



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, to deliver services 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 role of Director of Services carries strategic importance to Donaldsons and will impact significantly on the future direction and focus of our charity.

I would be pleased to hear from candidates who wish to contribute to our organisation and what we do and who are keen to work with the Executive Leadership Team and our Board of Trustees 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.

If you want to be a part of delivering our vision, I look forward to hearing from you.



Laura Watkins
CEO



Established in the 1850's, the Donaldson Trust (Donaldsons) has provided supported education and care throughout its history and has now established itself as the National Body for Neurodiversity.

As the National Body for Neurodiversity, we are a catalyst for change. We believe there is a genuine opportunity to change society for the better. We aim to be at the forefront of driving this change, and make a difference with, and for, neurodivergent people.

Our three key goals are:

- To provide more specialist services for neurodivergent children, young people and adults across Scotland
- Increase opportunities, access and acceptance for neurodivergent people and their families
- Drive societal change through influencing and engagement.

We pride ourselves on our person-centred approach and expertise recognising the importance of tailored, flexible support services to neurodivergent individuals to truly meet their needs.

Currently, Donaldsons supports children, young people and adults through a variety of services, encouraging each individual to realise their potential:

Learning Services:

Sensational Learning Centre: a Scottish Government Grant-Aided 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 and communication differences.

Wellbeing Services:

Vibe: a wellbeing service for neurodivergent young people aged 12-18 who are unable to attend a traditional mainstream school. Vibe's key focus is to improve wellbeing by reducing anxiety, building resilience and improving self-esteem. Through a variety of activities, techniques and programmes, Vibe aims to help young people develop new skills and build relationships while developing knowledge that will enhance life opportunities.

Woodland Learning: an outdoor learning and wellbeing service for 12 to 18 year olds who are neurodivergent. Supported by our specialists in the natural woodland environment, young people benefit from a range of activities designed to improve wellbeing and build confidence to re-engage with their learning.

Adult Services:

Gate: is our skills development and training service for neurodivergent people aged 16+. It maintains and enhances the skills of its Trainees, as well as improving their wellbeing. By building confidence and resilience, Gate helps Trainees to achieve agreed goals and ambitions through a person-centred approach.



Treehouse: is a specialist wellbeing service for neurodivergent adults aged 16+ who require an individualised programme and bespoke low arousal environment to support and improve their wellbeing, skills development and independence.

In addition to our direct services, Donaldsons' Connect service works in partnership with individuals, organisations and businesses to increase awareness and understanding of neurodiversity and improve the experiences of neurodivergent people.

Our Values

Our values help tell the story of who we are, where we've come from, what inspires us and why connecting with Donaldsons can be life changing for neurodivergent people.

Individual Capability – Everyone has their individual capabilities; we find them. Help people reach their own potential. We loosen the confines, 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, 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, and from that, we build rewarding relationships.





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

The Director of Services will lead the strategic development and delivery of Donaldsons' wellbeing and adult services. Embedding best practice and highest standards of safeguarding, you will play a crucial role in supporting neurodivergent young people and adults by ensuring Donaldsons continues to provide relevant person-centred services that meet both current and future needs. You will identify and develop new service opportunities to increase support we provide for neurodivergent people across Scotland, building both our sustainability and reputation.

As an integral member of the Executive Leadership Team, you will work collaboratively and directly contribute to the development of strategies and operational plans that ensure the achievement of our key priorities.

