

Chief Executive Officer Recruitment Pack

Lomond and Argyll Advocacy Service

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Lomond & Argyll Advocacy Service
- making sure your voice is heard

Welcome from the Chair

Thank you for your interest in the role of Chief Executive Officer at Lomond and Argyll Advocacy Service (LAAS).

LAAS have been delivering high quality independent advocacy across the communities of West Dunbartonshire and Argyll and Bute for over 20 years. We are passionate about ensuring that people at risk of discrimination or exclusion have their voices heard and their rights protected.

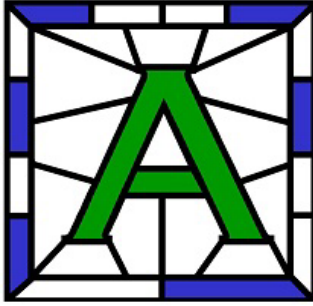
We are looking for a new Chief Executive Officer who will bring fresh thinking, energy and strong leadership to support LAAS as we continue to develop and build on what we already do well. You would be joining LAAS at a time of both challenges and opportunities. As with all third sector organisations we are operating in a time of increasing demand alongside shrinking public sector funding. Following an unsuccessful tender exercise our presence across Argyll and Bute will be more limited in the short term. Whilst we will continue to deliver independent advocacy for adults effected by substance misuse the core advocacy service for people with mental health disorders will be delivered by another provider from the 1st July 2026.

LAAS has for some time recognised the need to diversify our income in a way that protects our independence and makes us less reliant on public sector funding. We have had a degree of success in this, and going forwards it will be an important priority for the new Chief Executive Officer and the wider Leadership Team.

If you think you have the skills, experience and passion to take on this role we would love to hear from you.

Best wishes,

Charlotte Lee (Chair)



Lomond and Argyll Advocacy Service (LAAS) SCIO

Chief Executive Officer

£55,000 to £60,000 (Pro rata for 30 hours post): Starting salary £47,143 + £312 pa Working from Home allowance

Based in Dumbarton with the opportunity for hybrid working.

Lomond and Argyll Advocacy Service (LAAS) have been delivering high quality independent advocacy across the communities of West Dunbartonshire and Argyll and Bute for over 25 years.

We are looking for a new Chief Executive Officer who will bring fresh thinking, energy and strong leadership to support LAAS as we continue to develop and build on what we already do well.

The Post Holder will provide clear, visible and inspiring leadership to LAAS. Working closely with the Board, leadership team and other colleagues to deliver our vision of ensuring that people's voices are heard and their rights are protected as described by the Scottish Independent Advocacy Alliance principles and standards of independent advocacy. The CEO will be responsible for the overall management and strategic direction of LAAS. They will ensure the effective use of resources (financial and human) and compliance with legal, contractual and regulatory requirements.

The role is pivotal to the development, growth and sustainability of LAAS along with ensuring the quality of the advocacy delivered. The post requires someone with strategic and operational skills, who is driven by their values and who has a clear understanding of and places high quality independent advocacy services, alongside the wellbeing of their team, at the centre of their thinking and approach.

The CEO will ensure that effective and robust systems are in place to enable LAAS to deliver a high quality independent advocacy service and demonstrate the impact of this on the lives of the people we support.

You would be joining LAAS at a time of both challenges and opportunities. As with all third sector organisations we are operating in a time of increasing demand alongside shrinking public sector funding. Following an unsuccessful tender exercise our presence across Argyll and Bute will be more limited in the short term. Whilst we will continue to deliver independent advocacy for adults effected by alcohol and substance misuse across Argyll and Bute, the core advocacy service for people with a statutory right to independent under the Mental Health (Care and Treatment) (Scotland) Act 2003 will be delivered by another provider from the 1st July 2026.

LAAS has for some time recognised the need to further diversify our income in a way that protects our independence and makes us less reliant on public sector funding. We have had a degree of success in this, and going forwards it will be a priority for the new Chief Executive Officer and the wider Leadership Team.

