



Livingston James



**WHO CARES?**  
SCOTLAND

**EQUALITY | RESPECT | LOVE**

POSITION PROFILE

Director of  
Engagement &  
Influence



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# Welcome Note from Louise Hunter, Chief Executive



Dear candidate,

Thank you for your interest in the role of Director of Engagement & Influence at Who Cares? Scotland. We hope that this position pack provides sufficient detail to inform your decision to apply for a key role in one of Scotland's most dynamic advocacy and campaigning organisations.

Recognising that too often children and young people had no voice in the decisions that were made about them, despite the state having intervened with the intention of protecting them from harm, Who Cares? Scotland was established in 1978. We have grown over the past 4 decades offering participation opportunities for Care Experienced people to connect with one another and explore their shared identity; expanding into an influencing and campaigning organisation, elevating the voices of Care Experienced people at an individual and collective level to create change. This ground-breaking campaigning approach led to the Independent Care Review which concluded in 2020 with The Promise (<https://thepromise.scot>).

Now, with a sharp focus on ensuring that The Promise is implemented, and in particular that independent advocacy becomes a reality for all Care Experienced people regardless of age, there has never been a more exciting time to be our Director of Engagement and Influence.

Who Cares? Scotland is the national membership organisation for Care Experienced people, and with that comes significant responsibility. Our members are entitled to expect that Who Cares? Scotland will continue to adapt and evolve to meet their needs, as the external environment changes. Now, more than ever, we need to create opportunities for our members to experience connection and a sense of belonging, as the longer-term impact of the Covid-19 pandemic is highlighted. Ongoing rights violations also necessitates the availability of Independent Advocacy, throughout a Care Experienced person's lifetime.

Reflecting this, our approach to influencing needs to evolve. Supporting Care Experienced people to use their collective voice and experience to influence both systemic and cultural change, the Director of Engagement & Influence will work with key stakeholders in a solution-focused, collaborative and constructive way, to drive forward much needed change. An example of our voice-led approach can be seen in our approach to [influencing the incorporation of the United Nations Convention](#) on the Rights of the Child (NCRC) into Scots Law.

As we move towards the launch of our new strategic plan, this is a tremendous time to join Who Cares? Scotland. If you have the skills, energy and passion to deliver a lifetime of Equality, Respect and Love for Care Experienced people, then we look forward to hearing from you.



**Louise Hunter, Chief Executive**  
**Who Cares? Scotland**



Established in 1978, Who Cares? Scotland is the national independent membership organisation, working with Care Experienced children, young people and adults.

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**<sup>1</sup>. This vision is supported by four key objectives:

- **Rights:** We will support Care Experienced people from across Scotland to claim their rights
- **Belonging:** We will create opportunities with Care Experienced people to connect with one another, understand their identity and build a strong sense of self and belonging to the care family
- **Influencing:** We will support Care Experienced people to be active in positively influencing their personal, social and political world in Scotland and beyond
- **Pioneering:** We will lead an ethical organisation with Care Experience at its heart

To realise this vision, Who Cares? Scotland will focus on the core building blocks shown below. These are not just words, but are the pillars that hold Who Cares? Scotland both individually and collectively accountable to the whole Care Experienced population.

- **Belonging:** we may agree and debate, however, we also cherish and support one another, learn from our mistakes, share in our success and create a sense of belonging
- **Authenticity:** we form true and non-judgmental relationships, and we treat one another the way we want to be treated
- **Stability:** we may change, grow and restructure, but we are always there for Care Experienced people
- **Determination:** day-in and day-out we conduct ourselves in a way that achieves our vision and makes us better human beings

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. Working closely with their members they have secured a change in the age at which young people can remain in care, the introduction of the Care Experienced bursary and the announcement of a Root and Branch review of care.

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<sup>1</sup> Care Experienced refers to anyone who has been or is currently in care or from a looked after background at any stage of their life, no matter how short. This could include kinship care; looked after at home; residential care; foster care; secure care; or adopted people who were previously looked after.



