

## JOB DESCRIPTION

<b>Title:</b>	Head of Direct Services
<b>Reports To:</b>	Chief Executive
<b>Location:</b>	MND Scotland HQ

<b>JOB PURPOSE:</b>	<ul style="list-style-type: none"> <li>- To provide management and leadership of the direct services provided by MND Scotland</li> <li>- To ensure the effective development of MND Scotland services in response to the identified needs of those affected by MND and the development of the organisation</li> <li>- To ensure the effective delivery of organisational systems and policies as they relate to direct service delivery within MND Scotland</li> <li>- To contribute to the strategic management and development of MND Scotland as a member of the Senior Management Team (SMT)</li> </ul>
<b>KEY RESPONSIBILITIES:</b>	<p><b>PLANNING &amp; SERVICE DEVELOPMENT</b></p> <ul style="list-style-type: none"> <li>- Leadership of the design, management, implementation, monitoring and evaluation of an organisation wide Direct Services strategy and operational plan for MND Scotland.</li> <li>- Development of the range, scope and scale of MND Scotland's direct service offered in response to the expressed needs of people affected by MND in order to fulfil the overall organisation's strategic plan.</li> <li>- Maintain an awareness of potential service options that could be developed into new services in the future in line with national and regional priorities</li> <li>- Work with colleagues to conceive and develop service activity that can be presented to prospective funders.</li> <li>- Keep up to date on all areas relevant to MND.</li> <li>- Monitor, evaluate and develop strategic plans as appropriate including the Direct Services Operational Plan.</li> <li>- Participate in, and contribute to, the organisations planning arrangements and support the implementation of and commitment to quality standards and continuous improvement.</li> <li>- Plan, implement and monitor new initiatives and development needs and ensure that risk is managed appropriately</li> <li>- Develop implementation plans that are outcome focussed ensuring targets are met through regular monitoring and supervision</li> </ul> <p><b>SERVICE DELIVERY</b></p> <ul style="list-style-type: none"> <li>- Relevant representation of MND Scotland at meetings with the aim of promoting the development and understanding of MND Scotland and its activities.</li> <li>- Develop and maintain good working relationships with all agencies working for the benefit of those with MND.</li> <li>- Work closely with the Care Team to provide support and assistance to those affect by MND through the direct services.</li> <li>- Promote the needs of those affected by MND, identifying any</li> </ul>

potential areas of growth and working with voluntary and statutory agencies to identify ways in which MND Scotland can provide support.

- Develop and implement robust service delivery plans and systems to ensure the efficient and effective day-to-day operations to include carrying out of audits and evaluation of specific projects and services.
- Respond to specific queries from health and social care professionals relating to the care and treatment of those affected by MND.

#### **ADMINISTRATION**

- Supply appropriate data from services in order to maintain strong customer relations and to allow continued monitoring and evaluation.
- Ensure compliance of all MND Scotland direct services with statutory, legal and operational requirements and codes of best practice in all relevant areas including but not limited to: health and safety, finance, audit, governance, OSCR etc.
- Lead Direct Services input into the organisation's risk management processes.
- Produce regular reports on the activities of the direct services.
- Prepare and monitor direct services budgets ensuring that they are adhered to and on target throughout the year.
- Ensure that annual appraisals are carried out for, and appropriate training and development opportunities are made available to, reporting staff.
- Participate effectively as a member of the Senior Management Team being available for staff, board and other meetings as and when required
- Maintain information securely ensuring that it complies with the Data Protection Act and internal policies and procedures.
- Carry out any other duties as are commensurate with the grade of the post that may be required by the Chief Executive to ensure the efficient running of the organisation.

#### **MANAGEMENT**

- Effectively manage all Direct Services staff, providing guidance, support, challenge and feedback to ensure optimum delivery and engagement.
- Work closely with the Chief Executive and members of the SMT to provide support and guidance for strategic decision making and the day to day operations of the Charity.
- Line management of MND Scotland's Direct Services in line with the organisations policies.
- Contribution to the wider management and development of MND Scotland as a member of the Senior Management Team.
- Deputies for the Chief Executive as and when required.

#### **PERSONAL DEVELOPMENT**

- Maintain own professional standards and commit to professional self-development as necessary for successful delivery of the post.

## Person Requirement

<p><b>KNOWLEDGE:</b></p>	<ul style="list-style-type: none"> <li>- Knowledge and understanding of the Health and Social Care environment, relevant Scottish Government policies and the implications for the voluntary sector.</li> <li>- A clear and thorough understanding of the operational context within which voluntary sector services operate</li> <li>- Knowledge of the impact of the care needs of people with neurological and/or terminal conditions</li> <li>- Knowledge of Motor Neurone Disease.</li> <li>- An understanding of the key issues relevant to health and social care.</li> <li>- An excellent understanding of and commitment to working with organisational and legislative codes of practice, policies and quality standards including those relating to confidentiality and equality.</li> </ul>
<p><b>SKILLS &amp; ABILITIES:</b></p>	<ul style="list-style-type: none"> <li>- Excellent presentation, reporting and communication skills, able to distil complex information, and offer strategic insight and robust challenge to colleagues from across the organisation.</li> <li>- Ability to work to deadlines and meet targets.</li> <li>- Advanced planning, coordination, and project management skills, able to organise a substantial workload comprised of diverse tasks and responsibilities.</li> <li>- Proven ability to develop and implement impactful strategies in partnership with colleagues from various sectors and disciplines.</li> <li>- Highly developed management skills, with the ability to motivate, challenge, engage and support teams and individuals.</li> <li>- Ability to prioritise and work flexibly in an ever changing environment.</li> <li>- Ability to work on own initiative both individually and in leading a team.</li> <li>- Strong planning, organisational and negotiating skills.</li> <li>- Ability to develop service plans that are outcome focused and ensure these are adhered to through monitoring and control</li> <li>- Ability to develop and sustain effective partnerships and relationships with stakeholders</li> <li>- Ability to use the Association's IT system including Microsoft Word, Excel and E-mail system</li> </ul>
<p><b>QUALIFICATIONS &amp; EXPERIENCE:</b></p>	<ul style="list-style-type: none"> <li>- A track record in working with a wide range of operational teams, with a good understanding of diverse areas of activity.</li> <li>- Proven experience of the effective management and coordination of staff, setting targets, conduction appraisals and managing performance.</li> <li>- Proven experience of effective decision making, management of complex change, organisational risk and problem solving.</li> <li>- Proven experience of contributing to the development and delivery of new initiatives, policies and practices of an organisation.</li> <li>- Experience of operational planning, budget setting and reporting.</li> <li>- Experience in collaborating with, influencing and engaging senior leaders.</li> <li>- Experience of presenting information and writing reports for senior</li> </ul>

