



DIRECTOR OF SERVICE - Role Profile

This Role Profile is to provide a clear and concise statement of the main tasks and activities of the post; it is not intended to be an exhaustive list of every aspect of the post holder's duties. St Mary's Kenmure reserves the right to change or modify your job description as and when required

Role Details

Job Title:	Director of Service	Reports to:	Chair of the Board of Directors
Grade & Salary Range:	c. £100,000 with generous benefits		
Work Location:	St Mary's Kenmure and Dochas House		

Role Purpose

The Director of Service has overall responsibility for planning and management of the strategic, operational, administrative and financial functions of St Mary's Kenmure, Dochas House and other provisions as agreed and directed by the Board of Governors. The Director of Service will deliver excellent leadership and management to ensure that St Mary's Kenmure, Dochas House and associated services delivers an evidence, values, and rights based approach to the provision of residential secure care to vulnerable young people and their families. The Director of Service will ensure that all aspects of service delivery adhere to the highest standards of practice whilst also remaining wholly compliance with all relevant policy and legislation. The Director of Service will lead a programme of innovation and service development to ensure St Mary's Kenmure and its associated services are sector leading as evidenced by both internal and external audit, evaluation and inspection. The Director of Service will be an ambassador for St Mary's Kenmure and Dochas House. They will represent the organisation and develop excellent relationships with key individuals, partners and stakeholders. They will undertake activities to identify and respond to emerging risks, challenges and opportunities. They will be deliver against all their functions with excellent leadership and will role model their commitment to ensuring quality. The Director of Service will ensure that St Mary's Kenmure and Dochas House promotes equality, social inclusion and will celebrate diversity. The Director of Service will be a visionary and will continuously strive to improve and innovate to deliver the best possible service for the young people, their families and communities.

Role Accountabilities & Key Activities

This job outline reflects the main tasks and responsibilities discharged by the post holder at the present time. The Board St reserves the right to alter or amend the content of this job outline to reflect changes to the job or services provided, whilst maintaining the overall character and level and responsibility for the post.

Leadership and Strategy Implementation

- Implement best practice in standards of care for children and young people in terms of policy and legislation relevant to secure care including but not limited to those espoused in the The Promise, the Secure Care Standards and Pathways, The Care and Justice Bill, Getting it Right for Every Child, the Children and Young People (Scotland) Act, 2014, The Education (Scotland) Act, 2014, etc.
- Ensure the service adheres to best practice as detailed in the research, empirical and professional practice literatures pertaining to children and young people requiring secure residential care.

Business Planning and Financial Management

- Manage the budget and financial performance and spend in accordance with all relevant tendering, contract monitoring and other financial regulations.
- To take the lead role in budget setting, contract negotiation, tendering and contract management.
- Identify and exploit business opportunities to ensure sustainability of the organisation.

Workforce Development and Management

- Identify talent, engage in people development, coaching and mentoring ensuring a fully engaged workforce and an accountable delivery focused culture.
- To ensure all aspects of performance management systems are in place (supervision, appraisal, work plans) are in place and, where appropriate, oversee human resources processes such as investigation and disciplinary when standards fall short of what is required.

Safety and Security

- To ensure the organisations implements and adheres to best practice in terms of physical, procedural and



DIRECTOR OF SERVICE - Role Profile

relational security practices relevant to the service.

- To review and report on critical risk areas such as Safeguarding and Child Protection, Health and Safety and wider compliance issues arising from the provision of regulated services.
- To monitor progress on the corporate risk register, to ensure known risks are managed proactively and other risks are responded to with follow-up and learning.

Performance and Governance

- To ensure all policies are contemporaneous, implemented, audited and governed.
- To utilise reporting systems detailing service performance and outcomes and other markers of service effectiveness aligned to professional and inspection standards.
- To collaborate and ensure participation with young people, their families, staff, communities, service commissioners, and stakeholders in relation to service provision.
- To ensure a proactive culture of continuous improvement of service-based procedures, systems and controls to ensure best practice and the safeguarding of the organisational and reputational assets of St Mary's Kenmure and Dochas House.

Policy, Communications and Working Relationships

- Maintain a contemporaneous knowledge of relevant legislation, regulation, guidance, practice developments.
- Engage proactively with all relevant sector agencies (Social Work, Justice, Health, Education, Prisons, Care Inspectorate, Health Care Professions Council, RMN), networks and experts (CYCJ, CELCIS, IRISS, CYCPCS) to support the design and delivery of a programme of coproduction and improvement work aimed at delivery excellence in service provision.
- To represent the organisation with stakeholders, government entities, official visitors and the public and ensuring confidence in the provision.
- To communicate and work with all regulatory authorities reflecting the multidisciplinary nature of the service to ensure the organisation is governed and scrutinised.



