



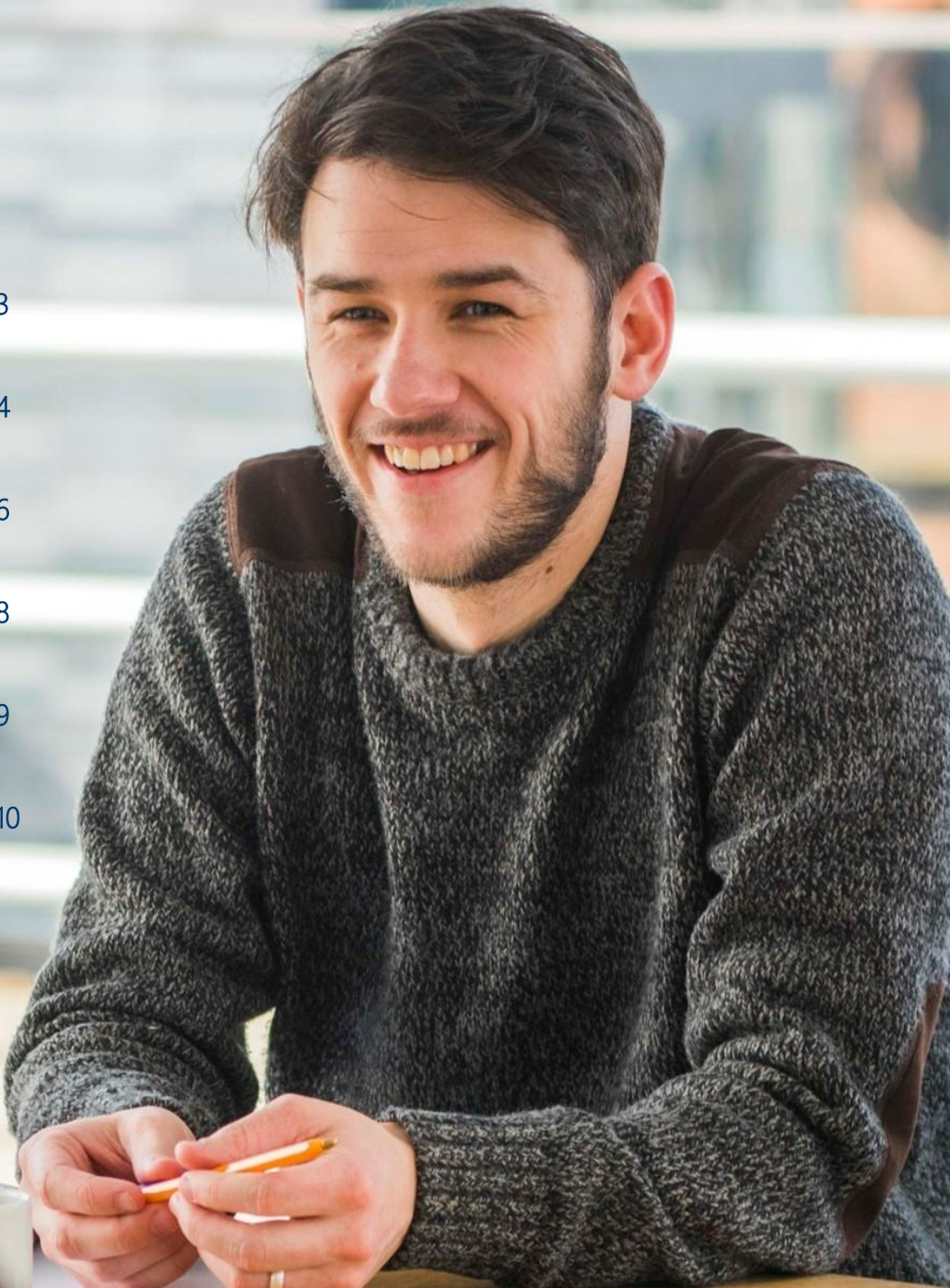
# Candidate brief for the position of Director of Delivery & Service Development SAMH

Autumn 2021



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# About SAMH

SAMH is Scotland’s mental health charity. For almost 100 years SAMH has promoted the importance of good mental health; delivered dynamic and innovative recovery-focused services across Scotland; campaigned on behalf of people with mental health problems; and challenged stigma and discrimination.

Our own strategic vision sits across 3 strategic priorities:

- 1 Psychological wellbeing
- 2 Suicide prevention
- 3 Care and support

With areas of significant focus including:

- Workplaces,
- Children and young people’s mental health,
- Sport and physical activity, and
- Our national programmes on anti-bullying and anti-stigma and discrimination.