	<p>professionals and stakeholders</p> <ul style="list-style-type: none"> <li>- Experience of identifying risk and responding appropriately</li> <li>- Clinical/health/social care qualification desirable</li> </ul>
<b>SPECIAL CONDITIONS:</b>	<ul style="list-style-type: none"> <li>- This post has been identified as one where a significant amount of time will be spent at a VDU.</li> <li>- There is a need within this post for the holder to be flexible about hours of work, with the occasional requirement to work in the evenings and weekends.</li> <li>- There is a requirement for the post holder to travel throughout Scotland.</li> </ul>
<b>COMPETENCIES:</b>	<ol style="list-style-type: none"> <li><b>1. TEAMWORK</b> <ul style="list-style-type: none"> <li>- Working to help MND Scotland succeed. Supporting, trusting each other, showing the will and ability to work co-operatively with others towards a common objective. Working as part of a team by being approachable and willing to help and not afraid to ask for help, communicating fully and openly whilst showing respect for other people and their knowledge.</li> <li>- Having a willingness to share knowledge, information and resources and work flexibly, helping and co-operating with each other. "Mucking in", recognising others' priorities and having a shared commitment to achieving MND Scotland goals. Having a genuine interest in colleagues' roles and responsibilities, recognising that every individual has a valuable contribution to make to the team.</li> <li>- Works for the good of MND Scotland and not for personal gain.</li> </ul> </li> <li><b>2. QUALITY</b> <ul style="list-style-type: none"> <li>- Ensuring that the quality of work produced and service provided is consistently met if not exceeded. Working at a high standard, always to the best of personal ability so that promises are delivered and expectations are exceeded wherever possible.</li> <li>- Paying attention to detail by checking requirements, identifying needs, meeting timescales and demonstrating an approach to the job that keeps the client (internal or external) fully informed and makes sure that the relevant information goes to the relevant people (including 3<sup>rd</sup> parties).</li> <li>- Working to high quality standards and getting things right first time. Knowing when a work-around or alternative approach may be appropriate in differing situations. Making sure that processes are followed and client records are accurate and updated regularly and continually looking to improve processes and thereby improve quality of service.</li> </ul> </li> <li><b>3. COMMUNICATION</b> <ul style="list-style-type: none"> <li>- Communicating effectively (written and verbal), in a way that is clear, concise, ensuring language and terminology is appropriate to the needs of the audience and portrays the right message. Ensuring that knowledge is shared and communication is open and transparent.</li> <li>- Demonstrating listening skills by taking time with clients, staff, being patient, empathetic and understanding whether this is on the phone or in person. Questioning, summarising and clarifying to confirm understanding. Putting other people (whether colleagues, clients or others) at ease using a relaxed friendly</li> </ul> </li> </ol>

manner and being readily approachable and available to others. Acknowledging other people and sensing how they may be feeling and responding accordingly.

- Displaying consideration and empathy for the concerns and feeling of others.
- When appropriate, being candid and open with others, with the ability to say “no” in a fair and constructive manner. Staying objective and composed under pressure.

#### **4. ORGANISING & PLANNING**

- Organising own work (and others’ where appropriate), planning ahead and ensuring that tasks are prioritised, resources are allocated and co-ordinated appropriately and deadlines are met. Recognising when deadlines are at risk and communicating concerns early. Recognising the difference between urgent (not-important) and urgent (important) tasks and acting on this.
- Working in a focused, purposeful way that demonstrates attention to detail whereby tasks are quickly determined, work scheduled and time-lines developed and met. Making things happen by putting in place controls to monitor progress and performance.

#### **5. RELATIONSHIP MANAGEMENT**

- Building and maintaining effective relationships with all relevant stakeholders (clients, suppliers, colleagues and third parties) in order to achieve MND Scotland objectives.
- Managing relationships by being professional, co-operative, dedicated and loyal. Demonstrating respect for other people by showing tact, integrity, sensitivity and offering support when appropriate. Using an approach that overcomes barriers, proactively trying to build effective working relationships with others.
- Being proactive in assisting clients and taking responsibility for finding solutions to clients’ needs (where appropriate) and ensuring appropriate actions are taken. Actively working on developing and fostering a good client relationship, getting to know the client in order to understand their needs.

#### **6. LEADER OF PEOPLE**

- Inspires their team to deliver results by creating an environment that shows respect, values staff and recognises individual differences. Sets clear objectives and standards for the team, faces difficult issues and addresses them honestly, directly and consistently. Generates enthusiasm, trust, high morale and positive team spirit in order to motivate others.
- Acts as a role model by doing their job to the best of their ability, having the respect of stakeholders. Shows respect by appreciating the knowledge of their team, making themselves available and approachable, responding to their teams’ queries – giving feedback and showing recognition and appreciation to others.