

Scotland Director

(Maternity Cover)

APPOINTMENT BRIEF Spring 2021

CEO LETTER OF INTRODUCTION

Thank you for your interest in working with the Dartington Service Design Lab. We believe that science, evidence, and design can improve services, services, and outcomes for children, families and their communities. This has been our focus for over 50 years, and over that time we've been an influential voice for early intervention and preventative services, and for investment in the evidence base and an understanding of 'what works'.

In 2017 we transitioned from the Dartington Social Research Unit to the Dartington Service Design Lab. Since then we've invested in developing, using, and sharing novel methods like rapid-cycle design and testing and system dynamics – all designed to help those working with children and young people involve their users and make better decisions. Our partners include charities, local authorities and funders.

In 2020 we've helped some of these partners understand the impact of COVID-19 on their communities, and on what they deliver, and we're helping them look ahead at what comes next. We know the next few years will be most challenging for those facing the most significant disadvantage and so we've also developed collaborative plans to deliver long-term projects in our key areas of early years and adolescent mental health.

Our team includes population health experts, service designers, system thinkers, data visualisation specialists and more. We've been working remotely since 2017 and our team work from home across England and Scotland, getting together as often as we're allowed – we hope that this will be more frequent in 2021.

We are looking to bolster our exceptional team while our Scotland Director takes maternity leave. We ask that all applicants are passionate about the value of science and evidence, committed to improving services for the most vulnerable, and that they understand services and systems in Scotland. We are particularly interested in proven leaders with expertise and experience in at least one of the following areas: children's services, early years, and adolescent mental health.

In the following pages you will find information about the charity, our work, our values, and how to apply.

Thank you for your interest in our charity. I hope you are seriously tempted to join us to join us.

Dr Tim Hobbs

① Mapping out structure & process of systems

- stock & flow maps

② Understanding system challenges & opportunities

- (LDs & Ref. models (GIMB))

③ Understanding dynamic behaviour

- Simulation models (GIMB)

④ Designing & implementing strategies for system change

- TCI, tools, dashboards, fund mapping

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Practice tools

ABOUT US

The Warren House Group at Dartington (WHD) is a registered charity in England, Wales and Scotland, and a registered Company Limited by Guarantee since 2002. We build upon the legacy of the WHG previous trading organisations.

On a day to day basis we trade through our social enterprise subsidiary - Dartington Service Design Lab - a company limited by a single share wholly owned by the WHG.

The objectives stated in the memorandum and articles are:

- the advancement of education;
- the promotion of the care, upbringing and establishment in life of children and young persons in need;
- the relief of poverty; and
- the promotion of public health;
- for the public benefit, in particular, but without limitation, through activities associated with children and young persons and their families.

DARTINGTON SERVICE DESIGN LAB

Our purpose as an organisation is to use evidence and design in innovative ways to help those working with children and young people to have a greater impact, and improve the lives of children, families and communities. We do this by:

- Working with organisations and public systems that are willing to try new things
- Collaborating with leading scientists and researchers
- Fusing science-based and user-centred design approaches applied to public systems and services
- Experimenting and sharing our methods, failures and successes along the way

Our work focuses on three broad areas: system reform, service design and information design. Each are briefly introduced below:

1. System reform

We use systems thinking approaches to understand the dynamics driving both public systems such as children's social care, and systemic problems like child exploitation. This informs redesign so that services work more effectively within a system or are better able to tackle the underlying drivers perpetuating particular problems.

2. Service design

We design, test and improve services using rapid-cycle innovation methods. This involves supporting users and practitioners to engage with data and evidence to design services that people not only want to engage with, but that are also effective in improving outcomes.

3. Information design

We innovate to communicate complex information in accessible and engaging ways to inform decision-making. Our in-house design specialists create data visualisations, dashboards and other interactive web-based tools to inform our service design and system reform work.

The Dartington Service Design Lab enters into collaboration with innovative organisations and public systems with a genuine commitment to improving the lives of children, families and communities. The Lab works in partnership to test out new ideas and methods applied to complex challenges. We are committed to helping staff in organisations or systems we partner with to acquire skills in all aspects of the work, building capacity in the organisation or system after we leave. We value learning as much as outputs, and as a charity seek to widely disseminate both so many can benefit.

