



Our Vision: People who experience mental illness and addictions living well.

Our Mission: To contribute positively to the recovery of people who experience mental illness and addictions through the provision of quality community services, social housing and by supporting mental health sector development.

Job Description

Title:	Director of Services
Location:	334 Lincoln Road, Addington, Christchurch
Reports to:	CE
Functional Team:	Service Delivery and Development

Main Purpose of Function:

The purpose of the Service Delivery and Development function is to provide strategic input, advice, leadership and operational support to ensure the achievement of service development and innovation growth aims, service delivery excellence including quality and practice management, service contract performance and reporting of all Comcare services including Community Housing, and Housing Services, Housing Services Development and Innovation, Peer Support, Mental Health and Addiction and Employment Services. The functions aim is to ensure services are client centric and comply with contemporary practice and regulatory requirements, are evidence based and meet professional standards.

The function is accountable for:

- Community Housing & Housing Services
- Housing Innovation and Development
- Peer Services Delivery, Development, and Innovation
- Mental Health and Addiction Services Delivery, Development, and Innovation
- Employment Services
- Service Quality Management and Standards
- Client Management and Experience
- Contract Management and Reporting
- Practice Management and Standards
- Compliance and Regulatory Monitoring and Reporting
- Stakeholder Engagement and Partnerships.



Main Purpose of Position:

Reporting to the Chief Executive (CE) and as a member of the Executive Leadership Team (ELT), the Director Services would be accountable for full oversight, strategic leadership, and performance of Comcare services (Community Housing and Housing Services, Housing Innovation and Development, Peer Services, Mental Health and Addiction Services, Employment Services).

High level accountabilities include:

- Providing governance, strategic direction, and operational excellence in the delivery and reporting of all Comcare services.
- Ensuring Comcare services are aligned to Comcare’s vision, mission, quality, and practice management standards, as well as contractual and regulatory obligations and are efficiently delivered to Comcare’s clients through a well-trained and supported workforce and sound, consistent processes.
- Supporting the drive for service development and innovation through client-centred, evidence-based service development initiatives.
- Overseeing quality management for Comcare services, working in conjunction with the Performance, Risk and Assurance function. Specifically, identifying and mitigating risks, implementing internal processes and controls, policy development and adherence, and reporting on service continuous improvement/quality programmes.

Supporting a thought leadership platform to enable Comcare to plan and nurture a long-term commitment to developing innovative insights and opportunities to set the organisation apart from others, extend its reach, and facilitate and shape evidence-based change and continuous improvement within our sector.

Functional Relationships:

Internal	External
CE and ELT	Funding Agencies
Function Leaders and Line Managers	Service Providers
All Staff	Sector Leadership Groups
Internal Governance Groups	

Authorities: As per delegated authorities’ policy

Functions	Key Responsibilities
Strategic and Annual Planning	As a member of ELT assist in the development and leadership of Comcare: <ul style="list-style-type: none"> • Deliver strategic and annual planning with the support of the Director Performance Risk and Assurance and the CE and oversee implementation.

	<ul style="list-style-type: none"> • Instigate, monitor and manage policy and process development for Comcare to enhance the integrity and performance of the organisation. • Assist in the drafting of the annual report including key people and operational information. • Ensure Comcare functions combine to achieve the financial commitments contained in their business plans and the annual budget. • Promote excellent management and “good employer” practices and policies. • Foster and embed a culture of continuous improvement across Comcare. • In conjunction with the CE, identify and develop a plan to engage with and influence sector partners and influencers to enhance the role and reputation of Comcare. Lead development and planning initiatives that ensure internal and external services are culturally inclusive. • Promote diversity, enhancing understanding on inclusion issues and embedding Te Tiriti o Waitangi principles into integrated frameworks, policy, process, and practice to enable Comcare to deliver on its foundational strategic aim. • Ensure that the voice of lived experience is driving strategy, operations, service delivery and people development pathways across the organisation.
<p>Service Development and Innovation</p>	<ul style="list-style-type: none"> • Develop growth and business development strategies in conjunction with the CE, ELT and Board, to grow the service portfolio and build a sustainable pipeline of new service programmes, ensuring that service entities are strategically positioned to best respond to sector opportunities. • Overseeing the collection and interpretation of qualitative and quantitative data from services to provide a strong evidence base and powerful stories which informs and strengthens the credibility and impact of our advocacy and thought leadership. • Oversee all business case and RFP activity for Comcare services, in consultation with the COO, including testing of assumptions and use of financial review measures and modelling. • Identify and respond to emerging business development opportunities and expand Comcare’s current service base and offerings. • Translate new business solutions from concepts to effective operation and transition new business into business as usual within Comcare. • Monitor performance and ensure continuous improvement of business development and RFP processes.






