



## **SECTION 1 - Welcome Note**

Our sincere thanks for your interest in the role of Chief Executive at Who Cares? Scotland. We hope this information pack provides the insight you need to consider applying for this exciting leadership opportunity.

Founded in 1978 as an advocacy organisation for young people in the care system, Who Cares? Scotland was established to ensure that the voices of Care Experienced people are heard. Too often, young people had no say in decisions affecting their childhood, despite state intervention aimed at protecting them from harm.

Over the years, Who Cares? Scotland has grown into Scotland's national membership body for Care Experienced people. We deliver lifelong independent advocacy, create spaces of belonging and identity, and support our members to influence the systems that shape their lives. Today, we play a leading role in shaping national policy, challenging stigma, and ensuring that lived experience informs decisions at every level of Scotland's care system.

As a membership organisation, Who Cares? Scotland protects and advances the interests and outcomes of Care Experienced people of all ages across the country. Our work places the voice of lived experience at the heart of Scotland's policy and practice, shaping government agendas and driving innovation.

Reporting directly to the Board, the Chief Executive will be expected to build on the organisation's monumental achievements, delivering our vision of a lifetime of equality, respect, and love for Care Experienced people. At a pivotal moment, as Scotland prepares for Children (Care, Care Experience and Services Planning) (Scotland) Bill and continues to strive to achieve The Promise, this role offers a unique opportunity to influence the future of care in Scotland, ensuring that Care Experienced people have a voice in every decision that affects them.

As CEO, you will be a leader who can connect, influence, and build strong relationships at all levels. You will be confident in asserting the views and interests of our membership to policymakers, while remaining approachable and receptive to their perspectives. Your leadership will respect and amplify the voice of lived experience, taking a trauma-informed approach in all decision-making. You will bring proven experience in strategic thinking, financial planning, staff development, and managing budgets and relationships within a high-pressure, politically sensitive environment, while building strong partnerships with both internal and external stakeholders.

We welcome applicants with a deep understanding of the Care Experienced community, informed by lived, relational or professional experience, and a commitment to amplifying the voice of lived experience in all decision-making.

You will join a highly talented, motivated, and experienced team committed to delivering our strategic vision. If you bring the skills, energy, and passion, and share our belief that a lifetime of equality, respect, and love for Care Experienced people is not only desirable but achievable, we look forward to hearing from you.

**Michael Stewart**  
Chair

**Angela Crawley**  
Vice Chair

## **SECTION 2 - The Organisation**

As an advocacy organisation for young people in the care system, we support 1400 people through our advocacy service each year. Who Cares? Scotland was established to give Care Experienced people a voice in decisions affecting their lives. Over the years, we have grown into Scotland's national membership body for Care Experienced people, shaping policy, challenging stigma, and driving innovation across the care system.

Who Cares? Scotland exists to ensure that the voices of Care Experienced people are heard, respected, and acted upon. We provide lifelong independent advocacy, create spaces of belonging and identity, and support our members to influence the systems that affect their lives. At the heart of everything we do is a commitment to a trauma-informed, person-centred approach that recognises the impact of care experiences and empowers individuals to thrive.

At Who Cares? Scotland, we believe that every Care Experienced person deserves to be heard, valued, and empowered. Our work combines advocacy, policy influence, and community-building, guided at all times by trauma-informed principles and a commitment to social justice.

Supporting Care Experienced people to have their voice heard, Who Cares? Scotland has a bold and ambitious vision for a lifetime of equality, respect and love for Care Experienced people. This vision is supported by five key priorities

- **Upholding Rights** - We will support all Care Experienced people to know, understand and protect their rights.
- **Influencing Change** - We will positively influence decision makers with the ability to impact on the lives of Care Experienced people, using our robust evidence database and through gathering the views of Care Experienced people.
- **Creating Communities** - We will bring Care Experienced people together for meaningful connection opportunities and to feel a strong sense of belonging.
- **Providing Opportunities** - We will provide an inclusive, consistent and appealing membership offer for Care Experienced people across Scotland, which promotes a positive sense of care identity and builds an engaged movement of people.
- **Creating Communities that Care** - We will create more inclusive and caring communities for Care Experienced people to live in, by educating Scotland about care through awareness raising activity in local communities and in the media.

