

# Recruitment pack

## *Director*

Dear candidate

Thank you for your interest in this post.

Social Work Scotland is the professional leadership body for social work and care with over 400 individual members and over 30 corporate members. Social Work Scotland has three fundamental objectives: to support the development of the social work profession; to influence and to advise on policy and legislation; and to develop and support new approaches to delivering social work services.

The Director is a key leadership role in Social Work Scotland and you'll be responsible for the overall running of the organisation. You'll need to be an authentic leader; a relationship builder; an entrepreneur; and a creative thinker. You will need to have credibility with stakeholders and our membership; have a wide ranging knowledge and understanding of social work and care policy; be comfortable supporting a diverse and changing team of staff as well as a large membership; and be able to steer the organisation forward keeping it relevant and fresh and vibrant.

You will be based at the Social Work Scotland offices in Edinburgh and will report directly to the Board of Directors, referred to as the Office Bearers of Social Work Scotland.

To apply for this post, please send a copy of your CV along with a covering letter setting out why you think you have the skills, experience, values and personal drive to fulfil this role. For an informal discussion about the role, please contact the current Director, Jane Devine.

Please find included in this pack:

1. Summary information, including the application process and contact details
2. Information about Social Work Scotland
3. Job description
4. Person specification
5. Core competencies

I look forward to hearing from you.

Jackie Irvine  
President  
Social Work Scotland

## 1 SUMMARY INFORMATION

| <b>Director</b>              |   |
|------------------------------|---|
| <b>Employer</b>              | Social Work Scotland  |
| <b>Work base</b>             | Edinburgh   |
| <b>Work location</b>         | Social Work Scotland, Mansfield Traquair Centre, 15 Mansfield Place, Edinburgh, EH3 6BB   |
| <b>Salary</b>                | £58500 per annum  |
| <b>Position type</b>         | Full time   |
| <b>Contract type</b>         | Permanent   |
| <b>Hours per week</b>        | 37  |
| <b>Application process</b>   | <p>Application is by covering letter and CV. Please send in Microsoft Word format with your name and 'Director SWS' as the file name. The whole document should not exceed 5 pages.</p> <p>For informal discussions in the first instance, please contact Jane Devine, Director, Social Work Scotland.</p> <p>Please submit completed applications to <a href="mailto:admin@socialworkscotland.org">admin@socialworkscotland.org</a> by Monday 16<sup>th</sup> July at 12 noon.</p> |
| <b>Contact information</b>   | Jane Devine, Director, Social Work Scotland 0131 281 0852<br>jane.devine@socialworkscotland.org   |
| <b>Position start date</b>   | As soon as possible following an offer of the post.   |
| <b>Position closing date</b> | Monday 16 <sup>th</sup> July at 12 noon.  |
| <b>Interview date</b>        | <p>Monday 23<sup>rd</sup> or Tuesday 24<sup>th</sup> July* – please keep both dates free.</p> <p>*Given that this is a busy holiday period, we have some flexibility on dates, although these remain our preferred interview dates.</p>   |

## 2 ABOUT SOCIAL WORK SCOTLAND

Social Work Scotland is the professional leadership body for the social work and social care workforce. It is a membership body with members coming from across all sectors: public, private and voluntary. Social Work Scotland functions to promote and support the development of social work and social care and to influence and advice on policy and legislation.

### Our vision:

Our vision is of a social work profession across Scotland which is led effectively and creatively; is responsive to the needs of the people we support and protect; is accessible and accountable; and promotes social justice.

### Our values:

Our values are based on professional leadership to achieve social justice and public protection. We celebrate and actively promote the unique contribution and role of professional social work and care services; we embrace change and encourage collaborative and integrated arrangements to deliver better outcomes with and for people; and we support and create opportunities for those within and those supporting the profession of social work in order that we can develop effective and creative leaders for the future.

### Our objectives:

- Influence and shape legislation and policy relating to social work and social care.
- Promote the unique role, value and contribution of social work and social care.
- Champion research and evidence informed approaches in our work.
- Provide professional leadership and increase leadership capacity across social work and social care.
- Support and encourage workforce development (with a focus on celebrating success, promoting standards, achieving practice improvement and demonstrating continuous learning).
- Recognise the value of continuous improvement through self-evaluation and performance improvement activities.

As a professional body our members have a key role and to support them to deliver the objectives of the organisation across the range of social work services, we operate a complex system of committees, sub groups and practice networks. We also host the Chief Social Work Officers committee.

### Our team:

We have a small core team, made up of the Head of Social Work Strategy and Development; the Administration and Finance Officer; a temporary Communications and Engagement Officer.

We operate a system whereby we bring in expertise on short term contracts or on secondments to focus on particular high profile pieces of work. Currently the team comprises 7 members on a variety of project and policy work:

1. 3 person team working on the Joint Investigative Interviewing of Child Witnesses
2. Children and Families lead
3. Justice Lead
4. Self-directed Support Development Manager
5. Social Care in Prisons Development Manager

### 3 JOB DESCRIPTION

The Director is accountable to the Board of Directors, referred to as the Social Work Scotland Office Bearers. The Director will lead and manage the organisation which is a registered company, with an annual turnover of just under £1million and currently employing 11 staff.