DIRECTOR OF SERVICE - Role Profile

Economic Conditions

Salary	
Annual Leave	Starting – 20 days plus 12 public holidays After 5 full years' service – 25 days plus 12 public holidays After 10 full years' service – 28 days plus 12 public holidays
Hours of Work	37 hours per week
Probationary Period	All appointments are subject to a 12-month probationary periods, failure to complete your probationary period will result in your contact of employment being terminated
Sick Pay	As set down in your terms and conditions of employment
Pension	You are automatically enrolled into a pension fund
On Call	As and when required

Context

Location:	In line with the contractual terms for St Mary's Kenmure employees: <ul style="list-style-type: none"> • Normal work base will be St Mary's Kenmure 							
Terms & Conditions Applicable to the Role:	General	x						
	SNCT							
	Other							
Role Status:	Permanent	x						
	Temporary							
	Sessional							
Working Hours: (per week)	35 hours							
	37 hours	X						
	Other (please specify)							
Work Pattern:		Mon	Tues	Wed	Thurs	Fri	Sat	Sun
	Start Time	0900	0900	0900	0900	0900		
	Finish Time	1700	1700	1700	1700	1630		
	Unpaid Break	30 mins	30 mins	30 mins	30 mins	30 mins		
	Total Daily Hours	7.5	7.5	7.5	7.5	7		
Shift Pattern:		Mon	Tues	Wed	Thurs	Fri	Sat	Sun
	Days to be worked							
	No of hours to be worked per day							
	Over how many weeks							
	Other relevant information:							
Requirement to work out with normal work/shift pattern:	Yes	X At the exigencies of the service						
	If 'yes' please give details							
	No							
On Call	Yes	x						
	If Yes, describe frequency	As and when required						
	No							
Flexible Working Hours Scheme:	Yes	x						
	No							
Disclosure:	Not Applicable							
	Standard							
	Enhanced	x						
	Other (please specify)							



DIRECTOR OF SERVICE - Role Profile

Key Relationships

- As Director of Service, the role has accountability for all aspects of service provision and delivery of St Mary's Kenmure, Dochas House and other provisions as agreed.
- The role will work with other members of the Senior Management Team, House Managers, Team Member, Social Work departments of Local authorities, parents, third sector professionals, Children's Reporter, Police Scotland and the young people to ensure excellence in service provision.
- The Director will also work with external government bodies such as Scottish Social Services Council, Local Authorities, National Health Service, Scottish Government Child Placement Team, Procurator Fiscal, Care Inspectorate, CELCIS, COSLA, Scotland Excel, HMIE, Scottish Prison Service

Personal Specification – Director of Service

Personal Specification	Essential (must have)	Desirable
KNOWLEDGE AND SKILLS	<ul style="list-style-type: none"> • Strong strategic planning and analytical skills. • In-depth knowledge and understanding of the policy and legislative requirements relevant to residential and secure children's services • Knowledge and understanding of the Code of Practice for Employers and Employees as published by relevant regulatory bodies e.g.SSSC, HCPC, GTC • Knowledge and experience of developing and managing strategies to advance the skills and competence of staff, develop the organisation and ensure excellence in service provision • Knowledge and skills in operational management and leadership at a senior level in a relevant area • Knowledge and skills in budgeting and financial management • Competent leader who adopts a compassionate stance whilst ensuring results 	
EXPERIENCE (Occupational – Minimum Experience)	<ul style="list-style-type: none"> • Significant experience working in complex systems at a senior level with significant managerial experience in a promoted role working with children and young people (in residential, secure, social care, health or justice settings) • Significant demonstrable experience of developing and implementing operational and strategic performance reporting processes and system to deliver key business objectives. • Evidence of successful strategic and operational resource management in complex settings • Strong professional credibility gained from relevant leadership experience in at least one discipline relevant to SMK services (e.g. Health and Social Care, Education, Social Work) • Relevant record in building capacity, developing and leading high performing multidisciplinary teams • Evidence of exposure to risk management and corporate governance processes at senior manager or board level • Track record of implementing programmes of continuous improvement and leading change across an organisation. • Experience of leading quality improvement or business excellence • Experience of developing project management methodologies for tracking, reporting on and monitoring projects, including benefits realisation, with the ability to communicate and apply the knowledge in practice across various programmes. • Experience of managing resources, including people and budgets. 	
EDUCATION, TRAINING (Educational – Minimum Qualifications)	<ul style="list-style-type: none"> • Degree level or equivalent • Registered and regulated by a professional body • Professional qualifications relevant to the role 	Relevant Postgraduate qualification



DIRECTOR OF SERVICE - Role Profile

PROFESSIONAL QUALITIES	<ul style="list-style-type: none"> • The intellect and interpersonal skills to command respect of senior managers and external stakeholders • Strong interpersonal skills including motivation, negotiation, influencing. • Excellent communication skills (orally and written) • Be a strategic manager and committed to setting and delivery on strategic priorities • Effective leadership, with an ability to inspire and motivate staff to provide a rights based, child centre approach • Confident in fulfilling the lead responsibility for accounting and reporting regularly to the Board of Directors • A systematic leader and manager in relation to the development, implementation, maintenance and review of relevant policies and procedures • Reflective and driven by the need for quality assurance and organisational evaluation and totally committed to the requirement to deliver best outcomes • Ability to build networks, influence and negotiate confidently. • Work under pressure and deliver to tight deadlines. • Excellent planning and project management skills. 	
PERSONAL QUALITIES	<ul style="list-style-type: none"> • Professionalism, honesty, authenticity and integrity • Works to ensure credibility in effectively managing relationships • Coaching and collaborating • Ability to work on own initiative whilst taking responsibility for your own actions and able to work flexibly and able to adapt to changing demands • Reacts positively when working under pressure • Able to work autonomously • Inclusive and respectful • Organised, efficient and delivers • Assertive and appropriately confident 	
DRIVING LICENCE		Yes
Disclosure Scotland	<ul style="list-style-type: none"> • Must be a member of the PVG scheme 	