



**Dear Applicant**

**Recruitment of Operational Manager**

Thank you for your interest in the above. I am pleased to include information about the post and about the Rock Trust. You will find enclosed the following:

- Application Form
- Job description/person specification
- Summary Terms and Conditions
- A copy of our most recent Newsletters - *Scottish Social Networks Newsletter* and *The Rock Report*.

The closing date for applications is 5pm on Friday 12th February 2010. Interviews will be held the week ending the 26<sup>th</sup> February 2010 at The Rock Trust office in Edinburgh.

Thank you once again for your interest and I look forward to receiving your application.

Yours sincerely

**Allison Calder**  
**Youth Development Manager**



## **Operational Manager - Networks**

### **Job Description**

#### **Mission Statement**

The Rock Trust aims to provide opportunities for young vulnerable people to develop the personal, social and practical skills, as well as the sense of self worth, necessary for independent adult life.

#### **Principal Scope**

The role of the Operational Manager - Networks is to ensure the delivery of high quality support services, while contributing to the overall formation of policies and procedures. The Operational Manager – Networks will have shared responsibility for promoting development, co-operation and efficiency throughout the organisation.

#### **Key Result Areas**

- To be responsible for the management and operational activities of the Trust's Networks services and to manage and maintain agreed standards of service.
- To promote, participate and analyse regular reviews of services and recommend actions that will enhance current provision or develop new initiatives.
- To review, monitor and maintain a system for gathering and processing relevant statistics and information to evaluate the effectiveness of the service and to implement agreed quality improvements and changes.
- To work with the Business and Resource Manager and other colleagues to seek and secure resources for the operation and development of the services
- To develop and deliver development training to Throughcare & Aftercare staff and carers across Scotland.

## **Accountable to**

Youth Development Manager.

## **General Duties**

- To ensure that service delivery meets agreed standards.
- Promote and maintain an ethos which promotes service user involvement across services.
- Devise and deliver training programmes for volunteers.
- To manage a team in line with good practice and The Rock Trust policies and procedures.
- To assist in the preparation of detailed budget projections and to monitor and manage income and expenditure.
- To develop, maintain and review organisational policies, procedures and practices on a planned and regular basis
- To ensure that Health and Safety and appropriate Risk Management actions are undertaken
- To develop and sustain links with individuals, groups, agencies and professional bodies in the statutory, voluntary and private sector and to actively promote the Trust's services.
- To develop and deliver development training alongside the Youth Development Manager to staff across Scotland.
- To contribute and assist in the preparation of publicity materials produced by the Trust as required. To participate in promoting the Trust to the public to create enhanced awareness and informed opinions of the Trusts work in particular and young peoples needs in general terms.
- To assist in the preparation and presentation of Board reports

## **Salary Range**

The salary range will be £24,800 - £31,000.

## Operational Manager – Networks

### Person Specification

		Essential	Desirable
1.	<p><b>Qualification/Education/Knowledge</b></p> <p>To have or be working towards a vocational and managerial qualification</p> <p>Knowledge of child protection and social exclusion. An understanding of the Scottish Government and local authorities' strategies in relation to Looked After Young People.</p>	<p>√</p> <p>√</p>	
2.	<p><b>Management</b></p> <p>Experience of operational management</p> <p>Experience of staff support and supervision</p> <p>Ability to assist in setting, managing and monitoring budgets</p>	<p>√</p> <p>√</p> <p>√</p>	
3.	<p><b>Experience</b></p> <p>Direct work with young people</p> <p>Working knowledge of voluntary and statutory sector</p> <p>Partnership working</p> <p>Excellent communication skills, oral and written</p> <p>Ability to work on own and to use initiative</p> <p>Problem assessment and solving skills</p>	<p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p>	
4.	<p><b>General</b></p> <p>Willingness and ability to work unsocial hours</p> <p>Driving Licence and access to a car</p>	<p>√</p> <p>√</p>	

