



**JOB DESCRIPTION and PERSON SPECIFICATION**

<b>Job Title:</b>	Chief Executive Officer (CEO) Argyll & Bute Third Sector Interface (A&B TSI)
<b>Location:</b>	Homebased; time spent at Central Hub (mid-Argyll); travel throughout Argyll, including islands
<b>Salary, Hours &amp; Holidays:</b>	35 hours per week, fully flexible working considered 35 days annually, including public holidays
<b>Responsible to:</b>	Chair of the Board of Directors/ Board of Trustees
<b>Review Date:</b>	January 2021 (V1.6)

**Job Summary:**

Third Sector Interfaces (TSIs) provide a single point of access for support, advice and engagement for the third sector within local each authority area. The role of the CEO of Argyll & Bute TSI is to follow the Scottish Government's (SG) TSI Outcome Framework, contributing to SG's strategies on National Performance Framework, Social Enterprise Strategy and Volunteering Outcomes Framework. They are responsible for reporting on contributory activities.

The post holder will work with the TSI Chair to ensure that the Board of Trustees formulate and regularly review the organisation's mission and strategic plan; ensure monitoring of annual plans and targets and that they contribute to SG's strategic objectives. The postholder is responsible for the legal and financial health of the organisation to ensure the TSI meets all of its statutory obligations.

The CEO will;

- provide a strategic leadership role in ensuring strong partnerships with statutory stakeholders (A&B Council, IJB/HSCP/NHS Highland) and other key stakeholder partners e.g. Highlands and Islands Enterprise (HIE). A particular requirement is to fully support and assist in strengthening the Community Planning Partnerships(CPP).
- Work collaboratively with third sector organisations in Argyll and Bute, promoting their collective interests at national and local authority levels.
- Work collaboratively with the team members of A&B TSI to provide a single senior point of overall strategic leadership covering management and administration of the organisation in the execution of the Board of Trustees' policies.
- Embed culturally, practically and professionally the organisational values of the TSI; **Approachable, Respectful, Professional, Reliable and Honest:** and perhaps most importantly of all, an organisation that is **Constantly Learning and Improving.**



<b>Job Description:</b>	
<b>1.</b>	<p><b>Strategic Planning:</b></p> <p>It is the role of the CEO to ensure that strategic planning, in conjunction with the Board, ensures that the TSI is working towards its delivery of expected outcomes, as set by our senior funders in SG. Ancillary work should contribute to the strategic aims or be supportive of funding, resilience or partnership strengthening.</p>
<b>2.</b>	<p><b>Service delivery:</b></p> <p>The post holder will provide input on a wide range of Third Sector related issues and must, therefore, understand Third Sector providers within the Argyll &amp; Bute area, their range and unique challenges</p> <p>The TSI's role is complex, supporting people and the general sector as well as client organisations. Supporting across all policy areas and client groups the CEO must understand both the local and national context. This will include an understanding of the needs and priorities of the population of Argyll &amp; Bute, its geography and demographics.</p> <p>An understanding of the infrastructure support to local third sector organisations from both statutory and other third sector agencies is important; including the extent to which the third sector is recognised, valued and involved in planning and delivery of services to increase community empowerment – therefore the strengthening of partnerships is critical.</p>
<b>3.</b>	<p><b>Budget Management:</b></p> <p>Propose, allocate and manage budgets for the TSI that provide sufficient resources to meet the objectives as agreed by the Board, within the resources delegated by the SG and any additional funding streams.</p> <p>Ensure that budget management and reporting requirements as set out by the SG, the Board and any additional funders are adhered to using the systems and processes to ensure effective budgetary control.</p> <p>Prioritise and manage effective recording of delivery to ensure the financial targets are achieved within the resources available.</p> <p>Ensure the TSI focuses on best value and that all services are efficient and effective.</p>



