

Home-Start Helensburgh (HSH):

What sort of organisation we are, and the kind of leader we need as our new Scheme Manager

Home-Start Lorn (HSL) is a well-established local organisation that has been working with volunteers to support families with young children in the Oban area for over 30 years. Our strategic goal is to ensure that every family, with a child under 5 years of age, can utilise the support we provide, so as to give their children the best possible start in life, so they are able to take up and benefit from the opportunities available to them.

We have recently been funded to expand our service to provide support to all families living in the Helensburgh area, including those Royal Navy families attached to Faslane. We are looking to appoint a Scheme Manager for Home-Start Helensburgh who will help us develop a service in the Helensburgh area, utilising the experience and governance framework of Home-Start Lorn with the expectation of establishing a separate service, overseen by a Home-Start Lorn umbrella organisation.

We wholeheartedly sign up to the principles of intensive family support detailed in the Scottish Government's recent publication - the Promise:

- Early intervention and prevention has long term benefits for families. We see ourselves as a universal service that does not stigmatise, is criteria free and can be accessed by any family.
- We want to build relationships with our families built on trust and honesty, which listens to what they have to say and builds on their strengths whilst helping them to say what they need in order to flourish.
- We work in partnership to support a family's involvement in their community, developing effective peer support that can enable the journey of a family, a key factor in ensuring a positive and effective outcome.
- We work in a spirit of openness, encouragement and enjoyment. We aim for a broader celebration of parenting and accessible and nurturing support.
- We are aware of the impact of poverty and debt as key stressors in our families and communities, which when combined with such issues as mental health problems, domestic abuse, poor housing or substance abuse, are known to magnify the challenges of parenting. Our support must be cognisant of these issues and aims to ameliorate their impact.

Home-Start Lorn is well recognised and valued in the communities of Oban and Mull and we aim to replicate the model of service in the Helensburgh area. Home-Start Lorn has recently recruited a new Manager and Family Co-ordinators who will be committed to working with the Helensburgh Scheme Manager to help establish the new Helensburgh service. The Helensburgh Scheme Manager will be able to utilise the procedures, practises and processes established within Home-Start Lorn, and to replicate and build on them for the Helensburgh service. We have good working relationships with Health and Social Work Partners in the Oban area and because the Scheme Manager will be working within the Argyll umbrella, they will be able to build on these partnerships to help establish a sound referral and supportive base.

We have established a robust partnership with the Faslane Support Community and our aim is to ensure Faslane families have access to the service the Scheme Manager establishes. Bridging and building a strong connection between the Faslane and Helensburgh communities is a key legacy outcome of the project and the successful ongoing funding of the project will depend on this being effectively achieved. Whilst in the first instance, the Scheme Manager will concentrate on building the service for Helensburgh families, they will also incorporate Faslane families into the service in long term.

Based in Helensburgh, in the first instance the Scheme Manager will report to the Chair of the Board of Trustees for Home-Start Lorn who has established a steering group, consisting of Trustees from Home-Start Lorn, representatives of Faslane, representatives of the Helensburgh community, representatives from the Health and Social Care Partnership and Helensburgh Families. The Scheme Manager's aim will be to help this steering group become a Board of Trustees for Home-Start Helensburgh and to establish/expand an overarching framework for Home-Starts in Argyll and Bute.

To lead and manage our work, we want someone who:

- Has experience of establishing community-based support and has a clear vision of how a Home-Start service can improve the lives of all families living in the Helensburgh area.
- Shares our passion and ambition for our support for children and families and will help us implement our ambitious plans of ensuring that Home-Start Helensburgh is the go-to voluntary agency that can offer universal family support in the early years.
- Can help us extend our service to provide perinatal support and offer support to families with mental health problems. We are looking for someone who has experience in these aspects of the service.
- Demonstrates shared values with us and has the capacity to foster relationships central to how we work.
- With trustees, will help lead improvements in how we meet changing needs, post lockdown, and deliver objectives in our plans to widen diversity and ameliorate the

impact of poverty.

- Will build further on local partnerships that benefit the families we work with.
- Makes sure we continue to assess the impact we are making and learn from this knowledge.
- Will build, recruit, lead and support a team of staff in a collaborative and flexible way, looking after staff member's well-being and supporting them to develop their skills and knowledge, as our services evolve.
- Will lead and support our families and volunteers in the Helensburgh area providing direct family support where appropriate.
- Has the ability to balance compassionate leadership* with delivering the necessary management and administrative tasks required in a small, independent Third Sector organisation.

* "Compassionate leadership in practice means leaders listening with fascination to those they lead, arriving at a shared (rather than imposed) understanding of the challenges they face, empathising with and caring for them, and then taking action to help or support them". The Kings Fund, 2019