

# Role Description and Person Specification



<b><u>ROLE:</u></b>	HEAD OF SERVICE DELIVERY
<b><u>REPORTING TO:</u></b>	EXECUTIVE DIRECTOR OF OPERATIONS
<b><u>LOCATION:</u></b>	GLASGOW (WITH TRAVEL ACROSS SCOTLAND)
<b><u>SALARY</u></b>	c£55,000

## **SCOPE**

As Head of Service Delivery at St Andrew's, you will be responsible for all aspects of operational services across a range of business and customer related services which are focussed on achieving optimal levels of customer satisfaction and value for money, in line with our operating plans and strategic priorities.

As a senior member of staff, you will lead by example, encouraging collaboration and continuous learning, ensuring a continuously improving, high performing, responsive, efficient and modern service, that provides an excellent customer experience for our service users.

You will achieve this by empowering and directing team members and working with other senior and lead roles to ensure the competency of all team members responsible for the Volunteers, training, sales and contracts areas. You will support the development of a talent management approach for the team; and implement performance measurements that will support the delivery of excellence in service provision and high-performance results, especially as they relate to training services, volunteering, and events services and wider strategic service provisions that St Andrew's may wish to provide. The engagement of all service-related colleagues and volunteers is of paramount importance.

You will actively contribute to the organisation's business transformation and continuous improvement goals, exploring creative solutions (including new and emerging technologies), through to workflow implementation, review, and improvement.

The scope of the Head of Service Delivery responsibility includes:

- Service planning and coordination, including colleagues and inventory.
- Events planning and coordination, including colleagues and inventory.
- Setting and evaluation of the service delivery standards to ensure quality and consistency.
- Volunteer and colleague communications and engagement.
- Resolve all aspects of delivery workflows that negatively impact on the delivery of services.
- Systems and people workflows.
- Performance management and KPI reporting.
- Deputise for the Director of Operations and Business Development as required.

## **KEY RESPONSIBILITIES**

### **1. Strategic Management**

- a) Support the development and lead on the implementation of Colleague and Volunteer strategic objectives to ensure the team delivery is fully aligned with organisational goals.

### **2. Operational Management**

- a) Oversee all aspects of day-to-day delivery of services, identifying risk areas and proactively working towards resolving issues using processes, frameworks, and systems to ensure delivery standards are delivered consistently.
- b) Oversee all scheduling, planning, and delivery aspects associated with the successful delivery of services and events.
- c) Identifying future challenges in the delivery landscape, developing mitigation strategies with colleagues and other team members across the organisation.

### **3. Budget & Resources**

- a) Manage departmental budgets, expenditure, and resource allocation to ensure value for money.
- b) Managing the asset register and ensuring logistics for all equipment and other resources.

### **4. Security & Compliance**

- a) Ensure systems are robust and maintain compliance with policies including GDPR.
- b) Formulating and implementing business continuity, disaster recovery and emergency preparedness plans.
- c) Ensuring all necessary and appropriate documentation is maintained that may be required by stakeholders, colleagues, and appropriate third parties.

### **5. Team Leadership**

- a) Lead, mentor, and manage direct reports and other team members with whom you work with, including their recruitment and development.

### **6. Stakeholder Engagement**

- a) Provide high-level advice to senior management and work with partners to deliver projects.
- b) Provide support services to St Andrew's volunteers and their associated structures.