<p>4.</p>	<p><b>Staff Management:</b></p> <p>Ensure that all team members working within the TSI are managed in accordance with the appropriate policies and procedures, employee governance frameworks and the application of health and safety, equal opportunities and non-discriminatory policies and practices.</p> <p>Lead people management practices which encourages a culture of positive internal engagement with team members, promotes development of robust partnership working across our partner organisations and promotes the achievement of better outcomes for the third sector.</p> <p>Ensure arrangements are in place to promote and support the continuing professional and personal development of team members by ensuring that effective performance management systems are in place, which provide development opportunities, enhance performance motivation, and facilitate skill utilisation and flexibility. The vision is to maximise the capability and capacity of all staff.</p>
<p>5.</p>	<p><b>Working with external partners to represent the sector:</b></p> <p>Create opportunities for team working across sector and stakeholder boundaries and continually looking for benefits that can be achieved cross-organisations, regionally and in collaboration with external partners/stakeholders.</p> <p>Strengthen partnership arrangements by developing a culture that is inclusive, supportive and high performing to ensure the service we provide to our clients and associated stakeholders results in better outcomes for our users, and ultimately the community as a whole.</p> <p>Promote public awareness of the TSI and its purpose, functions and capabilities. The CEO will be the driving force of support of a diverse and vibrant third sector, empowering communities and working in partnership public sector agencies to find local solutions to local problems.</p> <p>Represent the TSI and the Board at local, regional and national level, influencing policy initiatives and ensuring that the Board are fully aware of developments and have the information and assistance necessary to make policy decisions.</p> <p>Establish key working arrangements with the following:</p>



	<ul style="list-style-type: none"> <li>• Senior employees of the Scottish Government, especially the Third Sector Unit.</li> <li>• Senior staff members of Argyll and Bute Council, Health &amp; Social Care Partnership (HSCP), HIE and TSI Network</li> <li>• The local Argyll &amp; Bute media – e.g. to respond to media questions about matters pertaining to the TSI and the Sector.</li> </ul>
6.	<p><b>Performance Management / Reporting:</b></p> <p>Ensure that appropriate systems and processes are in place to enable the TSI to meet the requirements of, and demonstrate achievements in, corporate and employee governance, through monitoring, performance management and evaluation and that these standards are maintained and further developed.</p> <p>Ensure that requirements for performance reporting, such as National Performance Indicators and other funders criteria are adhered to.</p> <p>Establish and implement a robust approach to risk management that will ensure a proactive and coordinated approach to both sector and business risks.</p> <p>Manage and retain oversight of preparations for audit activity relating to delivery of our services as part of the strategic plan.</p> <p>Deliver agreed outcomes, many of which will be agreed nationally, regionally and locally.</p>
7.	<p><b>Other duties and responsibilities:</b></p> <p><b>Assignment and Review of work</b></p> <p>The role, which is largely self-directing, is directly accountable to the Board and works under broad direction within the parameters of SG and other funders priorities and requirements.</p> <p>Review of performance in the post is undertaken through the agreement of performance objectives and an annual performance and development review.</p> <p><b>Decisions and Judgements</b></p> <p>The post holder will monitor and analyse delivery, financial and staffing activity information across the organisation to ensure that performance targets are being achieved. This will involve continuous assessment of our success in implementing strategic objectives and business plans. Intervention and corrective action may be required to resolve situations where conflicts exist or changes in direction are required. The post holder is expected to anticipate and/or plan for possible deviations and develop contingency solutions.</p>



The post holder will require to make astute and difficult decisions including, for example, with statutory partners, individual third sector organisations and on HR matters.

It is expected that the post holder will have a commitment to their own personal development

**Challenges**

The post holder will be required to work with diverse, not just geographic, third sector bodies, differing priorities, different levels of expertise, different governance and accountability arrangements and be able to deal with statutory bodies and their priorities. The post holder will also need to show determination and create momentum in translating actions and sector delivery into National Performance Indicators.

Budget management, balancing the increase in demand for services, decrease in overall budgets and the ongoing need to resource external funding streams consistent with our 'non-competition' strategy will be a core challenge for the posholder.