We have established a strong supporter and partnership base with c30,000 relationships on our supporter database, 60 corporate partners and have a number of existing strategic partnerships with organisations to deliver multiple national and community based programmes.

We campaign and influence across the country for people’s mental health. In the past year we engaged with over 7,000 people to influence national policy and our own strategy and continue to be viewed strongly by key decision makers with SAMH being considered the most effective charity 5 out the last 6 years in a survey of MSPs.

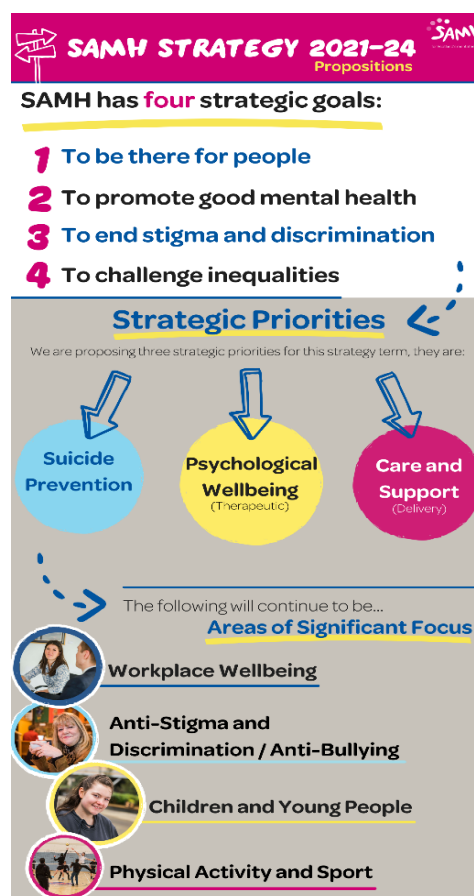
Some examples of our research work can be found here:

- [Standing Up For Scotland’s Mental Health](#)
- [Care and Treatment During the Coronavirus Pandemic](#)

Looking forward

As we approach our centenary year, we are now looking to appoint a new Director of Delivery & Service Development to deliver our strategic aims across psychological wellbeing and care and support.

This appointment comes at an exciting time for SAMH as we launch our new strategy.



For more information, please visit <https://www.samh.org.uk/>



# Opportunity

With over 50 community based services across Scotland, SAMH is at the forefront of providing person centred and recovery focused support to people with mental health problems. Across this range of locality based services; including health and social care, employment, primary care; distress interventions and therapeutic approaches; the Director of Delivery & Service Development will lead teams to deliver high quality outcomes that make a real difference to people's lives.

## The role

As a key member of the Executive Team and Senior Management, you will shape the SAMH Strategy and ensure the delivery and development functions work in support of the organisations ambitious plans for the coming years.

Working with the Chief Executive, Executive colleagues and Trustee Board members to deliver and implement SAMH strategic priorities; specifically, you will lead the transformational change of psychological wellbeing and the development and redesign of our core service offers - both crucial features of the post as the organisation seeks to change, grow and innovate at a critical time in mental health.

You will also play a key role in working with our Partners and key stakeholders from Scottish Government to NHS, Health and Social Care Partnerships, Local Authorities, regulatory bodies and will be a representative for SAMH on external groups and bodies.

### Strategic Priorities:

- Psychological Wellbeing
- Suicide Prevention
- Care and Support

### Areas of Significant Focus:

- Workplace
- Anti-Stigma and Discrimination / Anti-Bullying
- Sport and Physical Activity
- Children and Young People

You will lead and line manage the senior team to deliver and develop national and community based services across the organisation, in line with strategic priorities, targets and budgets, ensuring all aspects of SAMH's work can be supported through locality and community teams. At present, the Director has 4 direct reports including 2 Assistant Directors, a Service Development Manager and a Personal Assistant and will assume responsibility for the Strategic Lead for Psychological Wellbeing.

The Director currently leads a portfolio of c£14m across social care contracts and other services. These are delivered through a team of c350 FTE staff across community based services, programmes and the employment team. Staff are based across the country with presence in Glasgow/West; Central; East; Fife; Borders and the North East of Scotland.



