



**The Scottish Centre for Children with Motor Impairments
(Craighalbert Centre)**

Head of Corporate Services

Full-Time Permanent Post
£45,000 – £58,000, dependent on experience
Key benefits include 55 days leave per year (11 weeks)
Generous Local Authority/ NHS Equivalent Pension Scheme

This is an exciting opportunity to join our dynamic and friendly team as Head of Corporate Services and be part of a creative organisation that is remodelling integrated therapy, care and learning for children and young people affected by neurological conditions. Our aim is simple; to support children, young people, their families and the team around them so that children with profound disability attain and maintain the highest level of holistic wellbeing possible.

The Scottish Centre for Children with Motor Impairments (SCCMI) is a Scottish charity based in the Craighalbert Centre near Cumbernauld and provides services for families throughout Scotland. The Centre includes an independent school for children and young people with profound and multiple learning disabilities and is one of the Scottish Government's seven Grant Aided Special Schools. We employ approximately 50 staff in the Centre and have an annual budget in the region of £2million. As Head of Corporate Services, you will be responsible for finance, business planning, contracting/ procurement, human resources management, estates, information management and administration functions. Established competence in all these areas will not be required on appointment however experience in budgetary management and human resource management or significant line management experience is essential. New appointees will have the opportunity design a programme for rapid personal development and/ or longer-term development to develop competences and capability. Knowledge of children's services policy in Scotland and an awareness of governance within the independent or charitable sector is not necessary but would be beneficial.

A successful candidate who requires to relocate may be provided with financial assistance.

New appointees will be eligible to join or continue in the Strathclyde Pension Scheme.

How to Apply:

Applicants should submit a detailed CV by email to Kirsty@craighalbert.org.uk together with a supporting statement of no more than 600 words outlining how their knowledge, experience and attributes enable them to fulfil the responsibilities of this post.

Closing date: Noon Friday 2nd September 2022

Interviews will be held on 11th and 12th October 2022

For informal and confidential discussions, contact:

Kirsty MacIndeor

HR Advisor

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Scottish Charity SC008428/Company limited by guarantee 129291

Head of Corporate Services

Further Particulars

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1. The Scottish Centre for Children with Motor Impairments

1.1 Introduction

The Scottish Centre for Children with Motor Impairments (SCCMI) was purpose built as a national resource and continues to benefit from annual Scottish Government grant funding. The Centre provides learning, care, and therapy for children of all ages affected by neurological disorders. The Centre includes an independent school for children and young people with complex additional support needs who have profound and multiple learning disabilities. Education provision includes early learning and childcare, primary and secondary provision including provision for senior phase. The Centre also provides a range of learning and therapeutic services that support families and practitioners throughout Scotland. Our aim is simple, to support children, young people, and their families to attain and maintain the highest level of holistic wellbeing possible. Multidisciplinary teams around the child work collaboratively alongside parents maximising the benefit from Centre and community resources to give children and young people exceptional experiences to achieve ambitious outcomes.

1.2 Centre Leadership

The Chief Executive, Bob Fraser, is supported by the Centre Leadership Team, who are overseen by the Board of Directors. There are currently 5 members of the Centre Leadership Team, the post holder will be responsible to the Chief Executive:

Centre Leadership Team:

- Chief Executive – Bob Fraser
- Head of Corporate Services – This post
- Head of Health – Barbara-Ann Hagerty
- Head of Learning – Jennifer Baillie
- Head of Quality Partnerships and Innovation – Alison Philipps

1.3 Location

The Centre is located in Central Scotland with motorway, trains and buses providing excellent transport links and easy access to Glasgow, Edinburgh, Stirling and beyond. The Centre is set in its own grounds that are linked to a country park providing a quiet and restful working environment. Walking and cycle paths connect the Centre to many residential and retail opportunities. For those wishing to live nearby there is a wide range of housing available including many options for modern urban town living through to village or country living within 10 minutes' drive.