Key Priorities:

- As part of the Executive Leadership Team, lead the development and implementation of service development, delivery and improvement strategies within the context of Donaldsons' wider organisational strategy and vision.
- Embed our practice frameworks in all service delivery to ensure the highest standards of safeguarding and through individualised plans, drive agreed outcomes, and evidence our person-centred approach.
- Directly lead the scoping and planning for the development or expansion of existing services, as well as the creation of new contemporary, person-centred and sustainable services, working to agreed targets.
- Working collaboratively to develop appropriate processes, systems and working practices which create a continuous improvement approach and ensure insights-based impact reporting and evaluation.
- Undertake regular horizon scanning and environmental analysis to ensure that Donaldsons has a full understanding of the landscape in which we operate to inform plans for growth and development associated with the current, future and changing demand for services and the needs of neurodivergent young people and adults.
- Embrace innovation and encourage both internal and external stakeholders to think differently in relation to effectively supporting neurodivergent 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.
- Act as an ambassador 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 (Wellbeing Services Lead, Adult Services Lead and Services Coordinator) and service delivery teams to achieve the organisation's overall vision and ensure excellence in delivery.
- Expand existing wellbeing and adult services across Scotland whilst 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 recommendations for service developments through effective research, planning, monitoring and evaluation.
- Ensure each service delivery model is underpinned by our values, practice and safeguarding frameworks and ethos of quality, effectiveness and efficiency.
- Coordinate launch of new services through effective collaboration with colleagues across the organisation.
- Manage the deployment of financial resources, ensuring sustainability and 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.
- With Executive Leadership colleagues:
 - Ensure a strong synergy between service planning/development and financial and resource planning.
 - Build a culture that enables colleagues to thrive and empowers them to support organisational development.
 - Develop a systematic and coordinated approach to quality and risk management to drive a culture of continuous improvement.
 - Harness technology to drive service development, improve outcomes and deliver efficiency.
 - Increase awareness and understanding of Donaldsons' work, demonstrating impact, building trust and confidence, and driving positive societal change.
- Ensure service delivery adheres to legislative requirements, good practice guidance and organisational policies and procedures.
- Embed and oversee management of risk across all service areas.
- Ensure that service-based procedures, systems and controls are fit for purpose and regularly reviewed.
- Cultivate links with other organisations with a view to identifying opportunities for collaboration and partnerships.
- 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 and with the Executive Leadership Team, and to 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.
- 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 Leadership Team (the Executive Leadership Team comprises the Chief Executive, Chief Operating Officer, Director of People & Culture and Director of Services), Registered Service Managers, Head of Learning Services, Safeguarding and Practice Lead, corporate support teams, all staff within your team and across the organisation, as well as external stakeholders and partners.





An inspiring, solutions-focused and forward-thinking leader, you will bring relevant experience in developing, delivering and growing quality 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 young people and adults are supported more effectively.

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

Qualifications:

- Qualified to registered manager status with evidence of continuous and current CPD

Skills and Experience:

- Extensive leadership and management experience coupled with a strong track record in strategic service development and delivery.
- Extensive experience in ensuring the highest standard of safeguarding for all who use services and staff teams.
- Expert knowledge and understanding of Health and Social Care Standards, SSSC Codes of Practice and Care Inspectorate requirements.
- Recent experience overseeing registered services supporting people with additional support needs in a person-centred and outcome-focused way.
- Direct involvement in adopting a strategic approach to either expanding 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 and delivering positive outcomes through your people.
- 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.
- Recent involvement in and exposure to local authority procurement and commissioning.
- Strong approach to performance 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, developing and monitoring budgets and resources.
- Strong problem-solving and strategic planning capability with creative skills and the ability to meet deadlines.
- Proven skills in influencing, communicating and working collaboratively with a range of stakeholders including local authorities and external partners.
- Track record of driving and delivering change using a range of influencing, negotiation, facilitation and process skills.



Personal Attributes:

- Strong alignment with Donaldsons' values and vision.
- 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.
- A willingness to challenge stereotyping, prejudice, discrimination and bias.
- Resilience and adaptability.





Remuneration:

Salary:	£60,000 - £65,000
Holidays:	39 days (inclusive of Public Holidays)
Pension:	Group personal pension plan, up to 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:

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.

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

Donaldsons is an equal opportunities employer and positively encourages applications from suitably qualified and eligible candidates regardless of sex, race, disability, age, sexual orientation, gender reassignment, religion or belief, marital status or pregnancy and maternity.