In response to Care Experienced people telling Who Cares? Scotland that they want to be part of change and take control of their own narrative, our National Representative Body was launched in early 2021. Elected by our members, this group is comprised entirely of Care Experienced people who are responsible for:

- Shaping the vision of a Lifetime of Equality, Respect & Love
- Speaking out on behalf of the organisations members as representatives of Care Experienced people in Scotland
- Influencing decision makers at a global and national level

Who Cares? Scotland's approach has always been deeply rooted in amplifying the voice of Care Experienced individuals and groups, to create change at an individual, local or national level. The organisation has six participation principles.

## Their approach:

1. Is based on meaningful and equal relationships with those taking part
2. Recognises that all members have different starting points and seeks positive opportunities for them to engage
3. Creates the learning space for people with Care Experience to better understand their experience, their rights and their potential
4. Is informed by the belief that people with Care Experience have an amazing capacity to grow as individuals and to shape the world around them
5. Values the voice of Care Experienced individuals and groups and works with them to identify ways to amplify it
6. Values difference and seeks to include people with care experience as widely as possible

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





<b>Role:</b>	Director of Engagement and Influence
<b>Reports to:</b>	Chief Executive
<b>Location:</b>	Glasgow

*NB: Who Cares? Scotland embraces agile working and whilst our headquarters are in Glasgow, the successful candidate would not need to be based in Glasgow full time.*

Working as part of the Senior Management Team, supporting our Policy & Participation teams; Evidence & Impact team; and Training & Education (Corporate Parenting) team; the postholder will lead on membership engagement and local/national influencing based on the views of our members, as evidenced by our advocacy data, learnings from our Annual Participation Programmes and more. Such activities will ensure Who Cares? Scotland continues to influence and transform the legal, policy, practice and cultural contexts on which our members are dependent.

## Key priorities of the role include:

- Developing, implementing and delivering a creative engagement and influencing strategy for Who Cares? Scotland that enables and empowers more Care Experienced people to use their experience and views, leading to change
- Building and maintaining effective networks and relationships, at both a local and national level, to ensure Who Cares? Scotland delivers on its mission to secure a lifetime of equality, respect and love for Care Experienced people
- Ensuring the organisation continues to play a leading role in developing and shaping policy, utilising a strong evidence and data led approach, to secure better outcomes for Care Experienced people
- Directly contributing, as a member of the senior management team, to the development of strategies and operational plans that ensure the achievement of Who Cares? Scotland's strategic aims
- Acting as a key ambassador for the organisation, promote and enhance the positive profile of Who Cares? Scotland and ensure recognition of its impact and influence on the conversation on care across Scotland

## Main Duties & Responsibilities:

- Set the agenda for Who Cares? Scotland's influencing and engagement work which will be guided by the strategic plan, participation outcomes, and external developments and opportunities
- Lead on the development and delivery of an annual influencing and engagement workplan in collaboration with our National Representative Body. This will cover our policy, campaigning, public and political education, training, democratisation and impact measurement work



- Directly or indirectly (by supporting colleagues) influence which may involve direct attendance and participation in parliamentary evidence sessions; direct engagement with the media; delivering training inputs to corporate parents or supporting colleagues to do so effectively
- Provide effective leadership to a team of skilled managers, staff, and volunteers to ensure optimum performance. Ensure your team is skilled and engaged and able to thrive in a culture which promotes equality and diversity; opportunities for Care Experienced people; and is trauma informed
- Lead on the review, development and implementation of our data management system with the Evidence & Impact team. Thus improving our ability to report on and provide analysis on advocacy, participation and influencing activities in line with 'human rights frameworks'; sound evaluation and impact measurement tools
- Ensure influencing outputs are effective. As the organisational lead for influencing, you will be responsible for ensuring the quality and suitability of all outputs, seeking opportunities for improvement
- Secure and sustain funder relationships which are of relevance to influencing programmes. This will often include Government officials, research bodies and academic institutions, as well as national or UK funders and your role will be to negotiate and secure funding, and track and report on progress
- Ensure that we meet our contractual responsibilities through the delivery of quality services and the maintenance of constructive stakeholder relationships
- Promote collaboration within and out with the organisation and develop strategic alliances to create positive changes in services for Care Experienced children, young people and adults in Scotland
- 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
- Undertake representative positions on key taskforces, reviews, inquiries, cross-sector forums and other relevant bodies/groups on behalf of Who Cares? Scotland
- Advise and guide the Chief Executive (and Board) in undertaking their duties to secure and maximise opportunities to pursue influencing opportunities
- To be responsible for the strategic management of finance and effective deployment of resources across organisational service delivery
- Ensure compliance with policies, protocols, and legislative requirements. Take responsibility alongside SMT colleagues for the oversight and management of risks identified in the Strategic Risk Register
- Share Senior Management Team level responsibility for organisational governance, financial control, risk management, and strategic and operational direction
- Participate in Board and Board Committee meetings which includes the preparation of written and verbal updates, and discussion and follow up at meetings