1.4 The Physical Environment

Therapy, care and learning take place in stimulating environments within a welcoming, spacious and pleasant building. Specialist play, therapeutic, educational and communication equipment is employed to assist the child's engagement in and benefit from activities. Children receive aquatic therapy in the Centre's custom-designed pool and use of the grounds' outdoor learning areas, therapeutic equipment and play areas ensure that children have access to a range of learning experiences to promote development.

1.5 SCCMI's Quality Status

The SCCMI has been subject to a range of external assessments of its work in recent years including:

- Education Scotland
- Care Inspectorate.

(i) Education Scotland

Following the inspection in June 2016, a highly positive report was received from Education Scotland, with the inspectors' views confirming the high-quality education and therapy services and facilities offered by the SCCMI, with the inspectors using the terms, 'outstanding', 'excellent' and 'exceptional' through the report.

(ii) Care Inspectorate

The SCCMI had unannounced inspections from the Care Inspectorate in March 2019, 2017, and 2014, with those inspections confirming the quality of the SCCMI's care. Elements of the service were assessed as:

- | | |
|--|-----------------------------|
| - Quality of Care and Support | 6 - Excellent (2019 & 2017) |
| - Quality of Environment | 6 - Excellent (2017) |
| - Quality of Staffing | 6 - Excellent (2019 & 2014) |
| - Ensuring Children's Health and Wellbeing Needs Are Met | 6 - Excellent (2014) |



1.6 The SCCMI's Unique Working Methods: Integrated & Collaborative Practice

At the SCCMI, all activities are designed to be outcome focused and improving holistic wellbeing. To do this in the most effective, person-centred, and enjoyable way, teams are encouraged to develop and apply creative and flexible approaches based on collaborative 'co-professional' working.

Co-professional working therefore enables staff drawn from a range of appropriate professional disciplines including teachers, physiotherapists, occupational therapists, speech

therapists, nurses, alongside learning, therapy, and care facilitators, to work in an integrated and co-professional manner that can offer a collective and cohesive approach but employ specialist knowledge when required. The objective of co-professional working is that staff operate as a cohesive team, delivering services in a holistic manner to individual children or a group of children, deliberately attempting to blur the edges between the professions; and ensuring that the whole of the SCCMI's workforce is greater than the sum of the individual parts.

2. Meeting Children's Needs

2.1 Characteristics of Children/Young People with Whom the SCCMI Engages

The children and young people who attend Craighalbert are recognised as having complex additional support needs. These arise from neurological conditions which range in severity and impact on their learning, development, and capabilities in highly individual ways. Some of our children and young people will have exceptional healthcare needs which may be life-threatening or be life-limiting. All will have significant learning difficulties requiring a highly differentiated curriculum which we aim to deliver in an inclusive environment.



2.2 Nursery and School Provision

The Centre has facilities to provide early learning (\approx 3-5years), primary schooling (\approx 5-12 years) and secondary schooling (\approx 12-18 years). All children currently attending the school have complex additional support needs and profound and multiple learning disabilities (PMLD). The school roll is currently 15 children ranging from 5 years – 15 years.

Nursery Provision

Nursery provision at the Centre has focused on the provision of early learning and childcare for a small number of children with complex additional support needs. The provision has been demand led. No children are attending the Centre to access nursery provision at this time.

Currently the Centre is progressing a development around early learning and childcare provision with a partner provider – Indigo Childcare Group. This development will facilitate the delivery of a nursery on site that will largely provide for children with no recognised additional support needs while integrating a small number of children with complex additional support needs with profound and multiple learning disabilities into the class

group. The objective is to achieve a service model that will support the development of a centre of excellence in the delivery of high-quality early learning and childcare for children with complex additional support needs in an integrated nursery provision.

School Provision

Fifteen children currently attend the school provision. All children attend on a full-time basis. It is anticipated that this number will grow over coming years and through developments with Local Authority partners we will explore the benefits of different models of placement including short term full-time placements (e.g., one- or two-week blocks), medium to long term shared placements and time limited block placements (e.g., one term or one academic year).

