



Dear Applicant,

Thank you for your interest in the Good Shepherd Centre (GSC), and in our Head of Operations, Resources and Business Development role.

This exciting and stretching role completes our Senior Management Team (SMT), which is currently a team of four of us: Me, the Director of Services and head of centre; Louise and Robert who are our Heads of Care, responsible for our secure and non-secured residential school care services, and our health and wellbeing support services; And our new Head of Education, Learning and Skills (for Life and Work).

Our Centre offers a place of warm welcome, safety, and nurture for children and young people who have experienced extreme difficulties in their lives, including those on remand and sentence. We strive to help children make sense of their experiences and their world, and to build hope, skills and plans for their futures.

If you join us on the GSC Journey you will be part of important moments for children and families in Scotland, as we work to Keep The Promise and realise the ambitions of the Children's Care and Justice Act 2024 (CCJ Act). This landmark legislation strengthened protections and support for children across Scotland and ended child imprisonment.

With the introduction of the CCJ Act, and as we await the outcome of a public consultation about future funding and models of secure care in Scotland, which concluded in April 2026, we are working towards a new strategic vision for GSC for the coming years.

Children and young people, GSC colleagues, the SMT and the Chair of our Board of Directors (our charity Trustees) have been involved over many years during the national conversations, research and consultations about the rights and needs of young people involved with the justice system and secure care.

GSC has for several years been on our own Journey of change, focused on becoming truly trauma sensitive and responsive, on continuing to reduce restrictive practices including use of restraint, and on finding more creative and child-centred and person-led ways to run our services. This has seen us introduce new roles, modernised policies and practices and recently we have introduced a Children's Records System and enhanced systems for Quality Assurance, in relation to children's experiences and outcomes in our care, and staffing arrangements and Skills analysis.

It's important to state from the outset that these exciting developments have been happening in an exceptionally difficult context, as GSC has had to be resilient in responding to the Covid-19 Pandemic aftermath and legacy, staff recruitment and retention problems and ever-increasing demands from policy makers and regulators, within ongoing funding constraints. So, the role of Head of ORBD requires someone who has a deep and broad

operational understanding of the Public or Third Sector and the practice and business operating context for children's services.

I would love to talk with you about our vision and values and Team GSC so that you understand what the rewards and challenges of working with us in this SMT role might be for you. I also want to tell you about the lives and experiences of children and young people who come to stay here with us.

Everyone at GSC is committed to making a positive difference alongside and for children and young people. We do this through trying to make sure everything we do upholds the values and principles of kindness, respect, nurture, and relational and rights-based practice. This means we have a strengths-based approach, and we get to know and to understand each child and young person as an individual and build trust and positive relationships with them. We work with families and other adults in their life to support each child and young person to move forward from the often-extreme challenges and harm they have experienced. The GSC's purpose is to provide a positive, life changing experience for young people through individual care, education and skills development.

At GSC we want to ensure that how we behave as managers and employers also reflects our values and ethos in everything we do corporately.

There is a well-known proverb or saying, which is common across several different African cultures and languages, which is 'It takes a village to raise a child.' In the Kijita language the literal translation is that regardless of a child's biological parents, their upbringing belongs to the community. For the children and young people at GSC and in our care, we know this means a whole Centre approach valuing every colleague in every job role; because whatever our role; we all play our part, working together in the best interests of the children and young people we support. If you are committed to making a positive difference to the lives of children and young people and colleagues, through being a positive Senior operational and business leader and role model for GSC, I'd love to hear from you.

With Best wishes,

A handwritten signature in black ink, appearing to read 'Alison Gough', with a small flourish at the end.

Alison Gough, Director, GSC