	<ul style="list-style-type: none"> • Ensure cross-team collaboration to leverage business opportunities across Comcare services.
<p>Practice Management and Standards</p>	<ul style="list-style-type: none"> • Develop the service practice management model (Community Housing and Housing Services, Peer Services, and Mental Health and Addiction Services) to ensure best practice service delivery, supervision, knowledge sharing and ongoing professional development aligned to Comcare, contractual and regulatory standards. • Ensure that Comcare services meet or exceed regulatory requirements and contractual expectations. • Inform the direction and development of Comcare services (Community Housing and Housing Services, Peer Services, and Mental Health and Addiction Services) in line with sector trends, client and family/ whānau needs.
<p>Quality and Assurance</p>	<ul style="list-style-type: none"> • Accountable for overseeing the implementation of internal and external audit/assurance programmes for Comcare service delivery functions in line with Comcare's internal and external audit programme, to deliver quality outcomes, manage risk, provide assurance, and enable a continuous improvement culture. • Oversee the development and implementation of performance frameworks to measure the impact of Comcare services against Comcare objectives, quality and regulatory standards and contractual requirements, ensuring regular reporting of progress against objectives to the CE, ELT, Board and stakeholders • Accountable for ensuring the identification and mitigation of service delivery risks, and implementation of internal processes and controls. • Accountable for ensuring policy development and renewal for Comcare services, partnering with functional leaders and internal and external subject matter experts as required. • Oversee the outsourcing of any agreed annual assurance programmes for Comcare services in conjunction with the Director Performance, Risk and Assurance • Support business excellence through the implementation of the audit and assurance framework and programme cycle, performance metrics, data and insights and reporting and continuous improvement programme cycle. • Ensure Comcare service delivery continuous improvement/quality programmes identified through the Internal audit/assurance process and any external audits are effectively established, monitored, evaluated, and regularly reported on. • Ensure Comcare service delivery functions comply with Comcare-wide policies and frameworks.





<p>Client Management and Experience</p>	<ul style="list-style-type: none"> • Ensure that people who access Comcare services, and their whānau can provide feedback, and that this is effectively used to improve our services. • Utilise qualitative and quantitative client feedback and data to identify best practices and identify, develop and implement forward-thinking initiatives to improve Comcare's reputation in the community and across the sector, and increase community and client trust in the organisation • Drive the ongoing development of a client focused culture across the organisation, supported by effective policy and process frameworks, indicators of success, and skilled resources. • Develop and maintain productive relationships with the key internal and external stakeholders, including relevant agencies, sector leaders, peak/sector bodies, partners, wellbeing experts, and funders. • Privacy Officer accountability, delegating as required.
<p>Stakeholder Engagement and Partnership</p>	<ul style="list-style-type: none"> • Identify and build strong and collaborative relationships with partners, alliances and stakeholders (relevant agencies, sector leaders, peak/sector bodies, partners, wellbeing experts, and funders) which provide us with opportunities to extend Comcare's service delivery reach and increase resources. Enhance the role and reputation of Comcare in the social service sector(s). • Position Comcare as influential partners with government and stakeholders, as innovative centres of excellence in the provision of services and as credible and effective advocates for changes across the sector and in government. • Identify and engage with organisations we can build relationships and collaborate with around a shared purpose and strengthening our cultural capability. • Oversee stakeholder engagement plans to support relationships with funders, Iwi, sector, communities, and other relevant stakeholders.
<p>People Leadership and Development</p>	<ul style="list-style-type: none"> • Build a well-resourced and professional team, ensuring team roles align appropriately for best delivery of the activities. • Inspire achievement and professional development through role modelling the values, communicating the vision, and engaging people with the kaupapa, Uara and strategy of the organisation. • Continually review the performance of direct reports and manage performance effectively and in a timely manner, setting appropriate key performance indicators and developing professional development objectives with each role. • Create and foster a culture that encourages and supports diversity.



	<ul style="list-style-type: none"> Proactively plan for the future by identifying talent and proactively developing successors, aligned to the intentions of our Strategic Aims.
Strategic Service Delivery	<ul style="list-style-type: none"> Working closely with the CE, ELT and Board, develop and deliver a sustainable operating model that positions Comcare's service functions (Community Housing and Housing Services, Peer Services, and Mental Health and Addiction services) as providers of choice that value the lived experience of our people, whānau, communities. Develop and manage the overall strategy, policy, operational plans, and structure for service delivery aligned to core values and objectives. Oversee the development and reporting on business strategies and subsequent business plan(s) for Comcare services and objectives. Ensure the strategies and plans required for effective and responsible management of Comcare services are in place e.g. service delivery performance framework, risk, and assurance plan. Accountable for the financial performance and sustainability of Comcare services (Community Housing and Housing Services, Peer Services, and Mental Health and Addiction services), including oversight for funding. Ensure that appropriate frameworks, structures, and processes are in place so that Comcare services work effectively in partnership with the people who access them, including their family and whānau. Ensure Comcare services have the right management systems and frameworks to be carried out effectively. Oversee the implementation of performance frameworks to measure the impact of service delivery and regularly report progress against objectives to the Director Performance, Risk and Assurance Manager, CE, ELT and Board. Ensure that people who access Comcare services, and family and whānau are able to provide feedback, and that this is effectively used to improve our services.
Honouring te Tiriti o Waitangi	<ul style="list-style-type: none"> Develop approaches for partnering with mana whenua, Māori with lived experience of mental health and addiction services and their whānau, Work in partnership with clients and whānau to provide culturally responsive and appropriate support to improve outcomes and reduce inequities.
Development	<ul style="list-style-type: none"> Actively participate in professional development to meet identified learning needs that promote and support excellent performance in the position,

