnight on Friday 25th March 2022**.

- A brief CV of no more than three sides of A4
- A statement of no more than two sides of A4 explaining why you are applying, what knowledge, skills and experience you would bring to the role
- A completed [equal opportunities monitoring form](#)

Please note that interviews for shortlisted applicants will take place on Wednesday 13th April 2022. We are aiming to hold these in person if possible but will accommodate alternative arrangements where necessary.


We are very happy to respond to any questions or queries which you have once you have been able to consider the information pack.

While our outgoing Chief Executive, Annie Gunner Logan, will not be involved in the recruitment process, she is very happy to talk to potential candidates about the job and the organisation. Annie can be contacted at Annie.Gunner_Logan@ccpscotland.org

You can also find out more and, if you wish, arrange to speak to me, by contacting Chris Creegan, Associate Director at CCPS, who is supporting the Board with the recruitment process. Chris can be contacted at chris.creegan@blueyonder.co.uk or on 07973 119204.

I do hope that you will consider submitting an application.

Yours sincerely



Andrea Wood

Convener, CCPS Scotland

About CCPS

CCPS is the Coalition of Care and Support Providers in Scotland. We are a membership organisation for social care organisations in Scotland's third sector.

Our membership comprises more than 80 of the most substantial third sector providers in Scotland, and our extended network includes smaller local providers, fellow third sector umbrella groups and public sector partners.

Our members provide social care support to children, young people & families; adults and older people with care & support needs; people in contact with the criminal justice system; and homeless people. They work with all of Scotland's councils, NHS Boards and Health & Social Care Partnerships, with many members also providing services elsewhere in the UK and internationally.

Collectively, our members support over 200,000 people and their families; employ a combined total of circa 46,000 staff; and manage a combined annual income of more than £1.2 billion of which an average 70%+, per organisation, relates to publicly funded service provision. Members are listed [here](#).

CCPS members provide a variety of high quality, personalised models of support, including supported living, care at home, housing support, supported accommodation, care home services, day opportunities, supported training and employment, short breaks, outreach, information and advice, leisure activities, advocacy, counselling, befriending, support groups, therapeutic services and support for family carers.

All the members of CCPS are non-profit distributing organisations, accountable to independent boards of trustees who offer their individual time and expertise purely on a voluntary basis. In addition, the majority of members recruit volunteers to assist in administration or service delivery. Many members are actively involved in policy development and campaigning, with more than a third employing policy staff at a senior level.

CCPS is a member of EASPD, the European Association of Service Providers for Persons with a Disability; of SCVO (Scottish Council for Voluntary Organisations); and of SSEC (Scottish Social Enterprise Coalition).

CCPS is a limited company, registered in Scotland under the company number SC279913 and recognised as a Scottish Charity by the Office of the Scottish Charity Regulator as charity number SCO 29199.

CCPS staff, funding and governance

CCPS employs 11 staff (7 F/T, 5P/T) and engages a team of (currently) 6 further part-time associates to support its work.

While CCPS seeks supplementary funding from external sources in relation to specific pieces of work, the core operating costs are funded solely by members, ensuring both our independence and our members' ownership of our strategy and business plan.

Our board is elected annually from within our membership, again ensuring that our strategy and our governance is member-led. All board members are senior executives (typically Chief Executives or Director of Services) of member provider organisations. Board and staff members are listed [here](#).

Our most recent Annual Report & Accounts can be accessed [here](#).

Our work

Our mission is to identify, represent, promote and safeguard the interests of third sector and not-for-profit social care and support providers in Scotland, so that they can maximise the impact they have on meeting social need.

We exist to:

- Champion quality care and support provided by the third sector
- Challenge policy and practice that inhibits or undermines the sector's ability to provide quality care and support
- Prepare providers for future challenges and opportunities
- Support providers to understand, negotiate and influence the complex policy and practice environment in which they operate

Our key areas of work at this time include:

- Contributing to the ongoing **Covid-19 pandemic response** and ensuring that care & support services/providers are appropriately supported
- Promoting and contributing to action to support the **financial sustainability of care & support**
- Promoting and contributing to the advancement of **Fair Work** in social care and related support for the care & support workforce
- Contributing to and influencing policy & practice development relating to all areas of care & support including the establishment of a **National Care Service** and supporting implementation of **The Promise**.

