



# Chief Executive Officer Application Pack

Dear Applicant,

Thank you for your interest in the Chief Executive Officer position here at PKAVS.

If you are an internal applicant, you will already be familiar with the distinctive nature of PKAVS and its work.

If you have applied outside of the organisation, I would like to provide you with the background and context to the organisation in relation to the Chief Executive Officer opportunity.

### **About PKAVS**

PKAVS is a charitable organisation that serves the community of Perth & Kinross by offering five community-led services supported by a team of c70 colleagues and up to 100 volunteers.

**Our vision is:** A Perth and Kinross where people flourish, and communities thrive.

We operate across five locations in Perth & Kinross under our service banners which include Carers PKAVS, the Gateway Third Sector Hub, the Walled Garden + Wise Craft PKAVS and Shopmobility PKAVS.

We offer these varied social care and welfare services as well as support and advocacy to the dynamic third sector in Perth and Kinross.

**Carers PKAVS** is our largest service. We provide support and respite care to unpaid carers aged 5+ across Perth & Kinross at our Carers Centre in Lewis Place Perth.

**The Third Sector Interface** (Perth & Kinross) is administered by PKAVS on behalf of the Scottish Government and provides four crucial support streams to the third sector in Perth & Kinross from the Gateway in Perth:

- **Voice** – supporting the voice of the third sector.
- **Connection** – Connecting communities through the third sector.
- **Building Capacity** – supporting the development and growth of the third sector.
- **Volunteering** – developing and growing the volunteer programme to support the ongoing operation of third sector organisations.

**The Gateway** is our Third Sector Hub in the centre of Perth. We provide shared office accommodation, meeting places and enjoyable workspaces that enable the third sector in Perth & Kinross to collaborate and communicate together.

**Walled Garden + Wise Craft PKAVS** - provides therapeutic support and engagement activities that serve to improve the mental health and well-being of the people of Perth & Kinross from their two locations at the Walled Garden & Cafe in Perth and at our Wise craft Workshop in Blairgowrie.

**Shopmobility PKAVS** promotes independence in the community by providing mobility support equipment from its purpose built Shopmobility hub in Perth's Canal St car park.

Reporting to the Board of Directors, the Chief Executive Officer (CEO) is the public face, leader, and ambassador of PKAVS. You'll be the driving force of the organisation, leading on the delivery of our strategic themes, sharing our work, and building meaningful relationships with our valued stakeholders including Third Sector Chief Executives, the CEO and Executive Team at Perth & Kinross Council, NHS, Funders who support our organisations in Perth and Kinross and other key partners.

We value equality, diversity and inclusion and welcome applications from across the community.

At PKAVS you'll find a close-knit and friendly team who work effectively together. The team is currently led by Caroline McKenna, Interim Chief Executive Officer. Caroline is available if, as part of your application process, you wish to find out more about PKAVS and the Chief Executive Officer position. To arrange an appointment please email Yvonne Mcaulay at [yvonne.mcaulay@pkavs.org.uk](mailto:yvonne.mcaulay@pkavs.org.uk)

For further information on PKAVS please visit <https://www.pkavs.org.uk>

Thank you again for your interest in working at PKAVS, we look forward to receiving your application and covering letter.

Wishing you all the best with your application.

Yours sincerely

**Archie MacLellan**  
**Chairperson**

For and on behalf of PKAVS

## STRATEGIC THEMES

As the organisation responds to and recovers from the pandemic and the current cost of living crisis, our focus is on how these issues impact on all aspects of our services, our people, our communities, and our programmes. We are now looking towards an exciting future.

PKAVS faces its challenges with a confidence that will ensure a sustainable and inclusive response that aligns with the ever-changing needs of the people we support.

You'll lead the organisation through an exciting period of change and deliver on our five key strategic themes:



1. **People & Culture** – Continue to establish PKAVS as a great place to work, where morale is high, and operates in a culture of openness and trust.
2. **Service Excellence** – Align our services with PKAVS charitable aims and strategic priorities, ensuring that roles and responsibilities are clear and that our services are delivered to a high standard, meeting our impact goals.
3. **Finance & Funding** – Manage our budgets, bringing new funding streams into the organisation, ensuring we have a financially viable and sustainable organisation.
4. **Board, Governance & Risk** – Provide the Board with the right information to govern the organisation and ensure it is meeting its charitable aims. Support the Board to build their skills and experience and managing organisational risks.
5. **Brand, Reputation and Communication** – Raise awareness of our work and ensure that the PKAVS brand is known, has a positive reputation and internal and external stakeholders are clear on who we are, what we do and how we do it. Also, that our communications are consistent and concise.

