



CHIEF EXECUTIVE  
OFFICER

---

Recruitment Pack



# WELCOME

Every parent wants the best for their children - for as long as they live. Almost 50 years ago, a small group of Edinburgh parents of children with support needs demanded their offspring should lead full lives in their community, not in an institution. This was the start of The Action Group and the same principles hold true now. We believe the children, young people and adults we support should lead lives with “**no barriers, for all of life**”.

We passionately embrace the values of person-centred care in our values of equality, inclusion and opportunity. In that time we have grown to become one of the largest care providers in Edinburgh, the Lothians and Falkirk, supporting 2,200 people achieved through a wonderful staff of c.600. We are proud to be a charity working on a not-for-profit ethos on a turnover of £18.95m. We are proud to provide a wide range of support activities and services that you can read about in this application pack.

This pack outlines the different activities and services we provide, as everyone is unique. All our services interlock with each other to ensure quality of support and assistance as life's challenges present themselves.

It also contains details about the role of Chief Executive, and how to apply.

The Action Group has only had two Chief Executives and now, due to retirement, a new exciting opportunity exists to lead us into a new era. We have a strong, unique way of doing things that provides stability and fulfilling lives for the people we support. We are not just another care provider and we are not looking for just another CEO. Do you have the vision and values to be our next Action Group leader?



Stephen Oliver

Chair of the Board of Directors



# ABOUT US

The Action Group was started in 1976 by a group of parents and carers of people who had learning disabilities and other support needs. They began by campaigning for better services for the people they cared about in the local areas of Leith and Restalrig. This group, who all lived in the North East of Edinburgh, took the name **Area 5 Action Group** from the Social Work Department's area in which they lived.

We now work across 5 local authority areas, and have specific services for Advice, Housing, Supported Employment, BEMAS (Black and Minority Ethnic Advice Service), and Children.

Falkirk

West Lothian

Edinburgh

Midlothian

East Lothian

**400+**

People  
supported in  
their own  
homes

**150+**

People  
supported in  
groups and  
community

**250+**

People  
receiving  
Employment  
Support

**650+**

People  
supported in  
Advice  
Services

**600+**

Employees  
working for  
The Action  
Group





## The Vision

That people who have support needs or a Learning Disability, and their families and carers, encounter no barriers to their chosen lifestyle, and are able to follow the path they choose.



CEO RECRUITMENT PACK



## The Mission

Value, listen and involve people, so that our every action is judged to be the best.



## The Values

An ordinary life includes the 5 accomplishments which derives from the work of John O'Brien. These values are the heart of our organisation.

Community Presence -  
Relationships - Competency -  
Respect - Choice



# PACKAGE & BENEFITS

There may be some flexibility in starting salary and annual leave for the right candidate

**Accountable to:** Board of Directors

**Contract:** Permanent

**Hours:** 39 per week

**Location:** Hybrid with travel across Edinburgh, The Lothians and Falkirk

**Salary:** in the region of £80,200 - £90,000

**Holidays:** 29 days per year, increasing to 43 days with length of service.



Mileage payment of 45p per mile



Stonewall top 100 employer 2024



Enhanced maternity, paternity, adoption, and sick leave



Stonewall Silver Employer Award 2024



Membership of a credit union



Disability Confident Leader



A 5% Contributory pension scheme with a matched employer contribution of 5%



Living Wage accreditation



HSF Membership giving free access to counselling, discounts and reclaim of health costs



Member of the Charter for Involvement



Free Blue Light Card (giving access to thousands of discounts and promotions)



Carer Positive accreditation



Cycle Scotland accreditation



IIP Gold status





# PERSON SPECIFICATION

YOU MIGHT BE THE PERSON WE'RE LOOKING FOR IF...

