

## 1 JOB DETAILS

**Job Title:** Chief Executive

**Line Manager:** Chairman

**Department(s):** Executive

## 2 JOB PURPOSE

The Chief Executive will provide high level strategic leadership and management to the organisation with an emphasis on high standards of care and people management.

They are the accountable officer responsible for ensuring that Erskine meets its statutory and service obligations. The Chief Executive will play a key role in building a shared vision of the aims, values and culture of Erskine.

Deliver the strategy and annual business plans.

Work with the Chair to ensure that the Board of Trustees formulates and regularly reviews the organisation's mission and strategic plan. Ensure it is able to monitor annual plans and fulfils governance responsibilities.

Be responsible for staff leadership, management and administration of the organisation in the execution of the Board of Trustees' policies.

Ensure appropriate presentation and reporting to the Board of Trustees on the progress of the organisation and on all matters relevant to the discharge of its responsibilities.

As agreed with the Chair, develop policy proposals for Board discussion and decision. Build a strong external image for Erskine and create opportunities to enhance the profile. Adhere to all professional standards that are required of a care organisation.

Lead and manage the Executive Team, ensuring their professional performance and development needs are addressed.

The Chief Executive is responsible for the professional, effective and efficient provision of all care ensuring safe practice including within the Erskine Scotland-wide organisation. The post holder will carry ultimate responsibility for the quality of care and achievement of statutory and professional care standards ensuring clinical governance arrangements support this.

## 3 DIMENSIONS

Founded in 1916, Erskine provides nursing, dementia and respite care in four bespoke care homes with a total of 339 en-suite bedrooms located in Bishopton, Glasgow and Edinburgh. Residents are also able to benefit from in-house physiotherapy, speech and language therapy, and podiatry.

Erskine provides 16 en-suite bedrooms, offices and other facilities including hotel services for the MoD Personnel Recovery Centre in Edinburgh.

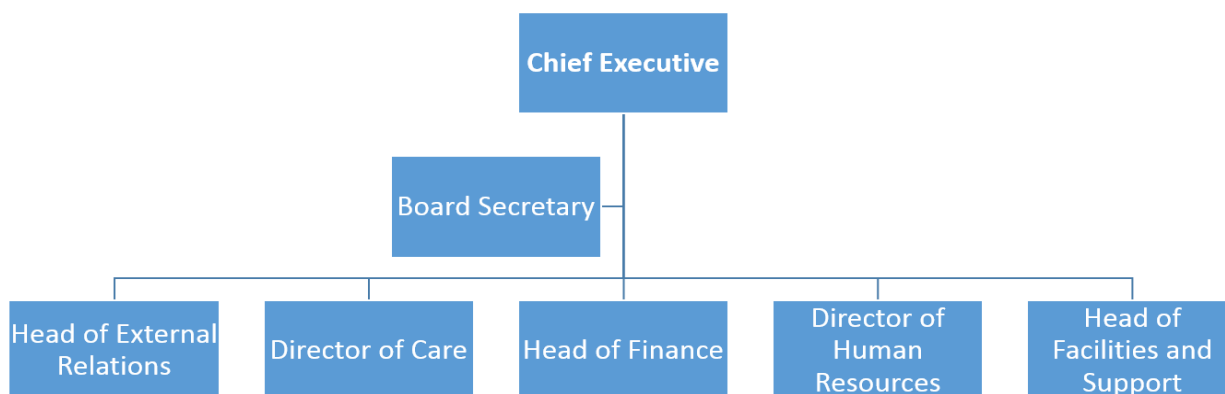
Erskine has 44 cottages on the estate in Bishopton that provide independent living for veterans and their families, and is developing plans for assisted living and single living apartments.

The estate in Bishopton is also home to the Activities Centre for veterans from the local community to access support and recreational facilities.