## CHIEF EXECUTIVE OFFICER – THE IDEAL CANDIDATE

PKAVS has a proven track record of resilience in meeting challenges under difficult circumstances.

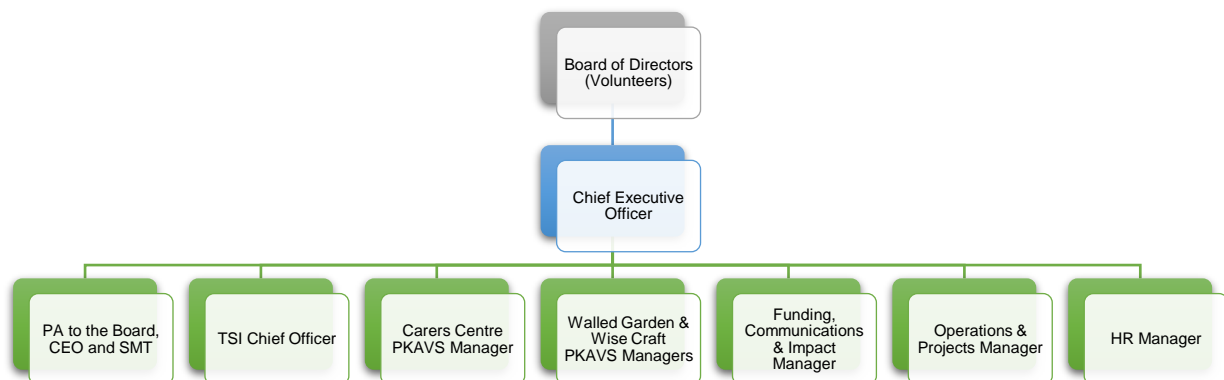
We are looking for a dynamic Chief Executive Officer who shares our vision, the missions of each of our services and our values (which we are in the process of re-discovering and articulating).

We are looking for someone who has a real passion for people and for seeking out, creating, and maintaining strategic collaborative relationships.

You'll be inspiring, and self-motivated with the ability to communicate effectively to a wide range of audiences to provide vision, deliver results, and act as an ambassador for the values of both the organisation and the broader third sector.

You will be a strong, experienced leader with true belief in people-first strategies, an effective communicator with a proven track record of leadership, strategic development, finance and funding and delivery of the organisation's goals and objectives.

## OUR SENIOR LEADERSHIP STRUCTURE



## CHIEF EXECUTIVE OFFICER JOB DESCRIPTION

### REPORTS TO

Chairperson of the Board of Directors.

### CONTRACT TYPE

Full-time – 35 hours per week– permanent.  
Part-time or job share may be considered.

### PLACE OF WORK

Principal office base; PKAVS at the Gateway;  
Presence at other PKAVS locations and  
networking widely across Perth & Kinross as  
required; working from home.

### REQUIREMENTS

The post-holder will be subject to an  
enhanced PVG Disclosure Scotland check.

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## Key Operational Duties and Responsibilities

### Strategic and Business Oversight

1. Liaise with the Board of Directors in relation to the development of the charity's strategic vision and be responsible for leading on its implementation.
2. Work towards the achievement of long-term sustainability by identifying and pursuing opportunities for growth and facilitate an environment where these can be explored.

### Governance and Compliance

1. Liaise with the Board of Directors to ensure that the charity's overall governance structure, policies, and procedures are appropriate and effective, taking remedial measures and implementing changes as necessary.
2. Attend regular Board meetings (usually held in the evenings), to present relevant reports and information, provide options, advice, and recommendations, and to respond to the Directors' questions.