There are 3 registration classes which are grouped through consideration of individual child profiles. Group activities to promote learning and enablement and improve health and wellbeing outcomes can be organised around chronological age, however, equally they are organised in the most efficient and effective way to: address barriers to learning; maximise on engagement with learning; provide for social interaction; maximise therapeutic benefit; and provide the most stimulating and enjoyable experiences.

2.3 National Programmes and Services

The SCCMI's programmes and services are designed to reflect the ability, age, and developmental stage of children/young people with motor impairments, with key elements including:

- providing integrated learning, care, and therapy
- addressing the child/young person's learning, movement, life skills and communication
- maximising the potential of the child/young person
- enabling each person to establish their highest possible level of independence through developing cognitive, movement and functional abilities
- involving parents as partners in programme delivery.

The programmes/services currently offered on a national basis include:

- Early Intervention Programme
This programme addresses the needs of pre-school children across the range of disability severity and complexity, attending with parents, incorporating assessment, therapeutic intervention, cognitive development, and parental instruction.
- Access to Education Programme
Designed for school age children/young people who are more able and are affected by less complex disability. The programme facilitates access to education within the mainstream school through developing physical abilities and life skills.
- Re-skill Programme
The re-skill programme is a fun, active therapy and motor learning programme for children aged 3-19, who have lost skills due to restricted access to school, therapy services and opportunities to be active.

3. Head of Corporate Services: Role, Responsibilities and Requirements

Post Role: Overview

The appointee will make a significant and sustained contribution towards the achievement of the organisation's ambition of establishing itself as the Scottish centre of excellence in the provision of integrated learning, care, and therapy for children/young people with motor impairments.

Working with the Chief Executive and as a member of the Centre Leadership Team, the appointee will work collaboratively with the team, influence the SCCMI's strategic direction and delivery of identified strategic goals, actively seek opportunities to represent and promote the SCCMI in the external environment and ensure a reputation that befits the growth of SCCMI's national centre of excellence.

The post has considerable leadership requirements and managerial responsibility for a substantial range of business functions to ensure the SCCMI provides the highest quality support services and within budget. You will be responsible and accountable to the Chief Executive for the successful service delivery in the areas of Finance, Human Resources, Contracting/Procurement, Estates, Administration, Information Technology Management and Facilities Management

The appointee will be confident, resilient, flexible, have core values that align with our values and ethos, and have a proven track record of delivering high quality corporate services and successfully managing change within a similar organisation.

Detailed Responsibilities and Accountabilities

Finance

- Line Management of Finance Administrator, providing guidance and training where necessary
- Prepare an annual financial plan, monitor and control the annual budget to ensure expenditure is in line with the financial plan.
- Prepare regular financial reports for the Centre Leadership Team and Board of Directors
- Prepare financial and performance quarterly reports for the Scottish Government (SG) and engage in ongoing liaison with SG representatives.
- Monitor income and expenditure on an ongoing basis.
- Liaising with Local Authorities regarding individual placement agreement and fees.
- Prepare an annual Trustees Report and accounts, prepared in conjunction with the SCCMI's external auditor, which meets OSCR and Companies House requirements and relevant financial regulations.
- Ensure all reports to external funders are completed timeously
- Ensure the SCCMI meets all reporting and operational pension auto-enrolment requirements, adhering to the requirements associated with individual pension schemes and those of the Pensions Regulator.
- Oversee payroll services which are outsourced and ensure compliance with statutory requirements to achieve accurate and timeous salary payments.
- To develop and implement and regularly review Finance policies.