Responding to changing demands and external challenges and driving a culture of continuous improvement and resilience in the sector which will support its future development.

Highly developed political management and diplomatic relationship management skills are required due to the complex localised self-interest environment and range of stakeholders involved in some of the work.

The CEO will understand the differing local cultures across Argyll and initiate work to bring the sector together to create a positive environment for leading change and building resilience.

**8. Leadership and Management:**

Develop and promote a positive health & safety and wellbeing culture for all team members and ensure all legal and best practice requirements are met.

1. All key elements of effective health and safety management and well being are in place
2. Team members and/or outside bodies under his/her guidance comply with the organisational or their own health and safety at work procedures
3. Safe systems of work are used at all times.
4. All elements of staff & customer operations will be conducted within equal opportunities and non-discriminatory policies and practices.



<b>Person Specification:</b>	
<b>CRITERIA:</b> E = Essential                    D = Desirable	
<b>Education and / or professional qualifications</b>	
E.1	Educated to degree level or equivalent relevant experience
D.1	Evidence of continuing, relevant, professional and personal development
D.2	Management Qualification
<b>Experience</b>	
E.1	Substantial senior leadership and management experience within organisations in the public, voluntary or care sectors.
E.2	Experience of partnership working and delivering outcomes with public sector agencies, voluntary and/or private sector and an understanding of Community Empowerment.
E.3	Experience of managing financial resources including financial planning, monitoring, control and reporting
E.4	Experience of communicating complex issues effectively to a wide groups of stakeholders, operating effectively within challenges
E.5	Demonstrative track record of leading and delivering successful change or improvement programmes and projects.
<b>Specific job-related knowledge</b>	
<b>Knowledge, training and skills required to do the job</b>	
E.1	Ability to synthesise national and local policy and translate that in a relevant way for stakeholder action.
E.2	Knowledge of leadership strategies to deliver success against set parameters within budget



	and timeframe
E.3	Strong decision making skills with the ability to make decisions and recommendations based on the analysis of options
E.4	Strong persuasive, influencing and inter-personal skills
E.5	Able to think and act strategically in the forward planning and development of business objectives and policy
E.6	Leadership skills, including methods of influencing and motivating others to form positive relationships at all levels to deliver continuous improvement and transformational change
E.7	Able to demonstrate sensitivity, integrity and sound ethical judgment Skills in mediation and the resolution of complex/controversial issues
D.1	Skills and knowledge in managing organisational governance in a third sector environment
D.2	Clear analytical skills to allow the exploration, evaluation and interpretation of information and opinions and utilisation of management information systems

**Any additional job-related requirements**

E.1	The jobholder will be expected to be available to travel regularly to meetings and to travel efficiently and effectively between various work locations within Argyll and Bute, and beyond, to meet the operational requirements of the organisation.
E.2	The jobholder may be required to work flexibly to ensure that business needs are met. Hours of work will include evening and weekend working as required.
E.3	Full driving licence and own transport, appropriately insured.

**Competencies**

E.1	<p><b>Personal Qualities (Competencies) that are essential at recruitment stage:</b></p> <ol style="list-style-type: none"> <li>1. Demonstrates resilience and integrity and lead through challenging circumstances</li> <li>2. Actively promotes and delivers equality of opportunity to team members.</li> <li>3. Fosters good and effective partnership arrangements with a range of partners.</li> <li>4. Values others by delegating responsibility and demonstrating trust within agreed boundaries.</li> <li>5. Creates a culture where innovation and managed risk taking are encouraged.</li> </ol>
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| <ol style="list-style-type: none"><li>6. Highly developed negotiating skills over a wide range of issues.</li><li>7. Highly developed conflict management skills.</li><li>8. Articulate and perceptive.</li><li>9. Acts with calmness and resilience under pressure and responds positively to challenge.</li><li>10. Self-disciplined and able to work to strict deadline.</li><li>11. Accountable.</li><li>12. Achieves Results.</li></ol> |
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