



POSITION PROFILE

Director of Services



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Dear Applicant,

Thank you very much for your interest in the Donaldson Trust.

Our ambition is to be at the forefront of supporting and developing policy for neurodivergent children, young people and adults in Scotland, and to deliver every day in a way which ensures we are focused on positive outcomes and can continue to increase the range of support and development opportunities we offer.

I am determined that we work as one organisation to ensure our relevance, vibrancy and sustainability. Our ambition is to change the narrative from disability to difference, from awareness to acceptance.

Our approach is based on unwavering attention on the individual and, through person-centred planning, delivering the appropriate support and development, at the time it is most needed. We are committed to making sure that all voices of those who use our services and stakeholders are heard and woven into individual plans. We strive to continue to make our organisation sustainable, ensuring that we are here now, and in the future, to offer support and development to those who benefit from our services.

The new role of Director of Services carries strategic importance to Donaldsons and will impact significantly on the future direction and focus of our organisation.

I would be pleased to hear from candidates who wish to contribute to our organisation and what we do, and are keen to work with the Executive Team our Board of Trustees and myself to lead and shape the future at what can only be described as a critical time for the development of further opportunities for neurodivergent people in Scotland, and further afield.

Our vision is to be the most respected organisation for the services offered to neurodivergent people in Scotland – if you want to be part of this, I look forward to hearing from you.



Laura Watkins
CEO



The Donaldson Trust (“Donaldsons”) is Scotland’s leading charity for neurodiversity.

Throughout our rich history dating back to the 1850s, we have been recognised and respected as a specialist provider of education and care. Our 2019 strategy sets out our ambition to become the national body for neurodiversity in Scotland. We are on a journey to excellence with the purpose of promoting and encouraging neurodivergent people to realise their potential.

Together, we’ll find your voice.

We pride ourselves on our person-centred approach and expertise, recognising the importance of tailored, flexible support services so we can truly meet the individual needs of neurodivergent children, young people and adults.

We aim to:

- Be relevant, vibrant, agile and sustainable.
- Be the recognised organisation for excellent practice related to neurodiversity.
- Improve the outcomes for neurodivergent individuals.
- Improve the representation of neurodiversity socially, politically and culturally.
- Grow a community of partners and partnerships supporting neurodiversity.

We currently provide a range of services and support, including:

Sensational Learning Centre – a Scottish Government Grant-Aided Special School that provides individualised, person-centred, skills-based learning for children and young people up to the age of 18 with complex additional support needs, including autism, sensory impairment and communication difficulties.

Vibe – our wellbeing and learning service that supports neurodivergent young people aged 12-18 in a space where they feel safe and secure in order to re-engage with learning. Vibe allows for flexibility and offers a modern alternative approach, delivered in partnership with parents/carers, education, and health professionals, balancing wellbeing and learning to ensure the best possible outcomes for those who engage with the service.

Gate – our skills development and training service for neurodivergent people aged 16+ and adults. It maintains and enhances the skills of individuals, as well as improving their wellbeing and building confidence and resilience to help people achieve agreed goals and ambitions. This is done through a person-centred approach that provides the opportunity to enhance lives.

Our services are currently delivered within a beautiful contemporary environment at our Linlithgow campus. All our spaces incorporate the SPELL philosophy in providing organised and clear low arousal spaces. Our staff are highly skilled and experienced in working with people with a range of additional support needs. Our approach aims to reduce stress and empower those in our services to develop skills to help them reduce anxiety, develop self-esteem, build resilience and increase independence.



We are fully focused and committed to expanding our reach across Scotland. Whether we replicate existing services or develop and deliver new services, our ambition is for Donaldsons to meet the changing and identifiable needs of neurodiverse children, young people and adults in a financially sustainable way that embraces organisational excellence.

We have five core values which guide all of our activities:

Individual Capability - Everyone has their individual capabilities; we find them. We help people reach their own potential. We loosen the confines and remove the barriers. We believe in every single person. Treating people as individuals shows we are flexible in our approach.

Creativity - We are curious, forward-thinking and always looking for a better way. One day, we will be truly pioneering.

Human Dignity - We have integrity. We treat everyone with respect. We listen.

Compassion - We understand. We have empathy. We are kind and caring.

Openness and Honesty - By being open and honest, we earn trust. From that, we build rewarding relationships.





Job Title:	Director of Services
Location:	Linlithgow/Hybrid Working
Reports to:	Chief Operating Officer

This newly created position of Director of Services will lead the strategic development and delivery of Donaldsons' services. You will play a crucial role in supporting neurodivergent children, young people and adults by ensuring Donaldsons continues to provide relevant quality services that meet both current and future needs. Embedding best practice, you will ensure our services ultimately deliver the best outcomes for those we support whilst building both our sustainability and reputation.

As an active member of the Executive Team, the Director of Services will work collaboratively and directly contribute to the development of strategies and operational plans that ensure the achievement of Donaldsons' key priorities.

Key Priorities:

- As part of the Executive Team, lead the development and implementation of service development, delivery and improvement strategies within the context of Donaldsons' wider organisational strategy and mission.
- Directly lead the scoping and planning for the development or expansion of existing services, as well as the creation of new excellent, person-centred and sustainable services, working to agreed targets.
- Embrace innovation and encourage both internal and external stakeholders to think differently in relation to effectively supporting neurodivergent children, young people and adults.
- Undertake regular horizon scanning and environmental analysis to ensure that Donaldsons has a full understanding of the potential for growth and development associated with the current, future and changing demand for services and the needs of neurodivergent children, young people and adults.
- Build and maintain effective networks and partnerships that will ultimately deliver better outcomes for neurodivergent people through individual and targeted interventions.
- Develop appropriate processes, systems and working practices which create a continuous improvement approach and ensure insights-based impact reporting and evaluation.
- Through effective networking and building up positive relationships, act as an ambassador for the organisation to effectively promote and raise awareness of both the organisation and its work locally and nationally.