Human Resources

- To be responsible for a full range of HR functions, ensuring they comply with legislation and best practice. These include recruitment and retention, contractual issues, performance management, organisational development, and change, disciplinary, employee relations, staff engagement & wellbeing.
- Line management of the HR Advisor, providing guidance and training where necessary
- Preparing regular HR reports for the Centre Leadership Team
- Review contracts and keep accurate and up to date employee records.
- Performance management and training.
- To deal with grievances and implement disciplinary procedures.
- To analyse training needs in conjunction with the Centre Leadership Team
- To develop and implement and regularly review HR policies

Contracting/Procurement

- Ensure equipment and services are procured in line with the SCCMI's Procurement Policy to ensure best value in the context of both the cost and quality of purchases.
- Manage placement procurement contracts including the preparation of tenders and ongoing reporting requirements of the Scotland Excel Residential Framework.
- Ensure all aspects of insurances associated with operations, buildings in place and represent best value.

Administration

- Line Management of the administrative team, providing guidance and training where appropriate to deliver an effective, efficient, and consistent business support service which reflects good practice in customer service standards and delivers best value in line with our priorities and strategic plans
- Ensure administrative and business systems and processes are modern, efficient, and effective, including reviewing processes and levels of support across our governance system to ensure they are proportionate and efficient dependent on their purpose.
- Work collaboratively with Centre Leadership Team regarding delegation of administration tasks and setting administrative objectives
- Ensure ongoing compliance with the requirements of regulators, including OSCR (Office of the Scottish Charity Regulator), Companies House, Information Commissioners Office, Disclosure Scotland, and the Scottish Government.

- Records - ensure all records associated with staff, children and other matters are compiled, stored, and organised in an appropriate and secure manner.

Facilities

- Line Management of Facilities Manager providing guidance and training where necessary
- Identify, develop, and implement plans for capital projects, maintain existing properties and ensure facilities are of a high standard and able to support programmes and organisational objectives
- To be responsible for the management of Centre assets
- Ensure the highest cleanliness & infection prevention of the Centre
- To develop and implement and regularly review Health & Safety policies

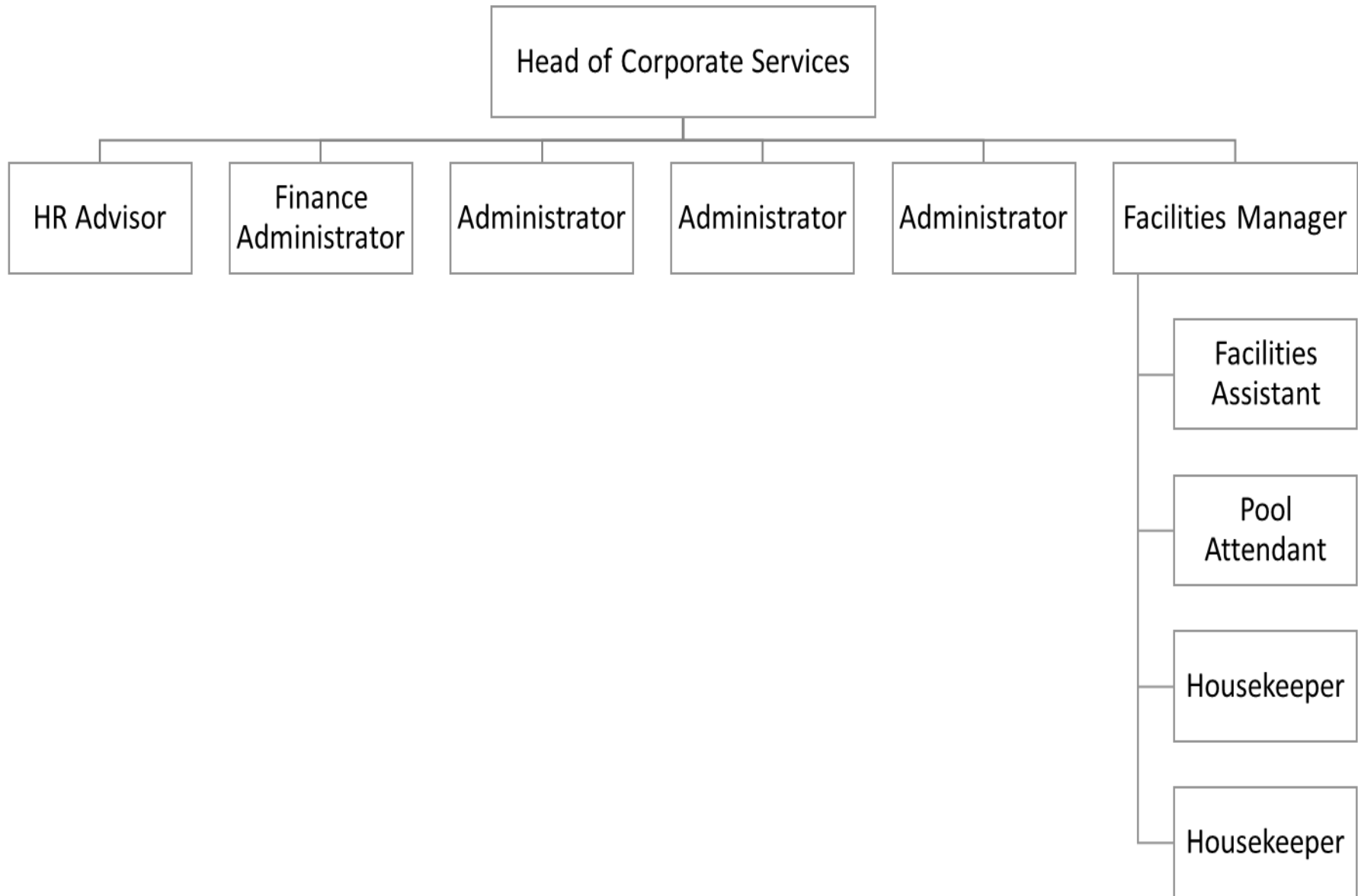
Information Technology, Information Management and Data Protection