## Summary of Conditions of Service

1. **Job Title:** Operational Manager – Networks
2. **Designated Place of Employment:** 55 Albany Street, Edinburgh.
3. **Probationary Period:** Six months from date of commencement.
4. **Appointment conditions:** Appointment will be conditional upon satisfactory completion of a medical examination and achievement of an enhanced disclosure certificate.
5. **Relocation Expenses:** No relocation expenses are payable.
6. **Accountability:** You will be accountable to the Youth Development Manager for the efficient performance of your duties.
7. **Hours of Duty:** The average working week is 36¼ hours. Due to the nature of the work involved, it is not possible to specify definite hours of duty and you will be required to work flexible and unsocial hours/evenings and weekends.
8. **Conditions of Employment:** Your detailed terms and conditions of employment are stated The Rock Trust Staff Handbook as from time to time amended. You will be notified in writing of any changes to the Staff Handbook within 28 days of their approval by the Board of The Rock Trust. You will be consulted over any changes to the Staff Handbook.
9. **Notice:** This will be 4 weeks or longer in accordance with the law. This may be waived in part or whole by agreement by both parties. Notice to terminate your appointment must be in writing, to be given or received by the Chief Executive of The Rock Trust.
10. **Verification of Qualifications:** The Rock Trust must receive satisfactory evidence of your qualifications.
11. **Salary:** Your salary is £24,800 – £31,000. The Rock Trust has introduced a Performance Related award system. Your salary will be reviewed annually on the basis of the policy outlined in Section 4 and Appendix A of the Staff Handbook.
12. **Overtime:** Overtime is not payable. The Rock Trust uses a formal flexi timesheet system as set out in the Staff Handbook.
13. **Pension:** A pension scheme has been set with Friends Provident. It is available to all employees who have successfully completed their six months probation period. The Rock Trust employer contribution to the pension is 8% with the expectation the employee contribution will be a

minimum of 4%. Details of this scheme are available from the Finance and Administration Manager. Alternative pension arrangements may be made subject to the agreement of the Chief Executive.

- 14. Car Allowance:** You are designated as a casual car user for authorised travel in the course of your duties. Details of current allowances are set out in the Staff Handbook.
- 15. Sickness Allowance:** You are covered by The Rock Trust's Sick Pay Scheme, details of which are set out in the Staff Handbook.
- 16. Annual Leave:** Your annual entitlement is 25 working days plus 10 Public Holidays (pro rata), as set out in the Staff Handbook.
- 17. Professional Responsibilities:** You will be expected to adhere to registration and practice conditions as required by the Scottish Social Services Council and the Care Commission for Scotland.
- 18. Trade Union and Professional Associations:** You may, if you so wish, become a member or an official of a professional association or an independent trade union and participate in its activities outside normal hours of work. You also have the right not to join a trade union.
- 19. Grievance Procedure and Disciplinary Rules and Procedures:** These are as set out in the Staff Handbook.
- 20. Eligibility to work in the United Kingdom:** The Asylum and Immigration Act 1996 require all employers to check the eligibility of potential employees to work in the United Kingdom. In order to satisfy that you have the right, we require to see an original document from the Inland Revenue, Benefits Agency, Employment Service or from a previous employer showing your National Insurance number. A P45, P60, Payslip or National Insurance Card is acceptable to us as satisfactory evidence.
- 21. Conditions of Service:** A full copy of the Conditions of Service (the Staff Handbook) referred to above is available for inspection in The Rock Trust main office.



# CONFIDENTIAL APPLICATION FORM

Please complete this form as clearly as possible and return it to the address shown below.  
**Do not attach CVs or other papers – use this form only.**  
*(please complete in black ink)*

Application for the post of: (please specify)

Please return form to:

**The Rock Trust  
55 Albany Street  
EDINBURGH  
EH1 3QY**

## 1. PERSONAL INFORMATION

Last name:

First name(s) (Initials only):

Home address:

Home Telephone No:

Work Telephone No:

May we telephone you at work? **YES/NO**

E-mail Address:

## 2. QUALIFICATION AND TRAINING

Please list below all the qualifications you have or training courses you have attended, which are relevant to this post. Please give dates and grades and state whether the course was full or part time. Please do not record details of any schools attended.