If you have any questions or would like further information, please contact either

Charlotte Lee (Chair) charlotte.lee@laas.org.uk or Charlie Coggrave (current CEO) 01389 726543



Lomond and Argyll Advocacy Service (SCIO)

Job Role Description

Chief Executive Officer

Permanent- 30 hours per week, £55 -60,000 pro rata.

Base- Dumbarton/ Hybrid working

Reports to: Chair of the Board of Trustees

Responsible for Strategic and Operational services of LAAS

Job Overview

The Post Holder will provide clear, visible and inspiring leadership to Lomond and Argyll Advocacy Services (LAAS). Working closely with the Board, leadership team and other colleagues to deliver our vision of ensuring that people's voices are heard and their rights are protected. The CEO will be responsible for the overall management and strategic direction of LAAS. They will ensure the effective use of resources (financial and human) and compliance with legal, contractual and regulatory requirements.

The role is pivotal to the development, growth and sustainability of LAAS along with ensuring the quality of the advocacy delivered . The post requires someone with strategic and operational skills, who is driven by their values and who places high quality independent advocacy services, alongside the wellbeing of their team at the centre of their thinking and approach.

The CEO will ensure that effective and robust systems are in place to enable LAAS to deliver a high quality independent advocacy service and demonstrate the impact of this on the lives of the people we support. They will secure and manage funding from advocacy commissioners and grant making trusts to ensure the independence and sustainability of the advocacy we deliver.

Main Duties and Responsibilities

Leadership, Governance and Organisational Culture

- Provide clear and effective leadership that motivates staff to deliver a high quality, independent advocacy service that ensures that people's voices are heard and their rights protected
- Build and maintain a positive workplace environment and culture that fosters team working, accountability, innovation and continuous improvement
- Develop the leadership and wider team in a way that ensures LAAS has the right capacity, capability and succession planning in place to continue delivering a high quality service
- Support, guide and supervise the Operational Manager who leads a team of paid and volunteer advocates to provide high quality advocacy across Argyll and Bute and West Dunbartonshire.
- Be a member of and support LAAS board of trustees, assisting the chair as required
- Promote equality, diversity and inclusion, ensuring that these principles underpin all aspects of LAAS's work
- Ensure there are meaningful opportunities for people with lived experience to be involved in the development and governance of LAAS

Strategic Planning

- Work with the Board of Trustees to develop a strategic plan that reflects LAAS's vision and values and the needs of communities across Argyll and Bute and West Dunbartonshire
- Work with the leadership team to create an operational plan that will translate strategic goals into measurable objectives with key performance indicators
- Ensure that effective planning frameworks are in place to support long term sustainability
- Keep abreast of changes in policy and legislation, provide recommendations for action and lead change through sound operational processes

Financial Management and Resources

- Work alongside the Business Manager and Treasurer to ensure LAAS's

financial strength and sustainability with robust financial planning, control and monitoring processes

- Make the best use of resources (people and financial) to deliver independent advocacy effectively
- Negotiate and manage contracts with NHS and local authority advocacy commissioners for the delivery of independent advocacy. This would include ensuring that contracts and monitoring requirements don't impact on the independence of the advocacy provided
- Identify and secure additional sources of income e.g. grant making trusts to ensure sustainability and increase the accessibility of independent advocacy
- Ensure compliance with regulatory financial requirements and maintain the highest standard of probity and accountability
- Be the lead contact for auditors, produce annual reports in conjunction with the Chair and ensure reports to OSCR and other regulatory bodies are appropriate and timely

Quality Assurance

- Ensure that effective systems and processes are in place to monitor activity and measure the impact of the advocacy provided. This would include both the reporting agreed with funders and the Nationally agreed standards for independent advocacy. It would also include a programme of external as well as internal evaluation.
- Ensure that LAAS remains an independent advocacy organisation which is psychologically, financially and structurally independent of statutory agencies as defined by the Scottish Independent Advocacy Alliance
- Ensure that LAAS are engaged in discussions at a local or national level to review or develop independent advocacy quality standards
- Ensure that there are a range of opportunities for people who have received advocacy support to share what the experience has been like for them and to inform future practice and developments