The Director will be a credible leader who shares the values of social work and has the ability to build on and develop the work of the departing Director.

The key areas of responsibility are:

1. Lead organisational development including funding and sponsorship, governance, HR, external relations, partnership working and risk management.
2. In collaboration with the Board, develop and oversee the delivery of a corporate strategy and strategic plan for the organisation.
3. Provide leadership and management to the staff team as a whole with direct line management to the Head of Social Work Strategy and Development; the Administration and Finance Officer; and the Communications and Engagement Officer (temporary post).
4. Maintain, build on and develop excellent working relationships with stakeholders including Scottish Government Ministers and civil servants; key agencies; local councillors, MSPs and MPs; research organisations; funders; and policy bodies.
5. Manage and oversee complex governance arrangements across the 25 different committees, sub-groups and practice networks.
6. Report to, advise and take direction from the Office Bearers (Board of Directors).
7. Have a wide network of contacts relevant to Social Work Scotland and have credibility with those contacts.
8. Build high quality relationships with partners, members and current or potential funders and sponsors.
9. Oversee the delivery of our national annual conference and additional events and launches throughout the year.
10. Be able to identify and take advantage of opportunities to promote and develop Social Work Scotland.
11. Be responsible for generating and reporting on sponsorship and funding in accordance with funders' demands and expectations.
12. Be an ambassador for the organisation and be comfortable communicating about the work of the organisation to a wide range of people and organisations.
13. Work with the Treasurer and Social Work Scotland's accountants on financial matters including annual budgets, and ensure that all the requirements of Companies House are met.

## 4 PERSON SPECIFICATION

Social Work Scotland is seeking a leader with enthusiasm, drive and determination. This is a small organisation with a reputation for delivering, so you will need to be an authentic leader; a relationship builder; an entrepreneur; and a creative thinker. You will need to have credibility with stakeholders and our membership; have a wide ranging knowledge and understanding of social work and care policy; be comfortable supporting a diverse and changing team of staff as well as a large membership; and be able to steer the organisation forward, keeping it relevant and fresh and vibrant.

A passionate professional, you must be both credible and able to take on a national agenda.

You must be confident at dealing with high profile issues and be able to demonstrate a keen understanding of the challenges facing the social work and care professions as well as being able to think through and implement creative ways for Social Work Scotland to support our members in meeting these challenges.

The post holder will have the following attributes:

1. Educated to degree level, with a thorough understanding of social work and care issues and the public policy landscape in Scotland.
2. At least 2 years leadership and management experience in a dynamic organisation.
3. Strong track record in people management and the ability to lead a team.
4. Understanding and experience of working in complex governance arrangements.
5. Political awareness and experience of influencing at a senior level and of working at a national level.
6. Knowledge and understanding of the challenges facing social work and care and able to lead thinking around the possible solutions to them.
7. Excellent networking and negotiation skills and the ability to build positive and strong relationships.
8. Motivated and enthusiastic, with a drive to deliver.
9. Highly developed communications skills and a confidence in delivering clear messages.
10. Be able to instil confidence and demonstrate credibility to members and stakeholders alike.
11. Experience of managing, reporting, forecasting and monitoring an organisation's budget.
12. Ability to identify and exploit opportunities to grow and develop the organisation.

## 5 CORE COMPETENCIES

- **Accountability**

The Director reports to a Board of Directors and is responsible for overseeing the management of Social Work Scotland. The postholder is responsible for the quality of their own work and the achievement of their work objectives. She or he will have specialised knowledge of policy around social work and will provide reports and recommendations on the progress of the organisation on issues including people management; funding; governance; HR; external relations; communications; partnership working; and risk.

- **Judgement and decision making**

The Director is responsible for setting the outcomes and objectives for the organisation; supporting the Board of Directors to make strategic decisions and then operationalising those decisions. The postholder must understand the importance of governance arrangements and ensure those are documented and adhered to.

- **Leadership and management**

The Director will have experience in both leadership and effective management, including the ability to support, motivate, develop and mentor staff with the aim of building a culture of teamwork, learning and excellence.

- **Communication skills**

The Director will have highly developed interpersonal skills with a capacity to build rapport and manage relationships with a diverse range of people, using a collaborative approach to engage others and obtain buy-in to new initiatives and directions. This employee should have the capacity to discuss and explain complex issues and ideas and make judgements on the best way forward.

- **Problem solving**

The Director will have excellent analytical and problem solving skills which they will be able to deploy to resolve complex issues and find suitable solutions, demonstrating high levels of initiative, originality and enthusiasm. Problems may be complex, sensitive, high level and involved issues, which require careful analysis and consideration.