We place great importance on our values, which are:

Curious

- We spend time getting the questions right.
- We look beneath the surface, to explore deeply the nuance and complexity of social issues.
- We make links with our other research and design work, and with other people's.
- We strive to ask difficult questions.

Rigorous

- We only undertake work we have expertise and experience for.
- We work to bring the right research and design methods to bear on the questions asked.
- We carry out applied work grounded in good theory.
- We take time to get things right, and we uphold standards even when that is difficult.

Collaborative

- We are a multi-disciplinary team and strive to integrate our skills.
- We don't just work for clients, but with them to make our work as useful as possible.
- We work with partner organisations to build better answers and learn from each other.
- We strive to work collaboratively with the communities we research, and to put back more than we take out.

Practical

- We balance time, money, and human resource to deliver what's needed.
- We make our research actionable.
- We build capacity in our partners to do some of our work themselves in the future.
- We know things change – and we can flex to respond to this.

Dartington builds on many of the strengths of its predecessors, such as deep respect for good quality research, science and data; an understanding of public systems; and a sharp focus on improving outcomes for children and young people. But it is different in several ways. It is more focussed – having a narrower span of interest with the aspiration to become highly reputable in the areas of system reform, and innovation in service design. All the Lab's work combines science-based design with a greater focus on user-centred design.

As a charity that has seen several incarnations in its 50-plus year history and has always sought to break new ground, this is in many ways a natural evolution. In that spirit, Dartington has also embraced all the opportunities afforded by modern technology to become more agile and virtual, allowing the team to be based anywhere in the UK, thereby attracting the best people. A side effect of this change is no need for large offices. The charity has retained a modest office space in the grounds of the beautiful Buckfast Abbey estate, south Devon close to its roots.

THE CENTRE FOR SOCIAL POLICY

The Centre for Social Policy (CSP) provides a forum for those who are recently retired or mid/late in their career to continue an engagement in academic life and to stay up to date with current issues. The membership of the CSP is deliberately multi-disciplinary covering law, medicine, social policy, child welfare, youth justice and psychiatry. There are currently 60 fellows. The CSP hosts a programme of seminars for members throughout the year. In addition, members help the Lab by providing an ethics committee to scrutinise research proposals, review articles and papers prepared by the research team and advise younger researchers, for example, PhD students.

The CSP is supported by the charity's operations team. Its income is derived from fellow subscription fees and donations.

FINANCIALS

After nearly three years of investment from reserves to support the charity's restructure, the Lab is now commencing a period of stability, consolidation, reputation building and concentrating its efforts on new and exciting ideas. The Lab has already done extremely well to secure several large and long-term contracts, as well as developing enduring relationships with both new and existing partners.