We receive grants for a number of our programmes of work including:

- **CCPS Commissioning & Procurement Programme** – funded by the Scottish Government, this programme aims to provide cross-sectoral support to organisations and people seeking to improve how social care is commissioned and procured.
- **CCPS Workforce Development Network** – funded by the Scottish Government, this programme supports care & support providers to contribute to the national workforce agenda by building their capacity for workforce development and workforce engagement and contributing to the development of workforce policy and practice.
- **CCPS Digital Programme** – funded by the Scottish Government, this programme supports the adoption by third sector providers of digital technology in care & support, including technology that applies across the organisation, in the workforce, and with people who use services.
- **Care & Support of Children, Young People & Families** – funded by the Corra Foundation, our work in this area provides a forum for CCPS members working with children, young people & families and supports their collective engagement with key initiatives including The Promise and the development of holistic family support.

We also host two discrete collaborative initiatives supporting providers in specific areas, each with their own membership structures:

Housing Support Enabling Unit (HSEU) - funded by the Scottish Government and operated in partnership with the Scottish Federation of Housing Associations, the HSEU gathers information and views from the housing support sector and feeds these into policy development either directly or through the work of CCPS and the SFHA. The HSEU also operates and promotes an online service designed by housing support providers – Better Futures – that supports organisations to track personal outcomes and produce trend and performance reports. Further information about the Unit and its work can be found [here](#).

Criminal Justice Voluntary Sector Forum (CJVSF) – funded by the Scottish Government, CJVSF is a collaboration of voluntary sector organisations working in criminal justice in Scotland. It seeks to support voluntary sector providers to continuously improve their own criminal justice services through collaboration and sharing of good practice; assist providers to understand, navigate and influence the complex and changing environment in which they operate; and promote broader awareness of the activities, value and contribution of third sector services within criminal justice. Further details can be found [here](#).

Our organisation and our work in 2020-21 is summarised in the “Our Story” presentation which can be accessed [here](#).

Job profile for Chief Executive

ACCOUNTABLE TO: CCPS Board of Directors

SALARY: circa £70k (pay award pending) and a full package of terms and conditions including contributory pension scheme

LOCATION: CCPS's main office is in Edinburgh and we organise and attend meetings throughout Scotland. A regular presence at the Edinburgh office would be expected but we are happy to discuss hybrid working arrangements.

Job Overview

The Chief Executive is responsible for the effective leadership, development and performance of CCPS. Working closely with the Board, the Chief Executive has executive responsibility for developing and delivering the CCPS strategy and business plan.

Key accountabilities and activities

- Strategic leadership – developing, planning, and successfully executing strategies making the best use of available resources
- Member, partner and stakeholder relationships – promoting the work of CCPS, building and maintaining strong business relationships based on trust, mutual respect and excellent communication
- Organisational governance – working effectively with the Board to manage the overall operations and resources with skill and diligence
- Management and performance – overseeing and managing projects, plans and people

Strategic Leadership

- Lead the development of the CCPS strategy and business plan, securing the buy in of the staff team and the membership, and the approval of the Board
- Oversee delivery of the business plan, ensuring the work of the organisation is designed, planned and executed in the timescales required
- Ensure, effective risk management in conjunction with the Board
- Ensure the financial sustainability of the organisation and identify possible sources of funding from a range of agencies
- Develop and maintain a positive organisational culture and environment that attracts and retains the best staff

Member, partner and stakeholder relationships

- Plan, develop and oversee the operation of effective mechanisms for engaging with and consulting CCPS members to ensure their views are understood in strategic decision making and in operations
- Demonstrate credibility to, and gain commitment and respect from, CCPS members, in order to successfully manage issues where there may be conflicting interests between and among members
- Act as an ambassador for CCPS and its work, maintaining and building on the strong positive reputation enjoyed by the organisation
- Promote and represent the interests of CCPS and its members at the highest strategic and political levels
- Develop and maintain collaborative strategic partnerships that support the delivery of CCPS strategic objectives
- Communicate effectively, solve problems creatively and demonstrate integrity at all times
- Oversee relationships with funders and partnering organisations, and increase the organisation's external network, reach and influence

Organisational governance

- Support the Board's governance role by providing regular and relevant reports on key issues affecting the organisation to enable effective decision making and risk management including organisational compliance with all statutory requirements and legal obligations
- Ensure that the major risks to the organisation are identified and mitigated, with regular reviews by the Board, that systems have been established to mitigate these risks, and a risk analysis is automatically carried out when taking on new work or proposing new work to the Board
- Ensure that the Board receives all necessary advice, guidance and information on matters relating to current performance, the short- and long-term future of the organisation, regulatory and legal compliance, and other appropriate issues; and making sure that such advice, guidance and information are timely, honest, balanced and relevant
- Ensure that the staff understand and support the governance role of the Board and that there is a positive and constructive working relationship between the Board and the staff team
- Work closely with the Board to ensure that the Board has on it the skills it requires to govern well and effectively, and that the Board has access to relevant external professional advice and expertise