Duties and Responsibilities:

- Provide strategic and operational leadership to your direct reports (Head of Learning Services and Adult Services Lead) to achieve both the organisation's overall vision and ensure excellence in delivery.
- Replicate and expand existing services across Scotland whilst also adopting a proactive and strategic approach to developing new and innovative services.
- Identify areas of unmet need and future service development opportunities.
- Devise and design service concepts and specifications, and provide strategic recommendations for service developments through effective research, planning, monitoring and evaluation.
- Ensure each service delivery model is financially viable and sustainable, and underpinned by an ethos of quality, effectiveness and efficiency.
- See new services through to implementation through effective collaboration with colleagues across the organisation.
- Maintain oversight of the deployment of financial resources, ensuring effective budget management across all service delivery teams.
- Engage proactively with relevant stakeholders, networks and those who use our services, as appropriate, to support the design of person-centred services.
- Work collaboratively with the Executive Team to:
 - Ensure a strong synergy between service planning/development and financial and resource planning.
 - Develop and monitor long-term strategic financial plans for services aligned to the stated ambitions of the Board which take full account of key risks, opportunities and variables.
- Ensure service delivery adheres to legislative requirements, good practice guidance and organisational policies and procedures.
- Oversee management of risk across all service areas.
- Ensure a proactive culture of continuous review of service-based procedures, systems and controls to ensure they are fit for purpose, provide person-centred support and outcomes and safeguard the organisation and those we support.
- Cultivate links with other organisations with a view to identifying opportunities for collaboration and closer ties.
- Contribute at a strategic level to the capacity building, organisational development, resilience, sustainability and impact of the organisation.
- Ensure the development of strong co-production practices to inform all service planning and activity.
- Prepare and present reports for the Chief Executive, the Board and Committees, as required.
- Effectively build evidence, including the quantification of the positive impact of current/future services, utilising lived experience examples where appropriate. Work closely with colleagues to ensure effective external messaging and communication including relevant campaigning and policy activities.

The Opportunity



- Represent the organisation externally at relevant networks, forums and events as required.
- As an executive leader in the organisation, visibly demonstrate Donaldsons' values and drive positive, collaborative and inclusive culture across the organisation.

You will be expected to work in close collaboration with other members of the Executive Team (the Executive Team comprises Chief Executive, Chief Operating Officer, Director of People and Culture and Director of Services), Service Managers, all staff within your team (currently circa 35) and across the organisation, as well external stakeholder and partners.





An inspiring, solutions-focused and forward-thinking leader, you will bring relevant experience in developing, delivering and growing person-centred services. You will have a desire to embrace innovation and encourage both internal and external stakeholders alike to think differently in relation to how neurodivergent children, young people and adults are supported more effectively.

The new Director of Services will be an accomplished communicator able to build and maintain strong working relationships with a diverse range of stakeholders.

Skills and Experience:

- Extensive leadership and management experience coupled with a strong track record in developing and delivering strategy.
- Extensive experience in ensuring the highest standard of safeguarding for all who use services and staff teams.
- Direct involvement in adopting a strategic approach to either replicating existing or developing new services in response to anticipated future demand or a change in the policy landscape.
- Evidence of successful strategic and operational resource management.
- Proven ability to establish and maintain relationships with key internal and external stakeholders at a senior and strategic level.
- Knowledge of the local authority funding environment and national policy driving service development and funding, from either the perspective of a commissioner or service provider.
- The ability to take a creative approach with respect to packages of support.
- Previous involvement in and exposure to local authority procurement and commissioning.
- Strong approach to performance management with the ability to define and measure outcomes of success.
- Excellent verbal and written communication skills with the ability to effectively represent the organisation.
- Financial acumen in relation to managing and monitoring budgets.
- Strong problem-solving and strategic planning capability with creative skills and the ability to meet deadlines.
- Proven skills in influencing, communication and working collaboratively with a range of stakeholders including local authorities and external partners.
- The ability to drive and deliver change using a range of influencing, negotiation, facilitation and process skills.
- Strong understanding of, and commitment to, the key principles of safeguarding at an organisational and practice level.



Personal Attributes:

- Highly self-motivated with an effective leadership style and a self-managing “can do” attitude.
- Self-directed, results-driven and able to multi-task.
- Strong collaborative spirit.
- High levels of personal and professional integrity.
- Strong attention to detail and quality.
- A commitment to diversity and inclusion.
- Willingness to challenge stereotyping, prejudice, discrimination and bias.
- Resilience and adaptability.





Remuneration:

Salary:	£55,000 – £60,000
Holidays:	39 days (inclusive of Public Holidays)
Pension:	Group personal pension plan, up 12% employer contributions through salary sacrifice
Other:	Life Assurance Scheme (three times the salary) Employee Assistance Programme Health Cash Plan Doctorline Colleague discount scheme Family friendly policies Strong commitment to learning and development

The Recruitment Process and Timetable:

The recruitment process is being handled by our retained advisors, Livingston James.

Douglas Adam at Livingston James will conduct the first stage interviews prior to discussing candidates with Donaldsons at the shortlist meeting.

Interested candidates should provide a tailored CV and covering letter, outlining their suitability and motivation for applying to donaldsons@livingstonjames.com

Recruitment Timetable

Shortlist meeting	Monday 21 November
Panel Interviews	Tuesday 29 th & Wednesday 30 th November