### 3. WORK EXPERIENCE

**Note:** Please give details of all posts you have held, **starting** with your current or most recent post.

From	To	Employer's name & address and nature of business	Job title and description of duties. Please indicate reasons for leaving.	Final salary or grade

#### **4. BACKGROUND & SUITABILITY**

Please tell us why you think your background, experience, skills or qualities makes you a good candidate for this post.  
**(Do not attach separate sheets - use this one only)**

<b>5. REFERENCES</b>	
Please give the names and addresses of two people whom we may contact for a confidential assessment of your suitability for this job. One of these should be your most recent or current employer.	
<b>NAME, ADDRESS &amp; TEL NO</b>	<b>NAME, ADDRESS &amp; TEL NO</b>
Can we take up this reference prior to interview? <b>YES/NO</b>	Can we take up this reference prior to interview? <b>YES/NO</b>
<b>6. GENERAL INFORMATION</b>	
Do you hold a current full driving licence?	<b>YES/NO</b>
<b>7. SOURCE</b>	<b>8. IF APPOINTED</b>
Where did you find out about this vacancy?	When could you take up duties?
<b>9. DISCLOSURE AND CONVICTION</b>	
Please give details of any criminal convictions or cautions you have had which might relate in any way to the post for which you are applying. (Under the terms of the Rehabilitation of Offenders Act 1974, and the Rehabilitation of Offenders Act (Exceptions) Order 1975, and the Rehabilitation of Offenders Act 1974 (Exclusions and Exceptions) (Scotland) Order 2003 (as amended); and the Rehabilitation of Offenders (Northern Ireland) Order 1978 and the Rehabilitation of Offenders (Exceptions) Order (Northern Ireland) 1979, you do not have to disclose information about certain convictions depending upon their seriousness and how long ago they were.)	
<b>10. DECLARATION</b>	
I confirm that the information I have given on this form is correct and complete and that misleading statements may be sufficient grounds for cancelling any agreements made.	
<b>SIGNED</b>	<b>DATE</b>

**PLEASE RETURN THE COMPLETED FORM TO -**

**THE ROCK TRUST  
55 Albany Street  
EDINBURGH  
EH1 3QY**

The Rock Trust is committed to equality of opportunity within all our services. Applicants will not be treated less favourably on the grounds of gender, disability, ethnic origin, sexuality, age, or marital status. In order to monitor the effectiveness of our Equal Opportunities Policy, we ask all applicants to provide the information requested below. **Please complete, put in a sealed envelope and enclose with your application.**

**This information will be held in strictest confidence.**

It will not affect the outcome of your application. The information will be held on an anonymous computerised database and will be used for statistical purposes only. It is subject to the provisions of the Data Protection Act.

**Gender**

- Female                       Male

**Disability**

Are you registered disabled?

- Yes                               No

**Age**

- 16-25                       36-45                       56-65  
 26-35                       46-55                       65+

**Employment Status**

- Employed full-time     Employed part-time     Unemployed  
 Student                       Retired

**Ethnic Background**

- Bangladeshi               Black Caribbean       Irish  
 Bi/Multi-racial           Chinese                       Pakistani  
 Black African               Indian                       UK Black  
 UK White                       Other

# Scottish Social Networks Newsletter

Oct 09

Because we all need friends and family.

**social networks:** prevent homelessness  
promote mental health and well-being  
create inclusive communities - and make us feel good about ourselves

Welcome to the autumn edition of the SSN Newsletter. Included in this issue is;

- **Scottish Recovery Network partnership training events are a huge success!**
- **New Training dates announced;**
  - **Aberdeen in partnership with Health and Homelessness**
  - **Trainer's Training in partnership with Apex**
- **Glasgow Homelessness Network Training Week 7<sup>th</sup>-9<sup>th</sup> December 2009**
- **New Befriending Code launched!**

We hope you enjoy the newsletter. If you'd like to contribute to the next issue please email: [info@scottishsocialnetworks.org](mailto:info@scottishsocialnetworks.org)

Best wishes,

**Becky** (Becky Duff, Scottish Social Networks Administrator)



*"It was the most useful training I have been on recently"*  
**Training Participant**

In our last newsletter we announced our joint training events with The Scottish Recovery Network, which took place in September. The two events, held in Edinburgh and Glasgow, received an overwhelming response. Participants from a range of organisations, including NHS, Scottish Association for Mental Health and The Richmond Fellowship took part in the training, which made for some lively discussion.