### Leading and Developing People

1. Lead, mentor, and empower the Senior Management Team as well as any other direct reports to enable them to perform to the best of their abilities and maximise their potential.
2. Establish clear lines of accountability and responsibility across the team that foster and maintain effective working relationships throughout the organisation.
3. Communicate regularly, openly, and effectively with staff and managers, ensuring timely and appropriate consultation, feedback, and sharing of information.
4. Lead the development of an inclusive culture which promotes diversity and equality of opportunity in all PKAVS work and practices, ensuring that the charity is regarded as a good place to work and volunteer.

### Fundraising and Income Generation

1. Assume responsibility for the development and ongoing review of a plan for ensuring the generation of a long-term, sustainable income.
2. Own strategic responsibility for the delivery of an annual income to agreed expenditure budgets.
3. Seek out, develop, and nurture strong relationships with a range of existing and potential funders, and oversee shaping and writing of major funding applications, tenders, and partnership bids.

## CHIEF EXECUTIVE OFFICER JOB DESCRIPTION - Continued

### Finance and Legal

1. Ensure that the organisation remains solvent and in good financial health with sufficient cash flows generated to meet anticipated expenditure.
2. Produce a budget acceptable to the Board and to ensure the sound financial management of PKAVS within that budget.
3. Build and maintain the financial reserves of PKAVS to an appropriate level set by the Board of Directors.
4. Take appropriate steps to mitigate risks and manage issues that could significantly impact the organisation.

### Third Sector Interface

1. Arrange representation for the Third Sector Interface at community planning level, at consultation meetings, and in developing partnership with appropriate agencies.
2. Ensure that responses are made to consultation documents and initiatives that may have a bearing on, or relevance for, the third sector.
3. To support the TSI Chief Officer in advocating the engagement and involvement of the broader third sector in Perth and Kinross in community planning structures.

### Person Specification

Experience		Essential	Desirable
E1	Demonstrable experience of effective leadership at a senior management level, and the ability to enthuse, motivate, and develop a team to deliver results.	✓	
E2	Demonstrable experience of leading change management.	✓	
E3	Demonstrable experience of departmental and organisational budget management, with strong financial acumen and analytical skills.	✓	
E4	Demonstrable experience of securing funding in a tough financial climate from multiple funding streams.	✓	
E5	Demonstrable experience of cultivating strong relationships and credibility with a broad range of stakeholders (e.g., funders, corporate partners, Board of Directors, direct reports, service users, etc.).	✓	
D1	Demonstrable experience of marketing and fundraising planning and implementation.		✓
<b>Knowledge and understanding</b>			
E6	Knowledge of good charity management principles and practices.	✓	
E7	Knowledge of Community Planning Framework and Third Sector Interface structure.	✓	
E8	Knowledge of public sector policy and the reform landscape in Scotland, especially regarding health and social care.	✓	
D2	Knowledge of human resources and employment legislation.		✓

## Person Specification - Continued

Skills and attributes			
E9	Commitment to the aims of PKAVS and a desire to bring about positive change in the lives of people in Perth and Kinross.	✓	
E10	Excellent organisational, written, and verbal communication skills, including experience and confidence in public speaking, report writing and dealing with press and media.	✓	
E11	Able to demonstrate personal drive, adaptability, and responsibility, as well as absolute integrity, confidentiality, impartiality, and professionalism at all times.	✓	
E12	Able to carry out work using Microsoft Office programmes, Outlook for email and accessing the Internet.	✓	
E13	Able to evidence your commitment to Continuous Professional Development (CPD).	✓	
D3	Able to travel independently in the course of your work and have access to a car.		✓