## You're **passionate** about what The Action Group does

- Committed to our mission, vision, and values
- Significant experience of working in person-centred support, especially within the third sector
- Have an impressive track record of empowering and involving people with support needs
- Ready and able to advocate for our members and other people we support

## You have the **knowledge** and **skills** to lead us on our next journey

- A strategic thinker with an entrepreneurial flair
- Track record of building services and winning contracts
- Strong financial acumen
- Excellent at planning, communicating, influencing, and building relationships
- Good at scrutinising detail, and spotting things which need to be seen
- Comfortable with identifying and managing organisational risks, as well as opportunities
- A great network of contacts, plus experience of lobbying
- Curious about the future - everything from sector innovations and political changes, to digital and AI

## You can be **trusted** with our organisation's legacy

- Appreciation of The Action Group's history and people-focussed culture
- Ethical and principled by nature
- Tenacious and resilient under pressure
- Prepared to make difficult decisions
- Able to listen, collaborate, and take other viewpoints on board
- Excellent understanding of the regulatory, financial, legislative, and social policy context we operate in

## You can evidence a legacy of **inspiring** and **effective** leadership

- Experience of senior management in an organisation with between £10m-£50m annual turnover
- Significant experience of leading people through organisational challenges and change
- Notable previous leadership successes and achievements
- Presence and authority – adapted to varying situations and audiences
- A leadership style which combines assertiveness and decisiveness with compassion and empathy

# JOB DESCRIPTION

## Leadership

- Lead The Action Group's senior management team
- Line manage a small team of senior managers and specialist employees
- Provide wider organisational leadership as required, with a particular focus on strategy, change management, employee engagement, and internal culture-setting.
- Engage with the wider workforce, including its elected representatives

## Governance

- Work closely with the Board of Directors and its sub-committees to ensure good charity governance
- Ensure that the Board has all information required to carry out its role effectively
- Support the role of Company Secretary and help fulfil all duties associated with it
- Be accountable for overall compliance with legislative, contractual and regulatory requirements.
- Listen to and promote the interests of The Action Group's membership

## Strategy

- Maintain awareness of organisational risk and opportunities. Respond accordingly to them.
- Work with the Board of Directors to agree overall organisational vision and strategy
- Create (or oversee the creation of) strategic plans for Board approval
- Work with the senior management team and/or Board of Directors as appropriate to make key strategic planning decisions.
- Ensure that The Action Group has sufficient resources and necessary leadership for the implementation of strategic plans. This includes workforce planning.
- Oversee and review the implementation of strategic plans as appropriate

## Finances

- Oversee and scrutinise organisational finances, including investments and reserves
- Ensure that The Action Group has sufficient financial resources and controls
- Work with the senior management team and/or Board of Directors as appropriate to make key financial decisions.

## H&S and Protection

- Hold overall accountability for health and safety throughout The Action Group
- Hold overall accountability for adult and child protection within The Action Group's services
- Oversee and scrutinise organisational systems relating to these matters to ensure they are always fit for purpose

## Operations

- Oversee and scrutinise operational matters via leadership of The Action Group's senior management team
- Ensure that The Action Group has the necessary systems, resources, structures and leadership to enable effective delivery of services
- Take accountability for resolving serious operational concerns, complaints or challenges where appropriate
- Ensure that The Action Group's services are delivered in line with its mission, vision, and values and with the meaningful involvement of service recipients and/or their advocates

## External Influence

- Maintain a good knowledge of UK/Scottish social policy, third sector and other relevant external context for strategy and decision-making
- Represent The Action Group to external stakeholders and the wider public
- Oversee The Action Group's external brand, reputation, and communications
- Lobby, network, and collaborate with external partners and contacts (including local and national Government/public sector representatives) to advance The Action Group's interests in line with its mission, vision, and values.





# APPLICATION PROCESS

1

## Apply

Please email [CEOrecruitment@actiongroup.org.uk](mailto:CEOrecruitment@actiongroup.org.uk) with your CV and a supporting statement\* before 10am on Monday 20<sup>th</sup> October.

2

## First interviews

Expected to take place from 27<sup>th</sup> October, and may be in person or online.

These will be short interviews to introduce you to the Action Group, clarify any questions about the information you have submitted and to explain the Stage 2 interview process.

3

## Second interviews

Will take place on the 17<sup>th</sup>, 19<sup>th</sup> and 20<sup>th</sup> of November and will be in person.



\*For your **supporting statement**, we would like you to write no more than two A4 pages, telling us why you are interested in the CEO role. Tell us why you feel you are suited to the role - we want to hear about your passion and experience.