With a strong belief in the power of individual and collective voice, Who Cares? Scotland has ensured meaningful and lasting change for all Care Experienced people. Examples of this include:

- **National Policy Influence Strengthened**

*“Through our leadership of the National Advocacy Providers Network, we secured a commitment from the Minister for Children, Young People and The Promise to enshrine*

*within Children (Care, Care Experience and Services Planning) Bill the right to non-instructed advocacy in the forthcoming legislation - a direct result of our evidence, challenge, and sustained national influence.”*

- **High-Impact Advocacy Delivery**

*“We supported over 1,400 children and young people with more than 5,300 advocacy issues.”*

- **Significant Growth in National Visibility and Engagement**

*“Social media impressions increased by 58% reaching over 677,000 people.”*

- **Expanded Member Participation and Opportunities**

*“The team supported around 500 people to engage in over 300 participation activities including our first ever Summer Festival.”*

Source – *Who Cares? Scotland Chair Report to AGM February 2026*

For more information on Who Cares? Scotland please visit: [www.whocaresscotland.org](http://www.whocaresscotland.org)

## **SECTION 3 - The Opportunity**

Reporting to the Board of Who Cares? Scotland, the Chief Executive will be responsible for the leadership and management of the operational and financial affairs of the charity including developing, promoting and facilitating strategies, objectives and policies. The Chief Executive will also ensure Who Cares? Scotland continues to be the leading advocacy and campaigning organisation representing the care community of Scotland.

### **Key priorities**

- Ensure the continued financial sustainability of the organisation; identifying opportunities to diversify income streams aligned to Who Cares? Scotland’s core mission.
- Oversee the development and expansion of the organisation’s current independent Advocacy service provision across Scotland ensuring that it is effectively demand-led and secures the rights of Care Experienced people.
- Provide opportunities to enable members to connect with one another and explore their shared identities.
- Cement the role of Who Cares? Scotland as the first-choice organisation for consulting with the care community. Build networks and develop and maintain strategic partnerships that will ensure Who Cares? Scotland delivers on its mission to secure a lifetime of equality, respect and love for Care Experienced people.
- Ensure the organisation continues to play a leading role in developing and shaping policy, including involvement in the Scottish Government’s conversation on the future of care in Scotland, to secure better outcomes for Care Experienced people.

- Strengthen the organisation's internal capacity, capability and infrastructure to ensure it is fit for purpose now and in the future, including progressing the commitment to increasing Care Experienced representation across all levels of the workforce.
- Oversee the continued development of local participation, voice and fundraising work at a local level across Scotland & beyond.
- Work with the Board to establish key strategic goals and ensure the organisation is accountable to its members at the annual AGM.

### Duties and responsibilities

- Ensure the organisation's aim, mission and values are embedded in everything it does.
- Provide leadership, support and development opportunities to staff, ensuring both the Senior Management Team and staff work co-operatively and effectively towards meeting Who Cares? Scotland's objectives and that all activities focus on the rights, views and wellbeing of Care Experienced children, young people and adults in Scotland.
- Lead by example, adopting a style which inspires, empowers and develops staff to fulfil their potential and deliver high levels of performance.
- Oversee and ensure regular review of effective systems of robust governance and risk management.
- Ensure that the financial affairs (budget 4 million) and other legal obligations of Who Cares? Scotland are properly managed, fulfilling contractual and statutory requirements.
- As a key ambassador for the organisation, promote and enhance the positive profile of the organisation and ensure recognition of its impact and influence on the conversation on care across Scotland, the UK and internationally. Including learning from innovative practice elsewhere.
- Build effective relationships with funders, policymakers, interest groups and voluntary organisations, in Scotland and further afield, ensuring Who Cares? Scotland is responsive to the external environment and the needs of Care Experienced people.
- Translate national policy and legislation into practice, ensuring organisational policies and procedures are consistent and up to date with current legislation.
- Ensure that the quality of services provided by the organisation is consistent with the principles and standards for advocacy in Who Cares? Scotland and contractual obligations.
- Promote collaboration within and outwith the organisation and develop strategic alliances to create positive changes in services for Care Experienced children, young people and adults in Scotland.
- Contribute to national working groups in relation to policy development within the sector.
- Provide professional advice to the Board and its Committees in all aspects of charity governance, including short and longterm strategic planning for the financial welfare of the charity, human resources management and communications/public relations.

## SECTION 4 - Preferred Candidate Background

An approachable, innovative, solutions focused and visionary leader, you will have significant at executive or director level ideally within a voluntary sector organisation. As an accomplished communicator, you will have instant credibility when engaging with both internal and external stakeholders, coupled with the ability to work with a diverse range of stakeholders, creating alliances and encouraging increased collaboration.