Managing Risks, change and improvement

- Maintain and review risk management systems
- Ensure adherence to all relevant legislation and regulations including, data protection, equality and diversity, safeguarding, health and safety whilst upholding best practice in all aspects of employment including terms and conditions, performance management and professional development

- Lead the organisation through periods of change, ensuring colleagues are engaged and supported
- Foster a culture of continuous improvement, ensuring that effective use is made of the learning from feedback, training, performance results and reflective practice

External relationships

- Act as LAAS's main spokesperson, representing the organisation with credibility and integrity
- Promote LAAS's role and achievements locally and nationally, ensuring we have a positive reputation and our impact on individuals and communities is recognised
- Influence policy and practice at a local and national level
- Work collaboratively with other independent advocacy organisations across Scotland, to share knowledge and experience to benefit people accessing independent advocacy
- Build and maintain positive working relationships with key stakeholders including the Scottish Government, NHS Scotland, the Scottish Independent Advocacy Alliance, advocacy commissioners, Criminal Justice Partnerships, Health and Social Care Partnerships, Alcohol and Drugs Partnerships and referring agencies e.g. health and social care providers.

LAAS CEO Person Specification

Values – a demonstrable value base in supporting people at risk of discrimination or exclusion. A proven commitment to championing people’s rights, voices and potential. A strong personal and professional commitment to equality, diversity and inclusion, ensuring that the lived experience of people eligible to access independent advocacy play a key role in decision making and organisational prioritisation.

Experience and knowledge

- **Understanding of Independent advocacy** – a clear understanding of the role and value of independent advocacy ideally gained from direct experience in the field of independent advocacy
- **Strategic Leadership** - Substantial experience within a senior management role and proven experience in setting direction and delivering measurable outcomes
- **Governance** – experience of working effectively with a governing board. A good understanding of charity governance and regulatory requirements (including OSCR)
- **Leadership** – a track record of leading, motivating and developing teams with a commitment to inclusive and empowering leadership
- **Financial Acumen** – experience of managing complex budgets, ensuring financial sustainability and implementing effective financial controls
- **Generating Income** – knowledge of potential funding sources relevant to the 3rd Sector. Success in securing funding from a range of sources
- **Risk Management** – experience in risk management and establishing robust systems to protect organisational interests
- **Stakeholder engagement** – experience of representing an organisation at a senior level with a range of stakeholders including, the Scottish Government, Health and Social Care Partnerships as well as local community engagement

Skills

- **Communication** – a highly effective communicator with the ability to convey long term vision and direction. The ability to adapt their communication style and approach to meet the needs and abilities of a range of stakeholders
- **People management skills** – ability to manage complex staffing matters and build a healthy, inclusive organisational culture

- **Relationship building** - ability to build effective working relationships with a broad range of stakeholders. Expertise in influencing, negotiating and dealing with conflict
- **Analytical thinking** – with a collaborative, solution focused approach and the ability to distil complex information into a format that promotes understanding and engagement
- **Leadership** – inspires and motivates with a commitment to developing the team and providing opportunities for team members. The ability to lead teams during times of change, providing visible and consistent leadership during periods of transition. The confidence and ability to make difficult decisions when required.
- **Excellent interpersonal skills** – including demonstrating empathy, compassion and emotional intelligence.
- **Strong organisation and prioritisation skills** – with the capacity to adapt and respond to external challenges
- **Performance and impact** – the ability to embed a culture of continuous improvement, using data and evaluation to drive performance and demonstrate impact



LOMOND AND ARGYLL ADVOCACY SERVICE

ORGANISATIONAL CHART

APL - Advocacy Practice Lead
RBA - Rights Based Advocacy