Operating at senior management level and with relevant experience of engaging and influencing in a complex political environment; the successful candidate will be able to demonstrate their energy, drive and enthusiasm for the role and a commitment to Who Cares? Scotland's vision for a lifetime of equality, respect and love for Care Experienced people.

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, Knowledge, and Experience:

- Relevant experience working at a management or senior level within a campaigning, communications, public affairs or policy environment
- Direct experience of developing and implementing strategies and operational plans
- Excellent interpersonal and communication skills, including the ability to build and maintain strong and sustainable relationships with a wide range of stakeholders
- The ability to influence a diverse and wide range of stakeholders utilising excellent oral and written communication, and negotiation skills.
- The ability to build authentic and empowering relationships with members of all ages
- Strong political acumen coupled with an understanding of the environment within which Who Cares? Scotland operates
- Experience of managing and developing campaigns to build reputation and communicate with key stakeholders
- Able to effectively engage with members, supporting them to consider, express and assert their views to policymakers
- Strong financial acumen including direct experience managing and reporting on multiple budgets
- Relevant line management experience and leadership qualities in terms of managing, motivating and inspiring team members to perform at their best
- Strong project management skills including the ability to manage time efficiently in an environment of changing priorities, working to tight deadlines and balancing immediate (both proactive and reactive activities) and long-term strategic priorities
- Proven ability to monitor and assess communications, media strategy and success/failure against key business objectives
- The ability to capture, evaluate and interpret data and communicate the impact of complex programmes of work
- Experience of being accountable to funders, boards and other stakeholders for the delivery of complex pieces of work including reporting on progress, performance monitoring and evaluation
- A good awareness and understanding of the contemporary issues associated with care and protection of children in Scotland, coupled with sound knowledge of Scotland's voluntary sector and wider political environment



## Personal Attributes:

- A close connection with the Care Experienced community, whether through personal or family experience of the care system, caring for others or a desire to improve outcomes for Care Experienced people on an individual or collective basis
- An open, supportive and visible management style
- Solution orientated, self-motivated and results driven
- The ability to exercise sound judgement in a complex political environment
- A pragmatic problem solver with intellectual flexibility and agility to move easily between significant details and the bigger picture
- The ability to work under pressure and manage your time and workload effectively to meet deadlines
- Strong personal and professional resilience, particularly when faced with setbacks
- Strong belief in the Who Cares? Scotland mission and its values of Equality, Respect and Love for Care Experienced people





<b>Salary:</b>	£46,381 - £57,977
<b>Holidays:</b>	30 days holiday + 7 fixed days - increasing to 33 days after 5 years' service
<b>Pension:</b>	Group Pension Scheme (Employer 5% and Employee 3%)

## The Recruitment Process:

- The recruitment process is being handled by our retained advisors, Livingston James
- Douglas Adam at Livingston James will conduct first stage interviews prior to discussing candidates with Who Cares? Scotland at the shortlist meeting
- Interested candidates should provide a CV and covering letter, outlining their interest and suitability, to Douglas Adam at [douglasadam@livingstonjames.com](mailto:douglasadam@livingstonjames.com)