Management and performance

- Lead, inspire and motivate the staff team, encouraging a culture of teamwork, energy and creativity to achieve the strategy and business plan
- Ensure that an effective performance monitoring and quality assurance system, which delivers positive key performance indicators, is in place
- Ensure effective communication across the organisation, engaging the team in strategic planning and business development as appropriate
- Ensure appropriate line management arrangements are in place, including direct line management of key staff
- Ensure that the recruitment, management, training and development of staff reflect good employment practice and support CCPS to achieve its objectives

Core Competencies

| | |
|----------------------------------|---|
| Leadership | Uses appropriate interpersonal styles and methods to motivate, guide individuals or teams towards specific goals. Participates fully as a leader, demonstrating commitment and motivation to achieve team objectives and targets. |
| Planning & Organising | Establishes an appropriate course of action for oneself and or others to accomplish specific goals and operates within deadlines while managing their time as efficiently as possible. |
| Motivation | Focuses energy to make things happen with positive results. |
| Flexibility | Demonstrates the ability to adapt to all situations and to achieve tasks quickly and efficiently and within the set deadlines. Understands and responds to change in the organisation and is solution-orientated. |
| Initiative | Generates ideas and takes action to solve problems. |
| Judgement | Makes decisions, analyses data, generates new ideas and determines priorities. |
| Communication | Demonstrates clear communications at all levels and both written and verbal. |
| Creativity | Uses creative practices to solve problems and engage and facilitate the development of others. |
| Influencing | Protects and enhances the credibility of the organisation and its objectives with key stakeholders and institutions. |

CCPS Chief Executive Person Specification

| | Essential | Desireable |
|--|-----------|------------|
| Knowledge | | |
| An understanding of the current and emerging issues, legislation, regulation and financial context of public services in Scotland | X | |
| An understanding of the current and emerging issues, legislation, regulation and financial context of social care in Scotland | | X |
| An understanding of the political and public policy context in Scotland | X | |
| Sound knowledge of charity governance and best practice | X | |
| Graduate/post-graduate/professional qualification in a relevant field | | X |
| Experience | | |
| Proven experience of influencing policy drawing on a wide range of engagement approaches and evidence sources | X | |
| Proven leadership experience within a strategic/national organisation with a record of achievement in developing and delivering organisational strategy | X | |
| Experience of leading a team and driving a common culture to achieve goals and objectives in line with the organisation's underpinning values and principles | X | |
| Proven ability in successful relationship building, partnership working and collaboration with individuals and institutions across sectors | X | |
| Experience of financial and risk management | X | |

| Skills | | |
|---|----------|--|
| Excellent relationship management skills with the ability to quickly establish credibility and build sound relationships and trust | X | |
| Ability to prioritise, plan and deliver on key work activities within agreed budgets and timescales | X | |
| Ability to identify and make the most of partnership and development opportunities | X | |
| Excellent written communications skills, including the ability to articulate complex ideas to multiple audiences in a clear and succinct manner | X | |
| Strong presentation and facilitation skills, providing a confident and inspirational presence in front of audiences across parliamentary, government, statutory and independent sector agencies | X | |
| Personal attributes | | |
| An established network within the health and social care sector | X | |
| Ability to act judiciously, thoughtfully, and strategically at all times | X | |
| Good analytical and problem-solving abilities | X | |
| Ability to reason and challenge in a constructive manner | X | |
| Integrity, credibility and a strong value base consistent with CCPS | X | |
| A clear strategic thinker able to manage competing demands and priorities | X | |

Equal Opportunities Monitoring Form

CCPS recognises and actively promotes the benefits of a diverse workforce and is committed to treating all employees with dignity and respect. We therefore welcome applications from all sections of the community and wish to build an accurate picture of the make-up of our job applicants. We need your help and co-operation to enable us to do this but filling in this form is entirely voluntary.

The information collected will only be used for monitoring purposes in an anonymised format and will help us to analyse the profile and make up of applicants.

Please send the completed form to Caroline.Scott@ccpscotland.org

Please [click here](#) to download the Equal Opportunities Monitoring Form.



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About CCPS

CCPS exists to identify, represent, promote and safeguard the interests of third sector and not-for-profit social care and support providers in Scotland, so that they can maximise the impact they have on meeting social need.

CCPS

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CCPS is a company limited by guarantee registered in Scotland No. 279913; and a Scottish Charity registered with the Office of the Scottish Charity Regulator (OSCR) Charity No. SCO29199

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