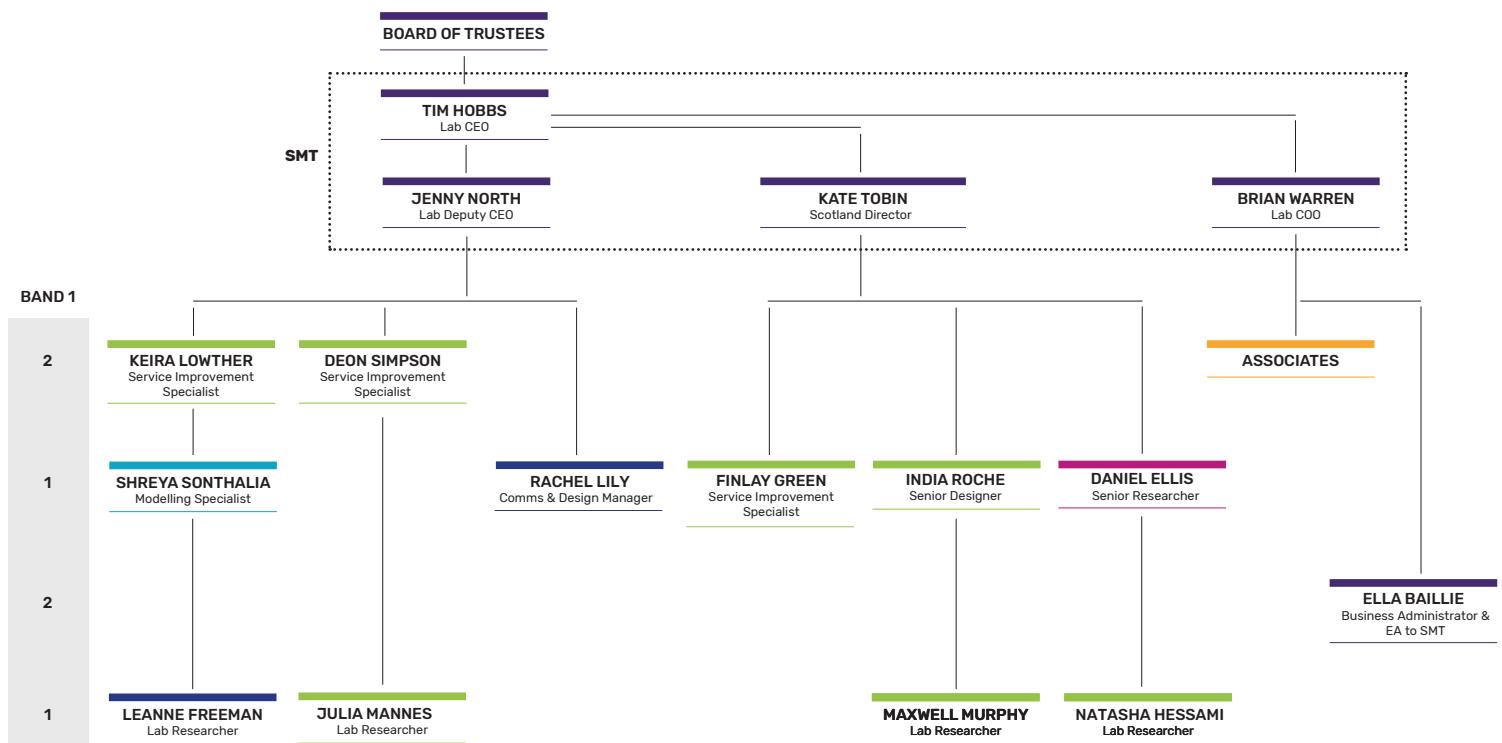
In 2019/20 c£1.5 million was expended in pursuit of the charity's objects including the delivery of 36 projects as well as a major commitment from reserves to support the transformation of the charity and the creation of the Dartington Service Design Lab. At the year 19/20 end the charity held c£0.8m in unrestricted reserves.

The 19/20 accounts were audited in October and the Lab had a good year of consolidation and generated a modest surplus last year.

STAFF STRUCTURE

The Dartington Service Design Lab is led by the Chief Executive - Dr Tim Hobbs. The team comprises 15 other members of staff and a growing team of flexible associates. The team are based across the UK working flexibly and remotely. The team come together routinely in south Devon quarterly and enjoy less formal gatherings utilising readily accessible co-working space when not working from home.

Staff structure January 2021



HOW TO APPLY

To apply in confidence for this role we are using a platform called "BeApplied" that ensures all of the candidates are fairly assessed in an unbiased blind scoring format. Feedback will be provided in due course.

Please let us know if you have any special provision or access requirements should you be invited for interview.

Kindly note - we are committed to safer recruitment practice and pre-selection checks will be undertaken before any appointment is confirmed. The role is subject to an enhanced Disclosure and Barring Service disclosure.

Lastly, please ensure that you have include mobile and home telephone numbers as well as any dates when you will not be available or might have difficulty with the indicative timetable.



DARTINGTON
SERVICE
DESIGN LAB

If you have any questions on any aspect of the appointment process, need additional information or wish to have an informal exploratory discussion, please contact

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SCOTLAND DIRECTOR

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