Trainer, Ally Calder, took the participants through the training, which had been specially tailored for those working in the mental health field. We were very pleased to have the opportunity to develop the training and branch out and are looking forward to do more work with The Scottish Recovery Network in the future.

## **New Social Networks Training Days Announced!**

Scottish Social Networks are pleased to announce two exciting training dates with their new partners, Aberdeen Health and Homelessness and Apex Scotland.

The Health and Homelessness training day will take place on Monday 30<sup>th</sup> November in Aberdeen. Priority will be given to those working in the health and homelessness sector.



In partnership with Apex Scotland we will be delivering Trainer's Training in Glasgow on Thursday 10<sup>th</sup> December 2009. This training day is aimed at trainers who plan to deliver the social networks training, both internally and externally.

The training has been developed by specialists in the social care field and will equip staff with analytical skills and practical methods to help clients;



SCOTTISH  
SOCIAL  
NETWORKS

- Analyse their individual social networks
- Strengthen and extend their informal social networks
- Access further support if needed

For more information or to book a place on either day please contact Scottish Social Networks admin **0131 524 8774** or email [info@scottishsocialnetworks.org](mailto:info@scottishsocialnetworks.org) or visit [www.scottishsocialnetworks.org](http://www.scottishsocialnetworks.org)



## GHN Training Week, December 7th - 9th 2009

Homelessness Training Week is a new modular approach to promoting and enhancing professional learning and development provided by Glasgow Homelessness Network. Training Week is for all partners, across all sectors, who contribute (directly or indirectly) to the prevention and alleviation of homelessness in Glasgow.

The training recognises the overlaps between homelessness and other forms of inequality and exclusion - and so we warmly welcome bookings from practitioners, policy makers and planners who are progressing wider health and community care, housing or employability objectives.

GHN believes that professional responses to homelessness require an holistic understanding of the following themes, which form the basis of the training:

- Housing
- Opportunity
- Wellbeing
- Social Networks

To find out more about the courses, and details of how to make a booking, please visit [www.ghn.org.uk](http://www.ghn.org.uk)

### NEW Befriending Code of Practice Launched!



Befriending service clients are among the most vulnerable people in our society. It is essential therefore for anyone managing or running a befriending project to be accountable, to be very clear about what befriending involves and to know what constitutes good practice. The fully revised Befriending Code of Practice, written and published by Befriending Network Scotland:

- Describes the main issues which (both new and well established) befriending projects need to consider
- Sets out minimum standards which ensure safe and competent practice
- Makes suggestions to help projects develop good practice
- Gives good practice examples
- Provides case studies

By breaking down befriending into four main areas (Running a Befriending Project, Managing Befrienders, Clients and Matches), the Befriending Code of Practice covers all aspects of running a befriending project.

For more information or to download the new befriending Code of Practice visit [www.befriending.co.uk](http://www.befriending.co.uk)



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 E [info@scottishsocialnetworks.org](mailto:info@scottishsocialnetworks.org) W [scottishsocialnetworks.org](http://scottishsocialnetworks.org)  
 A project managed by the Rock Trust Charity No. SC0187085



SCOTTISH  
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## Events and Campaigns



It has been an exciting time for The Rock Trust events team, with plenty going on. Saturday 22<sup>nd</sup> August saw our annual Kilt Walk event, and once again Edinburgh's Princes Street Gardens was flooded with tartan clad walkers. The sun came out for the day, and supporters were treated to performances from Clanadonia, Cantara, Commotion Women's Drummers and the Edinburgh Postal Pipe Band. Lone piper Cameron McKay led the 5km walk around the castle ramparts.

The warm up ceilidh had some very special guests in attendance, with Edinburgh Ruby's Nick De Luca and Phil Godman joining The Lady Boys of Bangkok for a pre walk highland fling. The Rock Trust would like to say a massive thank you to all those who performed, took part in and came along to watch the event, with particular thanks going to comedienne Susan Morrison and Mike Stevenson from Design Links who rallied the troops throughout the day with their lively and impassioned compering.