In 2016/17:

Numbers of service users	724
Number of staff employed by Erskine	740
Active Volunteers	160
Total income	£28.8m
Of which voluntary income	£12.6m
Total expenditure	£24.9m
Reserves	£41.0m

#### 4 ORGANISATIONAL CHART



#### 5 ROLE OF THE CHIEF EXECUTIVE

- Ensure care provision is to the highest professional standards
- Ensure that a long-term strategy is in place which can guide the organisation in achieving objectives
- Enable the organisation to articulate its corporate culture and value base and ensure that these are consistently applied across the organisation
- Be responsible to the Trustees for the overall financial health of the organisation and ensure that expenditure is controlled in line with budgets as approved by the Board
- Ensure the organisation discharges its constitutional and legal obligations
- Provide leadership to the senior management team, and keep under review and appraise the work of staff reporting directly to the Chief Executive
- Ensure that the organisation has the resources to operate as effectively as possible
- Maintain effective networks with all principal supporters and stakeholders
- Seek opportunities to expand and promote the role of the organisation
- Ensure the organisation is presented in an appropriate and professional manner to its stakeholders

#### 6 KEY RESULT AREAS

##### Corporate:

Strategy formulation, strategy implementation and strategy review with other members of the Executive Team. Lead the Executive Management Team, to ensure the smooth operation of all Erskine activities.

Develop and maintain good working relationships with all relevant agencies and stakeholders, eg Veterans Scotland, Scottish Care, and Care Inspectorate, ensuring that all interactions are conducted professionally and effectively so that Erskine's reputation and standing is promoted and enhanced.

Develop and maintain good working relationships with all relevant agencies and stakeholders to promote Erskine to all organisations and individuals who are or may be supportive of the charity.

Good understanding of business risk management and continuous business improvement through the implementation of effective quality management and risk systems. Experience of managing risks within organisations.

#### **Clinical:**

Take responsibility for ensuring that there is an overall clinical care strategy and policies for Erskine. Develop care policies and procedures that reflect best practice and professional standards.

Track regulatory changes and ensure implementation by appropriate areas. Lead clinical governance to minimise risk to residents and maximise outcomes.

Support Clinical Governance Committee providing required information in specified timeframe.

#### **Human Resources**

Ensure that the key deliverables in the operating plan are achieved. Engage with Trade Unions.

Lead the organisation in terms of values and behaviours. Developing and understanding of human factors.

Experience of managing culture change programmes

#### **Fundraising**

To provide regular, predictable income to enable Erskine to operate within a balanced budget to provide care of the highest quality.

Manage and support quality income generating and awareness raising Erskine events.

#### **Marketing**

Lead and implement Erskine's marketing strategy to raise public awareness and promote a positive image.

Develop Erskine's on-line presence through appropriate and creative use of technology

## **7 ASSIGNMENT AND REVIEW OF WORK and DECISIONS AND JUDGEMENTS**

The post holder will be expected to prioritise his/her workload and be self-motivated.

Review of performance in the post is undertaken through individual performance appraisal with the Chairman and Company Secretary and the joint agreement of performance objectives. Formal appraisal is undertaken on an annual cycle.

Works largely independently within policies and professional standards and keeping within budgetary limits. The post holder will also have wide latitude for planning and accomplishing tasks or assignments.

#### **Decisions and Judgements**

The post holder provides expert advice and expertise to the Board and Trustees, Executive Team, Trustees.

Guides overall strategic policy and leads the organisation on the interpretation of policy and professional. Complex judgements analysing service, resident, organisational and staffing issues.

The post holder is responsible for compliance with all Erskine policies and procedures with particular emphasis on governance and financial management.

## **8 COMMUNICATIONS AND RELATIONSHIPS**

Communications are at a strategic level influencing Executive Team members, Trustees, staff, external bodies and agencies and Scottish Government.

### *Internal*

Communicates service related information to:

Trustees, Directors, Heads of Departments, Managers and staff – requires negotiating and motivational skills. Gives formal presentations. Manages conflicting views in difficult situations.