	<ul style="list-style-type: none"> • Over time employees will, through the natural process of gaining confidence in their ability and understanding of the systems, operate more quickly and efficiently in the job they hold. This will free up time that could be used to develop and enhance their skills, knowledge and abilities. As a consequence of this, and because Comcare is interested in developing each employee to their full potential, each employee will from time to time be asked to take on extra duties that are designed to upgrade their skills, knowledge and abilities.
Health and Safety	<ul style="list-style-type: none"> • Proactively support and follow our Health and Safety programmes, Policies and Procedures, • Ensure services are delivered in line with Comcare's Health and Safety Policies and Procedures, • Ensure the Wellbeing of Comcare's clients, tenants and staff are at the forefront of any decision taken, • Assess and mitigate and manage risk, including no cultural harm, • Ensure accidents and incidents in the workplace are reported in a timely manner and any required appropriate actions/controls are identified and implemented to prevent recurrence.
Anei ā mātou whanonga pono / Our Values	<div data-bbox="641 997 820 1228">  <p>We Statement 'We offer a safe space to enable tāngata whaiora to find their own empowerment and support them to be leaders of their own journey.'</p> </div> <div data-bbox="641 1312 820 1543">  <p>We Statement "We take a person-centred approach and nurture a sense of belonging through shared experiences and strengthening ties between whānau and communities.'</p> </div> <div data-bbox="641 1585 820 1816">  <p>We Statement "We ensure that our mahi reflects a mana enhancing approach to strengthen hope for tāngata whaiora, with aroha, respect, integrity and trust.'</p> </div>

	 <p>We Statement 'We support the mana of each other through respect, collaboration and communication.'</p>
	 <p>We Statement 'We protect and preserve taonga for whānau and generations to follow.'</p>

This Job Description is intended to describe the duties/responsibilities that the staff member will be expected to undertake in this position. It should not be considered as a complete and exhaustive list of all responsibilities, duties, or skills required of the position holder. From time to time, the position holder may be required to perform duties outside of their normal responsibilities as needed. This job description will be reviewed regularly in order for it to continue to reflect the changing needs of Comcare.

<p>Person Specification</p>
<p>Qualifications/Background:</p> <ul style="list-style-type: none"> • A degree in health, management or a relevant qualification for an executive manager. • At least 10-years' experience leading core services in a complex and geographically dispersed environment, ideally in activities aligned with Comcare. • Minimum of five years clinical leadership experience in mental health and addictions. <p>Experience / Knowledge / Skills:</p> <ul style="list-style-type: none"> • In depth knowledge of all relevant legislations as they relate to social housing, mental health and addiction. • An in depth understanding of social housing sectors in New Zealand and the issues affecting people in need of social housing. • Extensive experience working as part of an Executive Leadership Team, acting as a stakeholder in the strategic, business planning and decision-making process through the provision of risk-adjusted financial information and analysis. • Proven experience in leading strategic and business planning processes to set functional goals and objectives, policies, and strategies, and communicating these downward for implementation. • Demonstrated people leadership capability for building a high performing team, proven results in improving engagement, organisational talent, performance management strategies and personal development. • Demonstrated experience of effective management of organisational risk and assurance, that enables the business to make improvements that achieves key business outcomes and enables transparent decision making informed by timely, accurate and robust information and advice.



- Strong commitment to the Treaty of Waitangi, relationship with iwi, and a commitment to developing cultural competencies.
- Proven experience implementing, monitoring, and updating best practice external and internal service delivery systems and controls, aligned to the operating, reporting and compliance objectives of the organisation, and resulting in consistency and control over key service delivery outcomes.
- Proven experience in business-wide improvement and performance enhancement.
- Proven ability to maintain awareness of current market, economic, legislative, and political trends to maximise opportunities and minimise financial risk across an organisation.
- Demonstrated track record of improvements in customer/stakeholder satisfaction through establishing credibility, personal impact and building excellent working relationships with a wide range of relevant internal and external stakeholders.
- Evidence of project governance and/or programme management involving end to end process from design, delivery and integration of multiple complex projects.
- Demonstrated strong negotiation skills, high level of communication and influencing capability and adaptability at all levels, in all aspects of commercial finance across the organisation.
- Proven experience in business-wide improvement and performance enhancement.

Desirable:

- Post graduate management qualification.

Date:

Signed by:

Date:

Employee:		
Employer:		