Having hung our kilts up for another year we're now digging out our sleeping bags for the annual Sleep Out event, taking place on the night of Friday 27<sup>th</sup> November at St Andrew's and St George's Church in Edinburgh. Last year's Sleep Out saw over 150 people brave the cold and spend a night under the stars to raise much needed funds for The Rock Trust.

We are hoping to make this year bigger and better than ever, and are asking all our supporters to spread the word. For those of you who prefer to stay warm but still want to be involved we will also be running our 'Sleep In' - meaning you can support our work from the comfort of your own home. Please feel free to copy and display the poster sent with this newsletter and spread the word about the Sleep Out event.

So that's another Scottish summer drawing to an end and Christmas is just round the corner. This year why not give a gift that lasts all year and helps some of the most vulnerable young people in Edinburgh and the Lothians? The Rock Trust's Ethical Gift Campaign has had a redesign, with the launch of two new packs. Last year we were overwhelmed by the generosity of our supports, and we've had enough packages to last the whole year.



This is an excellent way to give practical help to young people who need it most, through the festive period and the year which follows. Please find an Ethical Gifts ordering form with this newsletter. We would be grateful if you could circulate it amongst your friends and family.

For information on events or to register please see our website [www.rocktrust.org](http://www.rocktrust.org) or contact Becky Duff T:0131 524 9874 Email: [becky.duff@rocktrust.org](mailto:becky.duff@rocktrust.org)

## Good Luck Ella!

Finally, from all the staff and young people here at The Rock Trust we'd like to bid Good Bye and Good Luck to Ella Simpson, our former Chief Executive. We wish Ella all the best in her new position at EVOC.

From October Kate Polson (formally of Streetwork) will be taking up the role of Chief Executive. We are all very excited about working with Kate, and look forward to the innovative new ideas she'll bring. Welcome to the team Kate!

## Step Up Review

The first 10 week Step Up programme has now come to an end, and we thought you'd love to hear how Sarah and the volunteers have been getting on. The group focused on conservation and gardening in the community and volunteered at ten different community sites including Water of Leith Conservation Centre, Edinburgh Community Back Green Association and Cyrenians Farm.



The group completed over 50 hours of work over the ten week programme and learnt many new skills in the process. As well as these community based activities the volunteers also took part in a training and skills development programme here at The Rock Trust. These were very important in terms of being prepared for working in the community and building up the skills to get ready for work.

Throughout the first Step Up programme young people were encouraged to feed back on their experiences, and to make suggestions for the development of the project. Some of those involved wanted to stay on in the next programme and act as mentors for new Step Up participants. This idea has been followed up and next time around there will be will four peer volunteers acting as mentors. This is an excellent opportunity for the young people to support each other in developing new skills and participating in community based activities.

The peer mentors will also have a direct part in organising and planning future outings. They will also be responsible for liaising with other groups and partner organisations to develop the volunteering work that Step Up does. Both the peer volunteers and mentors will be role models to other young people using the Trusts services, helping to inspire further interest in Step Up.



As well as the community group work the Step Up project also focuses on the long term personal development of those who attend. Through the project young people have been given the opportunity to pursue an individual placement of their choice. With Sarah's support three young people have successfully been volunteering in the community out with the project. Two of these placements are with local horse riding stables and one young person is volunteering at the local hospital in a general ward, and will be starting their nurse training at University next year.

These volunteer experiences have given the young people the experience, confidence and skills needed for them to pursue a career in their chosen vocation or for moving on into further education. The placements also offer the young people an opportunity to experience a structured routine which gives them real practice for future employment, training or further education.

The next Step Up 10 week block has recently started and we look forward to hearing all about the new challenges and experiences that Sarah and the group have.

## End of Services

Unfortunately it's not all good news here at The Rock Trust. Due to lack of funding our Active Futures Project and Social Networks West Lothian have sadly come to an end. This reflects the difficulties faced by charities during the recession and now more than ever we are relying heavily on the generosity of our sponsors to keep our much needed services running.