# Head of Service Delivery Role Output



OUTPUT	OUTPUT DETAIL LIST
<b>Leading and developing a culture of collaboration and continuous learning</b>	<ul style="list-style-type: none"> <li>– Commitment to customer service integrated across all activities, including effective consultation and communication arrangements</li> <li>– Commitment to engagement and empowering teams within a culture of continuous improvement</li> <li>– Behaviour is consistent with organisational values, and the team works together to ensure that high levels of customer satisfaction (internal and external) are attained, and KPIs &amp; departmental targets are achieved</li> <li>– Continuous improvement will be achieved through bringing new workflows, processes and use of automation and technology, and innovative ways of working to the organisation</li> </ul>
<b>Team leadership and development</b>	<ul style="list-style-type: none"> <li>– Manage, motivate, coach, support and develop the service delivery unit to enable them to achieve business aims; and to build a resilience and a talent management approach within the team</li> <li>– Develop and instil a continuous improvement culture where staff seek innovation, cost reduction opportunities and customer service and business improvements</li> <li>– Ensure clear operational action plans are in place for the service delivery unit and individual colleagues</li> </ul>
<b>Effectively lead service delivery</b>	<ul style="list-style-type: none"> <li>– Lead and develop a service delivery culture where quality and consistency have default precedence, underpinned by robust workflow, processes, and use of technology</li> <li>– Lead and manage the service delivery function, ensuring the ongoing operation of secure, reliable, responsive and effective services for all units and teams across the organisation</li> <li>– Ensure the ongoing operation of, and support for, secure, reliable, responsive and effective services for the organisation's colleague team and volunteers</li> <li>– Undertake regular service, policy and procedure reviews across all operational service delivery functions to ensure that services continue to support business objectives and that training and support arrangements are implemented for all service users</li> <li>– Proactively develop, support and maintain effective working relations between the service delivery team and other service teams across the group to ensure that services meet business and customer needs</li> <li>– Develop and adhere to service levels / KPI's and provide regular and accurate management reporting on service performance, including quality assurance standards</li> <li>– Direct project management of more complex service-related projects and initiatives</li> </ul>

<p><b>Review and improve service delivery infrastructure</b></p>	<ul style="list-style-type: none"> <li>– Manage the contracts and operational relationships with external agencies, suppliers and contractors, ensuring that services are delivered according to contracted requirements and service levels</li> <li>– Ensure best practice service level agreements are in place with key suppliers</li> <li>– Develop and implement contingency and continuity plans, including performing regular disaster recovery and testing of business-critical services</li> </ul>
<p><b>Deliver a continuously improving service delivery that consistently adds value</b></p>	<ul style="list-style-type: none"> <li>– Facilitate and support the business transformation and continuous improvement aims of St Andrew’s</li> <li>– Lead on the implementation of the St Andrew’s service delivery objectives, including resource requirements and priorities for operational teams</li> </ul>
<p><b>Monitor and control team and delegated expenditure in line with budget provision</b></p>	<ul style="list-style-type: none"> <li>– Support the development of annual budgets for all services</li> <li>– Work closely with the finance function to ensure expenditure is monitored within agreed budgets</li> <li>– Efficiencies are achieved through service improvement</li> <li>– Best value is achieved through supplier contracts and contract management arrangements</li> <li>– Strong financial awareness is evident within the service delivery team</li> </ul>

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	Essential	Desirable
Qualifications	<ul style="list-style-type: none"> <li>– Professional related qualification or demonstrable relevant practical experience</li> <li>– Knowledge of strategy development processes.</li> </ul>	<ul style="list-style-type: none"> <li>– Member of a relevant professional body</li> <li>– Project management recognised practices - e.g. PRINCE2 Practitioner or PMP</li> </ul>
Experience	<ul style="list-style-type: none"> <li>– Previous experience of managing and leading a service delivery function or service delivery teams</li> <li>– Senior operational leadership experience in a multi-site or national service environment.</li> <li>– Contributing to strategy development and implementation</li> <li>– Experience leading large teams, including volunteers or mixed workforce models.</li> <li>– Demonstrable track record of improving service quality, safety, and efficiency.</li> <li>– Delivering effective performance management, risk management, service delivery targets</li> <li>– Developing and instilling a culture of continuous improvement, encouraging creativity and innovation</li> <li>– Successfully managing service delivery suppliers and all associated contractual requirements</li> <li>– Developing and project managing complex projects and initiatives</li> <li>– Knowledge of safeguarding, risk management, and regulatory compliance frameworks.</li> <li>– Excellent communication, stakeholder management, and change leadership skills.</li> </ul>	<ul style="list-style-type: none"> <li>– Experience of working and developing service delivery functions in customer focussed organisations, with a preference towards having a strong understanding of first aid training, event medical services, or similar regulated operational fields.</li> <li>– Experience of working in the not-for-profit sector</li> <li>– Experience delivering services working within medical/healthcare governance frameworks may be advantageous.</li> <li>– Project management or service transformation experience.</li> <li>– Understanding of income-generating service models.</li> <li>– Operating with a shared service or matrix-style organisation where resources work together to deliver services.</li> </ul>