- Lead the development of continuous improvement in information technology, information management and telecoms to increase efficiency and effectiveness
- Documentation Preparation and Storage - ensure actions and documentation comply with GDPR legislation and best practice
- Lead on data protection, cybersecurity, and any subject access requests

Other Duties

- Attend and contribute to Board of Directors meetings
- Attend and contribute to Annual General meetings
- Ensure the SCCMI's governance documents, including the Articles of Association are kept up-to-date and reflect contemporary practice.
- Undertake other duties associated with the SCCMI's work as determined by the Chief Executive.

Organisation Chart



3.3 Head of Corporate Services - Person Specification

CRITERIA	ESSENTIAL	DESIRABLE	ASSESSED BY
Qualifications	<ul style="list-style-type: none"> • A first degree in Business Management or equivalent and/or at least 5 years experience in a similar senior leadership role 	<ul style="list-style-type: none"> • Relevant post graduate qualification 	Application
Experience	<ul style="list-style-type: none"> • Budgetary management • Business planning • Human resource and/ or significant line management experience • Highly developed training, coaching, leadership and facilitation skills and experience • Knowledge of corporate objectives • Writing and implementation of policies / procedures / protocols and devising and implementing monitoring tools • Experience of problem solving and decision making 	<ul style="list-style-type: none"> • Estates management • Property development • Data protection and information management • Responsibility for health, safety and wellbeing in a department or organisation • Experience of internal audit and compliance management processes • Project management experience • Working in an organisation providing services for children. Families or those affected by disability • Working in the charitable or independent sector 	Application & Interview
Professional Development	<ul style="list-style-type: none"> • Evidence of continuous personal development 		Application & Interview
Communication Skills	<ul style="list-style-type: none"> • Excellent interpersonal, networking, negotiation, and communication skills 		Application Assessment Interview
Competencies	<ul style="list-style-type: none"> • Strong numeric, analytical and literacy comprehension skills 		Assessment