## Key Responsibilities – Delivery and Development

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- Transformation of SAMH service offering with the delivery and development of new therapeutic, Psychological Wellbeing products and services. This will include psychology led talking therapies, early intervention, short term behaviour change programmes, DBI and other therapeutic offers.
- Leadership and development of Care and Support with delivery and retention of existing contracts; capitalise on new opportunities and build evidence and learning for future; developing new and redesigned models of delivering care within health and social care including high end, longer term support; recovery based programmes; and employment services.
- Work collaboratively and effectively with the Director for Strategic and Business Development to align service development and business development; maximising opportunities to develop proposals of significant organisational importance and advance a number of high level projects in line with SAMH strategic priorities.
- With others, the utilisation and implementation of digital modality across Psychological Wellbeing and Care and Support offers.
- Refocusing of the Children and Young People's delivery offer and alignment with others who will have responsibility for campaigning, research and business development.
- Responsibility for delivering a further expansion of the Information Service with appraisal of further integration of client pathways to SAMH services / models and other community assets.

## Operations

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- The development, retention and delivery of a portfolio of community based services; ensuring delivery and development projects are managed across the organisation in line with agreed financial models, targets and strategic direction.
- Employment Services – successful management, delivery and retention of existing services; development of a plan for growth; and evidence and evaluation to influence the national policy agenda.
- Responsibility for audit and risk management across the service portfolio, ensuring compliance with internal policy and practice frameworks, contractual and regulatory standards through, for example, Care Inspectorate and other statutory bodies.
- Establish and provide ongoing leadership and management of a consistent quality assurance framework across all of operations which demonstrates the highest level of outcomes. In addition, continuous improvement of other performance systems which produce key performance indicators for contract management, compliance, efficiencies and quality, all of which feed into strategy implementation and performance reporting.
- Effective financial and human resources management within budget and to achieve income and savings targets in conjunction with Finance and HR.

## Location & Remuneration

We are operating a flexible working policy at SAMH and will discuss with post-holder requirements of location / office base, ways of working and travel. Travel across Scotland is likely to be required.

The role will offer an attractive salary and benefits package.



# The Individual

The ideal candidate will have operated at senior management level, have drive and enthusiasm to create opportunities and be able to bring influence to bear in the external environment. A strategic thinker with a track record in delivery too, we are looking for someone who can be part of a high performing team to lead the organisation to continued success in meeting the aspirations of those who we support. Considerable experience of financial management and an understanding of economic drivers will be essential in a field where contract delivery and results are key.

## Experience

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- High level experience of operating at senior Director / Executive level within a larger organisation, working within or having significant engagement with third sector, health, social care, employment or social enterprise sectors.
- Demonstrate the ability to provide strong leadership and experience of strategic partnerships.
- Direct experience of strategic development and delivery of a longer term strategic plan in a larger sized organisation working with colleagues to deliver collaboratively against strategic plans.
- Demonstrate considerable experience of leading a multi-disciplinary team.
- Proven track record in leadership and people management and development across multiple levels of the organisation.
- Evidence of successful service development and contract delivery/compliance.
- Evidence of extensive experience of financial management and awareness of economic drivers affecting the organisation and wider sector.
- A proven track record in project management and strong analytical and problem solving skills.

## Knowledge & Skills

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- An understanding of mental health policy and commissioning developments across Scotland along with knowledge of the wider third sector, national strategies and health and social care integration in Scotland.
- Innovations and developments within psychological and therapeutic interventions and responses.
- Service development, redesign and commissioning principles.
- Financial management and budgetary control and delivery within the parameters of high level contracts and funded programmes.
- Awareness of local and national economic drivers to anticipate and project change to contracts and funding agreements.
- Risk management, continuous improvement and quality assurance systems.
- Stakeholders development strategies and priorities.



## Functional / Work-based Skills

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- Excellent networking skills and ability to build relationships, credibility and trust to develop the Delivery and Development portfolio.
- Highly skilled communicator, with an understanding of the importance of internal communications and engagement and the ability to positively influence, lead and effectively manage strategic relationships at senior level and engaging and delivering organisational messaging across media to multiple audiences.
- Have significant skills and ability to lead a range of internal and external change programmes such as organisational and workforce development.
- Range of experiences and skills such as understanding and evaluating return on investment and a good understanding of economic appraisal and drivers with a strong drive to achieve efficient delivery whilst managing costs and maintaining high levels of quality to the people we support.
- Conflict resolution and de-escalation at a senior level (such as contract and union negotiations, complaints to statutory regulators etc.)
- Strong service development expertise and ability to build evidence, research bases and funding opportunities.
- The ability to lead, motivate, empower, develop, coach and influence teams to achieve results and organisational change.
- Ability to work in a changing environment.
- Translate strategic thinking into delivery plans – delivery and solutions focused.
- Skilled in the use of information technology.