### Participation Group

The Rock Trust Participation Group was formed last year with the purpose of involving young people in the decisions that are made about their services. Here, a member of the group gives an account of her experiences so far;

"The participation group has been running for a little under a year and so far has been very successful. The group gives young people the chance to be actively involved in how their service is run, and gives them a feeling of self-worth.

In the short time we have been running we have achieved many things. We have met leading officers from Supporting People and the Care Commission, we have given them our views and discussed with them about the way they review. This is an ongoing piece of work. The Social Networks group have made two fantastic films, with all the work being done by the young people.

Recently we have been more involved in the consultation process and recruitment. We'd possibly like to change the way the consultation process is carried out and ask the young people questions that really matter.

Being young people ourselves we think we know who will make good Project Workers, Supportive Flatmates and even Chief Executives. We have been involved in the recruitment of these posts and came up with our own questions and a scoring system. This process has worked so well that it's likely to become a permanent fixture in the recruitment process within The Rock Trust.

We work alongside other groups and get lots of great ideas and feedback from this. We also get to experience first hand how hard it is to raise awareness of homelessness, and the much needed funds to run The Rock Trust services. We tried our hand at fundraising at this year's Kilt Walk event – which was a great success. We hope to be involved in lots more aspects of fundraising in the future.



It's also a great achievement for us to get this space in the Rock Report to share with people our successes and challenges, and hopefully get your support. We are looking forward to telling you more about our work in the months ahead.

Our biggest achievement so far has been working with the Board, to plan together for the future health of the organisation.

Looking forward we hope to set up quarterly meetings, a drop in and our own website so we can get as much feedback and suggestions from all the Rock Trust young people as possible. We are always looking for more young people to come and join our group; every member is valued and brings skills.

As a group and individually we get a lot out of giving something back and the experience has given us a lot of confidence and a strong sense of self-worth."

### My Rock Trust Experience-Young Person's Testimonial

One young person recently received a Kick Start grant meaning that he could have his furniture moved when he changed tenancies;

"This grant has helped immensely, it helped me move into fresh accommodation and move on in a positive way. If I hadn't got this grant I would have lost my furnishings & white goods."

The Rock Trust established its Kick Start grant scheme 2 years ago to help ease the financial strain faced by young people as they establish themselves in their own home. It is supported by individuals and funding bodies who are kind enough to make donations into the fund.

### BlackRock Challenge Day

There are lots of ways to support The Rock Trust, and we are always looking for volunteers who are willing to give their time and expertise. So when BlackRock approached us a few months ago to offer two teams of volunteers for a challenge day we jumped at the chance.



The first group from BlackRock set to work in the Underground, giving the back room a much needed spruce up. The young people had chosen the colour and the BlackRock team set to work getting the place looking fresh and new.

Robbin, one of the BlackRock Volunteers said, "the team had a great day painting, and wish the young people all the best in the future!"

For the second challenge day we contacted a young person who had just taken up a tenancy that was in need of decoration. Supported by a member of The Rock Trust supported accommodation team, the tenant worked alongside the BlackRock volunteers and got stuck into the task at hand. By the end of the day they had redecorated two rooms, giving the flat a fresh and welcoming feel.

By offering their services the BlackRock volunteers assisted a young person in making their new flat feel like a home. The young person said, "I am very happy with the result, the BlackRock team were very friendly and worked really hard to get the job done".

Everyone involved had a fantastic day and we look forward to working with the BlackRock team again in the future to make a positive difference to the lives of the young people we support. From all at The Rock Trust we'd like to say a big Thank You to The BlackRock teams who came along with such enthusiasm and gave their time.

### My Rock Trust Experience-Young Person's Testimonial

"I've been receiving support from The Rock Trust for a year now and I can honestly say I don't know where I would be without that support. I initially was living in a single flat but due to problems with other residents in the area I didn't feel safe.

When I approached my key worker with these problems I was listened to and respected. The problem was dealt with very quickly and I moved into a shared flat.

I have recently moved into my own flat and am still receiving support. I have been introduced to other projects that I have gotten a lot out of. This would never have happened without The Rock Trust.

I am involved with various groups within The Rock Trust and I have gained a lot of self confidence. I'm in a totally different place compared to a year ago and the support I have received from my key worker at The Rock Trust has played a huge part in that."