### *External*

Care Inspectorate

Corporate service users/local authorities, residents, relatives and friends

Service and ex-Service Organisations voluntary sector

NHS Boards Universities

Donors/Organisations

Scottish Care

Other voluntary sector organisations

Make formal presentations to groups 20+

## **9 MOST CHALLENGING PARTS OF THE JOB**

Ensuring that Erskine achieves its Mission Statement whilst managing the competing demands of Erskine's resources particularly in 'Key Result Areas'.

This role will be very high paced with considerable pressure to meet financial targets in difficult circumstances across a diverse range of operations. This role requires the ability to influence senior individuals internally and also external organisations over which the post holder has no direct authority.

Ensuring that KPIs reflect reality with regard to key results and having systems in place that provide an early warning indication that action is required

## **10 SYSTEMS**

The post holder is a proficient user in the following IT systems:

Word – to be able to create high level reports and appropriate documentation

Excel – matrix management

Outlook – to enable effective and efficient communication internally and externally

PowerPoint – used to support training events

Internet Explorer – research purposes to enable advice to be up to date and evidence based

The post holder works within organisational systems and processes including:

Complying with the requirements of internal and external audit, eg Care Inspectorate

Complying with the requirements of the national Care Inspectorate standards

Complying with the manual and electronic staff records system in line with the Data Protection Act

## **11 PHYSICAL, MENTAL, EMOTIONAL EFFORT**

### ***Physical Effort***

Combination of standing, sitting, walking; light physical effort for office environment; use of keyboard

for reports, spreadsheets, e-mails etc.  
Regular travel across Erskine sites; occasional evening and weekend work.

***Mental Effort***

Concentration frequently required for: leading meetings, influencing staff, senior managers, external agencies, Scottish Government, often working under pressure and balancing multiple demands. Management of complex situations frequently requiring sustained mental effort.

***Emotional Effort***

The post holder will regularly deal with challenging problems that require resilience and energy. As a line manager the post holder will be responsible for people management, including reviewing staff performance, negotiating improvement, setting standards, undertaking disciplinary action where required and conveying potentially unwelcome news. Deals with complaints ensuring they are managed efficiently and effectively in a sensitive manner.

**12 ENVIRONMENTAL/WORKING CONDITIONS & MACHINERY AND EQUIPMENT**

***Environmental & Working Conditions***

The post holder will be based within an office environment. However, there will be a regular requirement to visit the homes and other Erskine sites in Scotland

***Machinery & Equipment***

The post holder will use a PC and telephone on a regular basis as well as other usual office based tools. The post holder will also utilise a variety of mobile IT/communication equipment

### 13 Person Specification Competencies

	Essential	Desirable
<b>Education</b>		
Educated to degree and preferably Masters degree level, and ideally MBA.		X
Evidence of formal management and leadership development programmes.	X	
Attended staff college if from military background	X	
<b>Corporate</b>		
Have operated at Director level or above in an organisation with a focus upon standards in the care sector.		X
Experience of leading and directing Human Resource strategies and interventions.	X	
Proven track record of success at board/corporate management level. Able to demonstrate this through evidence of achievements.	X	
Knowledge of the key policy drivers and challenges facing health and social care sectors.		X
Good understanding of government policy in relation to health and social care context.		X
Good understanding and experience of risk management.	X	
Evidence of change management experience with proven results in building organisational capability in a challenging environment.	X	
<b>Personal</b>		
Analytical skills with a detailed understanding of organisational change and its impact on service provision.	X	
Demonstrable success in leading and delivering organisational change in large and complex organisations	X	
Ability to develop and maintain successful partnership working with a range of partners, stakeholders, residents and the public.	X	
Personal integrity and commitment to openness, inclusiveness and high standards	X	
Good experience of working with Trade Unions		X
Leadership skills that inspire and influence internally and externally.	X	
Excellent understanding of marketing and image, as well as the role of the Chief Executive as visible leader of the brand.		X
Excellent communication skills	X	