### Skills and Experience

- A willingness to learn about and/or knowledge and understanding of the contemporary issues associated with care and protection of children in Scotland.
- Sound knowledge of Scotland's voluntary sector and wider political environment.
- A willingness to learn about and/or Knowledge of the lifelong impact of trauma on children, young people and adults and an understanding of trauma-responsive practice.
- Experience of dealing with a range of complex issues in both a political and demanding stakeholder environment.
- A proven track record of strategic leadership coupled with experience of managing, motivating and developing staff.
- Direct experience of effectively managing resources and budgets, as well as significant experience of delivering long term financial sustainability and value for money.
- Significant experience of leading both strategic and operational planning processes.
- Strong stakeholder management experience coupled with a proven track record in building and maintaining a wide range of collaborative relationships and partnerships.
- Strong political acuity with experience of influencing public policy,
- An understanding of, or the ability to quickly gain an understanding of, the regulatory and wider policy landscape in relation to care arrangements in Scotland.
- Ensuring that the views and expectations of members are wherever possible, translated into policy internally, and within the wider Scottish political landscape.
- Experience of delivering significant change programmes, resulting in tangible benefits and outcomes.
- Demonstrable awareness of the opportunities that emerging digital technology offers in delivering operational efficiencies and transforming member engagement.
- A high level of interpersonal, communication (verbal and written) and influencing skills.
- A good understanding of positive governance within statutory and voluntary sector; including direct experience of working with a voluntary board.

### Personal Attributes

- Strong belief in the Who Cares? Scotland mission and its values of Equality, Respect and Love for Care Experienced people.
- A close connection with the Care Experienced community, whether through personal or family experience of the care system, caring for others or working to improve outcomes for Care Experienced people on an individual or collective basis.
- High levels of personal and professional integrity.
- Significant personal drive and resilience.

- Able to build authentic and empowering relationships with members of all ages.
- A proactive, charismatic and inspirational leader who brings an inclusive and flexible approach, inspires excellence and delivers high performance.
- A highly skilled negotiator with a record of achieving successful outcomes and building excellent relationships and partnerships with a wide range of stakeholders, whilst retaining integrity and organisational independence where necessary.
- Strong ambassadorial and presentation skills with the ability to express views convincingly and coherently using a variety of media.
- A strong commitment to best practice coupled with a drive for continual improvement.
- The ability to operate effectively and rationally in a highly politicised environment.
- Intellectual flexibility to move easily between significant detail and the bigger picture.
- Willingness to listen and take opinions of internal and external stakeholders into account.
- Exercises good judgement, confident in own knowledge, able to give advice to others and be accountable for that advice.

## **SECTION 5 - Terms of Appointment**

### **We are an equal opportunities employer.**

We celebrate diversity and are committed to creating an inclusive environment for all employees. We welcome applications from people of all backgrounds, regardless of age, disability, gender identity or expression, marital or civil partnership status, pregnancy or maternity, race, religion or belief, sex, or sexual orientation.

We are dedicated to ensuring that every applicant is treated fairly and with respect throughout the recruitment process. If you require any reasonable adjustments during the application or interview stages, please let us know - we are happy to support you.

### **Salary**

The salary for the role of Chief Executive is **£72,000 - £78,000 per annum**

This role will be based in our national office in Glasgow. Who Cares? Scotland offers a hybrid and flexible working environment. The successful candidate will be expected to work from the office two or three days per week.

Travel across Scotland & at times UK wide will be required to engage with members, partners and stakeholders.

This role will require planned evening and weekend work.

The role is offered on a permanent, fulltime basis, with a six-month probationary period for successful candidate.

### **Our Benefits**

- 30 days annual leave, plus 7 set public holidays. We also offer additional 3 days annual leave for longer serving employees (5 years service) to thank them for their incredible contributions and hard work.
- 4 x annual salary life assurance cover.
- Group personal pension scheme, operated by Scottish Widows, with a 5% employer contribution.
- Healthshield cash plan

## **SECTION 6 - Application & Recruitment Process**

To apply, please provide the following:

- A comprehensive CV which includes current or most recent salary details
- A supporting statement (maximum two pages) outlining your suitability for the role and how you meet the essential criteria
- Details of two referees (referees will not be contacted without your prior consent)

Applications should be submitted by 12 noon on **Monday 30<sup>th</sup> March 2026** to [jobs@whocaresscotland.org](mailto:jobs@whocaresscotland.org)

Recruitment process:

- Shortlisting – **6-10<sup>th</sup> April 2026**
- Interviews will be held on **Tuesday 21<sup>st</sup> and Wednesday 22<sup>nd</sup> April 2026**

### **Interview Process will be in two stages in the one day**

1. Formal panel interview with Who Cares? Scotland Board members.
2. Engagement with Care Experienced Members as part of the final stage

All applicants will be notified of the outcome of each stage of the process.

If you would like to have a confidential discussion about the role, please contact: [peopleandculture@whocaresscotland.org](mailto:peopleandculture@whocaresscotland.org) who can arrange a call with the Chair of the Who Cares? Scotland Board.

**Strictly No Agencies**