## Qualifications

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SAMH values the relevant specialist skills & experience gained outside of education are just as valuable as a degree. In this post, we're looking for someone with relevant experience in the sector, or a relevant degree, post graduate diploma or professional qualification.

## Equal Opportunities

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SAMH 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.

Applications are welcome from people who have experienced mental health difficulties.



# Search Process

## Approach candidates

We will have an initial discussion with you over the phone to determine your interest and suitability for this role, and discuss a little about your background and aspirations.

## Interview candidates

Once your interest and suitability has been determined we will arrange for you to meet with the Partner leading this search.

## Short listing

Having met with candidates who will differ on experience, ambition and background, we will put forward a number of candidates whom we feel most meet the criteria.

## Meeting our clients

SAMH will meet the candidates on the shortlist. This will give you the opportunity to really understand the role, the company culture and their expectations of you. You will more than likely have multiple meetings with key stakeholders to get a feel for the business.

## Due diligence

As you will appreciate, you will have conducted due diligence on SAMH and they will expect us to do the same for the candidates who they anticipate would really bring that 'something special' to the business.

## Offer and acceptance

SAMH puts together the offer which we convey to you. We will fully support you through your resignation period and beyond.

## Ongoing communications

We like to maintain contact with all candidates from a search. If you have been successful in this activity we will meet with you after your first month to ensure that your expectations have been met. If you have not, we will ensure that you gain full feedback and we will maintain a relationship with you for the future.

## Inclusion & Diversity

We aim to ensure that each and every stage of the search process is as inclusive as possible and we work to support SAMH in their own commitment to inclusivity.

## Confidentiality

We guarantee that any approach we make to you and any discussions we have will be in the strictest confidence. Any discussions will be conducted under the terms of a formal nondisclosure agreement.





# Candidate Charter

## Talented people are our lifeblood

Whether we approach you about a specific opportunity, or you contact us to share your biography and career ambitions, we want you to have a constructive experience of engaging with Odgers Berndtson.

We recognise that we have a commitment to you as well as to our client, and we undertake that our dealings with you will be professional, courteous, rigorous and honest.

We will:

- Approach you after considered analysis and in relation to roles where we think there is a strong match. Your time is valuable; we don't want to waste it.
- Work to make your candidacy as strong as it can be.
- Represent you effectively and discreetly to our client, based on accurate information that you give us in confidence.
- Be inclusive, open and fair-minded.
- Keep you informed, communicating outcomes promptly, and giving fair and honest feedback where we can.
- Celebrate your success in the event of a successful outcome, and share any lessons in the event of disappointment.
- Take a long-term view, recognising that you have a multi-year view of your own career. Where possible, we will help you fulfil your ambitions.
- Embrace continuous improvement, for example by carrying out regular independent audits of those we shortlist for roles.

If ever you feel we have not lived up to the letter or spirit of this charter, please tell us. We want to know. Email [KScrope.CEO@odgersberndtson.com](mailto:KScrope.CEO@odgersberndtson.com).



# How to Apply

## Key Dates

Closing date for applications is **Friday 29th October**. Following a long list meeting of the Selection Panel, successful candidates will be invited to attend preliminary interviews with SAMH **w/c 8th November**.

The final interview process with SAMH will take place on **w/c 15th November**.

## How to apply

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria. Please include current salary details and the names and addresses of three referees. Referees will not be approached until the final stages and not without prior permission from candidates.

A Disclosure Scotland check is required for this post, along with a Right to Work in the UK check. Candidates should be aware that Odgers Berndtson will check proof of qualifications declared

The preferred method of application is online at:

[www.odgers.com/83567](http://www.odgers.com/83567)

If you are unable to apply online please email:

[karen.younie@odgersberndtson.com](mailto:karen.younie@odgersberndtson.com)

All applications will receive an automated response.

All candidates are also requested to complete an online Equal Opportunities Monitoring Form which will be found at the end of the application process. This will assist the client in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Equal Opportunities Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

## Personal data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and / or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.

## Contact details

For a conversation in confidence, please contact:

[Andrew Lees](#)

[andrew.lees@odgersberndtson.com](mailto:andrew.lees@odgersberndtson.com)

We are committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility and cognitive impairments. Should you require access to these documents in alternative formats, please contact [karen.younie@odgersberndtson.com](mailto:karen.younie@odgersberndtson.com).

Also, if you have any comments and/or suggestions about improving access to our application processes please don't hesitate to contact us [response.manager@odgersberndtson.com](mailto:response.manager@odgersberndtson.com).





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