## Additional Information

Employer:	The post-holder shall be employed by Perth & Kinross Association of Voluntary Service Ltd. (a registered charity in Scotland SC 005561).
Location of Work:	This post will be based at The Gateway, North Methven Street, Perth, PH1 5PP or other sites/services as required by the organisation.
Responsible To:	Board of Directors.
Probation:	This post carries a 6-month probationary period.
Induction:	A planned Induction Programme will be offered together with relevant job specific training.
PVG (Protecting Vulnerable Groups):	This post requires a PVG (Protecting Vulnerable Groups) check.
Offer of Employment:	An offer of appointment will be made subject to two satisfactory references, PVG check, and eligibility to work in the UK.
Support and Supervision:	The post holder will receive regular support and supervision carried out by the Board of Directors Chairperson, or such other member of the Board as may be decided from time to time.
Holidays	<p>PKAVS determines annual leave entitlement in hours and not days to ensure equity for all employees by ensuring that staff who work variable hours/shifts do not receive either more or less leave than colleagues who work a standard shift pattern.</p> <p><b>On appointment – 238 hours</b> Equivalent to 34 days (28 days annual leave and 6 public holidays)</p> <p><b>After 2 years – 252 hours</b> Equivalent to 36 days (30 days annual leave and 6 public holidays)</p> <p><b>After 3 years – 273 hours</b> Equivalent to 39 days (33 days annual leave and 6 public holidays)</p> <p>Please note that annual leave hours stated above are based on you working full-time. This will be calculated on a pro rata basis for part time staff.</p>
Pension Scheme:	PKAVS Ltd operates an auto enrolment pension scheme.

## **CHIEF EXECUTIVE OFFICER MAIN EMPLOYMENT TERMS & CONDITIONS**

**1. SALARY: £57,000 - £62,000pa**

**2. CONTRACT: Full-Time – 35 hours – part-time and job share may be considered.**

### **3. WORKING HOURS**

A full-time working week is 35 hours mainly 09:00 to 17:00 with occasional unsociable hours including evenings and weekends.

### **4. OVERTIME:**

Provision for additional hours has been built into the annual salary.

### **5. ANNUAL LEAVE ENTITLEMENT**

All employees are entitled to the equivalent of 6.8 weeks of annual leave including six public holidays. Annual leave entitlement is further enhanced in line with continuous service.

### **6. DISCLOSURE SCOTLAND – PROTECTION OF VULNERABLE GROUPS (PVG) SCHEME**

The Chief Executive Officer position is subject to an enhanced PVG background check.

### **7. BUSINESS MILEAGE**

Business mileage is reclaimed at HMRC rates.

### **8. PENSION**

Automatic enrolment. Employer contribution 3%. Employee minimum contribution 5%

### **9. EQUALITY AND DIVERSITY**

The successful applicant must understand equality and diversity principles and comply with PKAVS equality and diversity policies.

### **10. HEALTH AND SAFETY**

All team members are responsible for the implementation of the health and safety procedures in so far as it affects them, their colleagues and others who may be affected by their work. The successful applicant is also expected to monitor the effectiveness of health and safety arrangements relating to their work to ensure appropriate improvements are made as necessary.

## **CHIEF EXECUTIVE OFFICER SELECTION PROCESS OVERVIEW**

The closing date for this position is the 31<sup>st</sup> of May 2023. For fairness and consistency, all applicants are requested to complete an application form which can be found in the Chief Executive Officer opportunity on the vacancies page of our website - [Vacancies | PKAVS](#)

If you are successfully shortlisted for interview, the Chief Executive Officer selection process will take place from the 8<sup>th</sup> of June 2023 to the 16<sup>th</sup> of June 2023 and will consist of two stages:

1. The first stage will take the form of a presentation and a competency-based interview with the current interim Chief Executive Officer, a Board Member, and the Chairperson of the Board
2. The second stage will take the form of a final interview with two further Board members.

As well as technical questions linked to the organisation and the job description, there are also questions that we will be asking you to assess you against the following criteria:

### **Delivering the role and growing the organisation and services aligned to the strategic plan:**

- Organisational decision making.
- Managing operations and maximising the return on resources.
- Building effective relationships and stakeholder management.
- Leading and influencing.

### **Cultural fit with the organisation:**

- Understanding and alignment with our mission and the purposes of each of our services.
- Being able to visualise the future of the organisation and changes for improvement that you will deliver.
- Your personal purpose vs the purpose of the role.
- Your personal values vs the organisational values.
- Failures/learnings and mindset.
- Self-awareness, genuineness, fair-mindedness, and the ability to do the right thing.

The selection process will be informal and will centre around us getting to know each other, our values, and our motivations. Hopefully you will leave with a clear picture of PKAVS and our work to deliver our vision.

Please let us know if you have any questions or require any adjustments that will enable you to participate fully in the selection process.