We would love to hear what **you think** the future of The Action Group could be. We want to know what your **goals** and **aspirations** are, and get an understanding of your **approach**.



If you would prefer to share your statement as a video recording, we are happy to accept these. We would ask that any video submissions are under 6 minutes long.

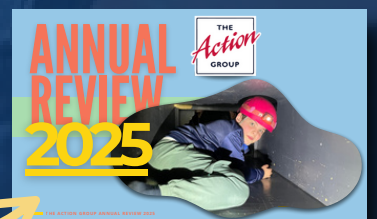


We value lived experience, passion, and alignment with our values more than formal qualifications or traditional career paths. So even if you don't meet every requirement listed, we would welcome your application - you might just be the right person for this role.

If you need any adjustments during the recruitment process, such as alternative formats for application materials or access to assistive technology, just let us know and we'll do our best to support you.



The following 3 pages are from our current Annual Review and are included to give potential candidates an indication of who the Action Group are. You can read the full Annual Review by clicking on the icon.



Finances are still tough for people due to the cost of living. In addition, there have been changes to benefits including the final stages of the Universal Credit roll-out, affecting people who receive Employment and Support Allowance (ESA). All of this means that the Advice Service is a busy and vital source of support.

The information below is for the whole of the Advice Service, including the work done by our carer advice services (BEMAS and Carewell).

**Last year, we supported over 650 households.**

**£1,509,575.91**

was generated for people  
accessing Advice Services

**94%**

of clients said they  
were 'very happy'

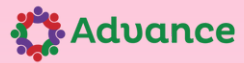
We supported  
**655**  
household in 2024

Discussed awkward  
and difficult subjects  
without any outward  
indications of  
judgement

“My adviser was lovely  
from the beginning  
and helped me the  
way no other agency  
could; very  
personalised service  
and advice that I got”



My adviser was a  
pleasure to speak  
to and treated me  
with respect



From September 2024 to June 2025, we ran a programme of activities at The Prentice Centre. We welcomed **over 500 people** to explore a wide variety of engaging events. Our calendar included chair yoga, macramé workshops, tree planting, music sessions, computer skills classes, dance workshops, candle making... as well as festive occasions like our Christmas Dinner and Burns Night. These activities were all **free and designed to be inclusive**, giving everyone a chance to **try something new**, build skills, gain confidence, and simply enjoy good company.

We fostered strong ties with local facilitators and drawn on the talents within The Action Group team to deliver these enriching experiences. Looking forward, we hope that we can secure funding to restart our Activities program, and we are excited about the future here at The Prentice Centre. We hope to introduce skills-building courses, and more cultural celebrations themed around different countries, as well as running the very popular digital skills course again.

We hope to be able to bring back activities soon - so watch this space!

I love going to  
the Prentice  
Centre to do  
different things



“I don't usually like to be in  
the kitchen, but now I  
feel like I'm a sous chef.  
My mum said it's the best  
curry she ever had!”

These shared  
experiences are what  
the program is all  
about—connection,  
empowerment, and  
fun.