CRITERIA	ESSENTIAL	DESIRABLE	ASSESSED BY
Interpersonal Skills and Competencies	<ul style="list-style-type: none"> • Able to demonstrate leadership qualities • Flexible • Can do approach • Curious • Loyalty • Resilient • Ability and willingness to work collaboratively with other staff as part of a team 		Application Assessment Interview
Implementing Change	<ul style="list-style-type: none"> • Experience of effecting and supporting systems change across a function/ department/ organisation and with a range of staff roles, disciplines, and competences. • Commitment to continuous improvement and service development 	<ul style="list-style-type: none"> • Knowledge, skills and understanding of improvement and implementation methodology 	Application Interview
Ethos	<ul style="list-style-type: none"> • Child centred • Outcome focused • Collaborative • Flexible 		Application Interview
Relationships	<ul style="list-style-type: none"> • Evidence of previous experience in establishing positive relationships with stakeholders 		Application Interview

4. Pay and Leave and other Conditions of Service

4.1 Pay

The salary range for the post is £45,000 - £58,000 dependent on experience.

4.2 Pension

The post holder can join or continue within the Strathclyde Pension Scheme or if already enrolled in the NHS pension scheme continue within that.

4.3 Annual Leave

The annual leave entitlement is 55 days per year (pro rata for part time staff). These holidays are composed of:

- 10 days fixed holidays at summer – first two weeks of Craighalbert school holiday period;
- 10 days fixed holidays over the festive period – first two weeks of school holiday;
- 35 days to be taken at the individual's discretion where any impact on the Centre's efficient and effective operation has been reduced where possible and mitigated otherwise. This leave must be approved in advance by the Centre CEO.

Working during fixed holiday periods in lieu of flexible leave or payment may be requested either by the CEO or you however there is no obligation to work or entitlement to work during fixed leave periods.

On moving on from the organisation, any balance of final payment will be calculated on pro rata leave taken/leave due in the year and the balance made by way of a payment through final salary.

4.4 Working Hours & Working Pattern

The contractual working hours for the post are 37 hours per week.

The bulk of Centre activities are currently provided Monday to Friday, 8.30 am to 4 pm and it is expected that the vast majority of the post holders working hours and working pattern would be directed to support these activities.

The Centre also provides services in the evening and at weekends. To support the delivery of these "out of hours" activities Centre Leadership Team (CLT) colleagues may work during these times hence CLT contractual working hours can be delivered on site anytime between 7 am – 9 pm Monday – Friday and 8 am – 7 pm Saturdays and Sundays to meet the needs of the organisation. Out of hours working will not be an onerous commitment. Some home working is possible where it meets the needs of the organisation.

4.5 Flexible Working

Some flexible working will be possible including some home working.

4.6 Continuing Professional Development

The Head of Corporate Services is expected to take full responsibility for their own continuing professional development. Ongoing CPD should be reflective of developing and maintaining the knowledge, skills and understanding that will support development and maintenance of the characteristic's leadership of a recognised national centre of excellence.

5. Selection Arrangements

Arrangements for the recruitment process are detailed below.

5.1 Initial Applications

Applicants should submit a detailed CV by email, highlighting your education, career, experience and accomplishments, to Kirsty@craighalbert.org.uk , together with a supporting statement of no more than 600-words outlining how their knowledge, experience and attributes enable them to fulfil the responsibilities of this post. Details of 2 referees are required, one of whom requires to be the current or most recent employer. Referees will not be contacted until a formal offer of employment is made.

5.2 Interview selection

Interview selection process will be in two parts:

1st stage:

An initial screening of all applications, by reviewing each candidates CV and supporting personal statement. Our HR Advisor will reach out to shortlisted candidates meeting the essential criteria, to invite them to attend the Centre on a mutually agreed date and time during the week commencing 19th September 2022, to complete an aptitude assessment (that will take around 1 hour) and meet prospective colleagues. This will also provide the opportunity to see the working environment.

Candidates will then be required to complete an online questionnaire at home in their own time, during the week of 26th September 2022.

2nd stage

Candidates who have successfully passed the aptitude assessment benchmark will progress to formal interview.

5.3 Formal Interview – 3rd Stage

Interviews will be held between 11th - 12th October 2022 and will consist of approximately 1 hour panel interview that will include a 7-minute presentation on a topic to be decided.

6. Start Date

By negotiation.