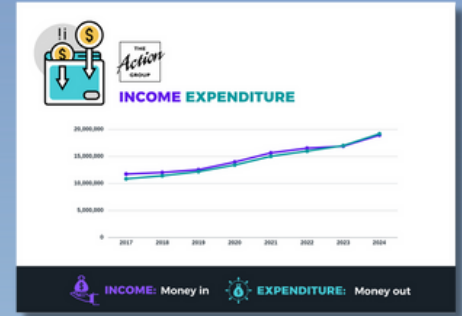
We held  
**195**  
activities



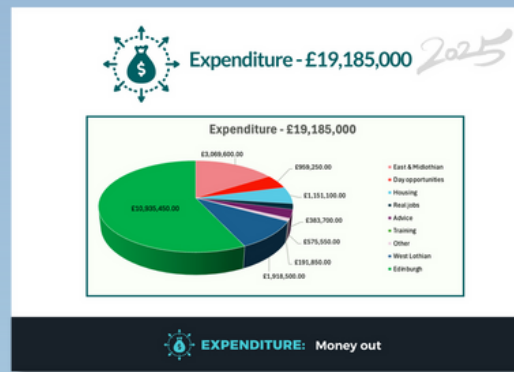
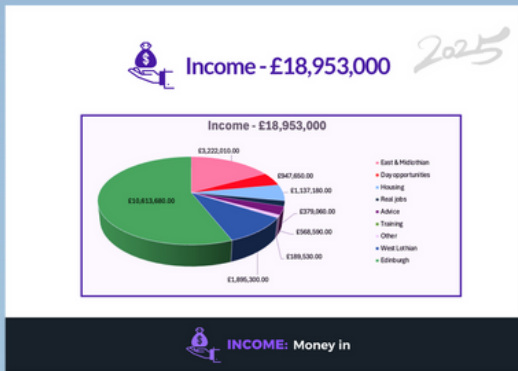


In **2024/25** our total **income** was **£18,953,000** and our total **expenditure** was **£19,185,000**. This meant that we ended the year with a **deficit of £232,000**. Our Reserves are beyond target and can accommodate this one-off deficit.

2024/25 was a year of significant change, with large projects such as **TAG Evolve** and **Project Saltire** bringing additional costs as we invested in each of these projects to ensure their success - TAG Saltire brought £1.5m extra income in.



A breakdown of our income and expenditure by service area is shown in the charts below.



97% of staff think that the Finance team provide a good service

## Supported Employment



Our Supported Employment team have had an eventful year, starting with an exciting new rebrand! Having been known as Real Jobs for over 20 years, we made the decision to streamline our branding to align with our consortium partners. We are now known as **All in Edinburgh** at The Action Group.

Last year, we supported over **250 clients** on their journey towards finding work that suits them. We continued to work alongside other organisations such as Smart Works to provide our clients with the best service possible to achieve their employment goals.

**144**  
new clients were registered

**35**  
clients were supported into new jobs

**97%**  
of clients said they were 'very happy'

We supported  
**259**  
clients in 2024

Here we are with SmartWorks!

**199** clients were helped by our Welfare Rights team

Extremely happy to have received such comprehensive support at a very challenging time  
-AiE Client 2025

Ian was supported to move from his role in Morrisons, where he had worked for 18 years, into a new role - and is enjoying the change!







# The Saltire Project



The Saltire Project's transition into The Action Group stands out as a **brilliant achievement** over the past year, reflecting our commitment to delivering quality support and services. After careful planning and collaboration, the transfer from another provider to us was completed on 1st August 2024, ushering in a new era for 25 supported individuals, their families, and staff in East Lothian.

**I think The Action Group is great, I go out on the bus with staff and I go to Ceilidhs.**

A key focus during the transition was maintaining **continuity of care**. With over **1500 hours** of support to deliver each week, the wonderful staff who transferred to us from the other provider only covered **720 hours**. We worked hard to recruit new staff to join this excellent team, and we now have a fully staffed team and no agency staff! We are excited to build on this success for everyone supported.

**I was pretty apprehensive when I heard the news that I would be transferring from Enable to The Action Group, but the process could not have gone any smoother. I can not thank them all enough for making the process so seamless.**

**The transition to The Action Group was smooth, and I felt very supported throughout. It was especially nice to receive such consistent communication and encouragement from managers and other office staff. It really made a positive difference.**

Saltire support  
**25**  
People



## Day Opportunities



This year our Day Opportunities Service has been filled with **energy, creativity and connection**. From arts and crafts to music, gardening, and days out, the people we support have enjoyed a wide variety of meaningful activities.

These moments are about **more than just keeping busy** – they're about **learning new skills, building confidence, making friends and having fun**. Whether it's the joy of a shared laugh, the pride of completing a project, or the excitement of an outing, the smiles captured in these photos speak for themselves.

Our dedicated team continues to create opportunities where everyone feels **valued, included and supported** to make the most of each day.



For more information, or to arrange an informal discussion, please contact:



**Stephen Oliver**

[CEOrecruitment@actiongroup.org.uk](mailto:CEOrecruitment@actiongroup.org.uk)