



What I am Accountable for Delivering As A Leader

People

- Ensure the Service delivers high levels of performance through its subcontractors & wider partners, ensuring the full potential of the partnership is realised through:
 - Effective contract management including regular contract monitoring, delivery of key performance indicators, ensuring robust governance arrangements are in place and adhered to, prompt addressing of issues or concerns that fall below expectations and strong financial management within agreed budgets
- Leading Engagement, Criminal Justice & Recovery (aftercare) teams to ensure delivery of KPIs and integration within the wider service
- Supporting the development of colleagues through supporting line managers and ensuring you champion ongoing professional development and building of capability
- Mapping of wider partnerships across the locality to establish gaps in provision and requirements regarding joined up working
- Development of reciprocal working arrangements including co-location & training
- Development of data sharing agreements
- Project the desired image of Turning Point by:
 - Understanding and promoting TP's values and their application to PHSU & being a role model
- Ensuring a culture is developed within the service in which all professional disciplines work collaboratively for the benefit of service users

Quality, governance & risk

- Ensure the well-being of service users, employees and TP's business interests by maintaining and acting upon a service Risk Register and Business Continuity Plan, escalating wider risks to the Senior Operations Manager as appropriate
- Ensure that Turning Point's subcontractor processes are adhered to including prompt review of contracts when required and formal escalation of concerns through service governance structures
- Engage in service governance structures to understand key risks for the service
- Work with partner organisations to identify risks & create mitigations where possible, escalating to line manager where required
- Ensuring adherence to Turning Point's governance structures for operational areas of responsibility including the delivery of supervision, auditing and use of data to drive performance

Finance & commerciality

- Achieve the service's financial targets through robust contract management and monitoring of subcontractors and escalating concerns to your line Manager
- Working within TP Financial policies and procedures
- Supporting the services finances at a time of increasing financial pressures and eroding margins

Partnership Manager



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Growth & contract management

- Ensure the effective development of partnerships and innovative approaches throughout the service that meet the needs of clients in accordance with the drug strategy and local needs, through:
 - Staying aware of trends and best practice in Substance Use, in order to identify opportunities for improving performance and delivery
 - Collaborating with other stakeholders to ensure commissioner expectations, best practice and learning is captured, shared and used to inform service planning
 - Working with teams to ensure partnerships are developed reflecting PHSU's strategic and business plans and contractual requirements.
 - Reviewing and improving partnerships on an ongoing basis
 - Reflect the structure and aims of the service and the involvement of individuals and their family/advocates
 - To support the implementation and execution of service performance improvement plans with operational managers utilising best practice models and guidance
 - To act as an 'internal consultant' taking a supportive role when developing new approaches and innovation
- Contribute to PHSU's growth and business development plans by managing and, where necessary, supporting the transformation of the service as agreed with your Senior Operations Manager, the Growth team and other stakeholders so that the contract is renewed in accordance with SU's strategy and business plans
- Improving and developing effective partnerships with a wide range of stakeholders

Data, digital & tech

- Contribute to Turning Point's information management strategy by:
 - Ensuring SU-related materials, intelligence and best practice are captured, communicated and shared within the service and with other services for the benefit of learning within the business unit
 - Ensuring all data and information relating to the service's service users and subcontractors is accurate and shared in the appropriate way with key stakeholders
 - Ensuring the inputting outcomes data and other information into corporate systems in the service in accordance with stated policies and procedures
- Ensure the effective flow of information within own the service, with other services and with external parties, representing Substance Use and TP corporate messages constructively and observing TP's internal communication policies and procedures.
- Ensure the service optimises its performance and long-term sustainability by creating plans for the management of IT solutions and other physical resources and ensuring that properties are legally compliant and fit for purpose both for employees and clients.



How I Operate as a Leader

We believe that everyone has the potential to grow, learn and make choices

- I know and understand the capacity and capability of my team
- I plan effectively for future people requirements to ensure success
- I identify the need for growth in my colleagues and create opportunities for development
- I champion development, talent and career management for all colleagues
- I devote dedicated time to supporting and empowering through coaching to develop my team

We all communicate in an authentic and confident way that blends support and challenge

- I allow people to feel comfortable when challenging decisions, plans and ideas
- I create an inclusive environment allowing people to input into discussions and share their views and beliefs openly
- I provide constructive and balanced feedback to people I work with
- I make and support decisions and confidently communicate this to my teams
- I vary my approach to support and challenge where appropriate
- I confidently and appropriately challenge my colleagues, peers and team when necessary

We are here to embrace change even when it is complex and uncomfortable

- I am an advocate for change and respond to internal / external environments accordingly
- I help to create a greater understanding and awareness of the change process with my colleagues and team
- I remain engaged with change even when it's uncomfortable
- I create effective; person centred plans to manage change
- I recognise when my team may feel uncomfortable with change and provide support when it is needed

We treat each other and those we support as individuals however difficult and challenging

- I take the time to ask people how they are, listen and offer support or direct them to support when needed
- I understand and respect what is important to the people I work with
- I am person centred in my approach with colleagues and clients
- I support fair treatment and opportunities for all and respect others knowledge and/or experience

We deliver better outcomes by encouraging ideas and new thinking

- I take personal responsibility for speaking up and helping to shape the organisation on what and how we deliver in order to succeed
- I proactively share and encourage ideas through regular input and discussion with my team, peers and manager
- I listen to our colleagues and clients to deliver better outcome
- I create the space for people to be able to share ideas and new thinking, making sure I feedback

We commit to building a strong and financially viable Turning Point together

- I work with my peers to empower my team to take responsibility to manage their resources
- I confidently talk about business decisions and engage others in the
- I focus on maintaining financial viability and balancing this with individual outcomes
- I know and understand the commercial, financial and other business drivers of our organisation



WHAT I NEED:

Personal Effectiveness

- Excellent interpersonal skills in the pursuit of exceptional delivery of service outcomes to a range of stakeholders.
- Excellent communication skills – both verbal and written, with the ability to turn technical language into plain English to enable clarity and engagement of clients, staff, colleagues and customers/commissioners.
- Robust and resilient personality that can respond and function within high pressure environments.
- Relationship building with key stakeholders to be able to maximise outcomes.
- Strong organisational and time management skills, helping others to develop and maintain operational delivery.
- Delivering change in both the short, medium and long term.
- Innovation including across social care categories such as substance misuse and mental health.
- Politically astute with an ability to establish positive organisational reputation with key stakeholders. Operating across strategic levels.
- Flexible and adaptable leadership style and approach in order to achieve outcomes whilst maintain employee engagement.
- Ability to lead locally, identifying needs and leading by engaging others at a strategic level to move.

Technical Effectiveness

- In-depth understanding of substance misuse sector including clinical governance, prescribing regimes and CQC registration requirements for integrated services.
- Able to develop partnership working across a range of stakeholders
- Team management skills to lead and inspire a motivated and skilled team that consistently delivers or exceeds on its individual and team goals.
- Project management skills to lead the successful implementation of projects, programmes, initiatives and change.
- Understanding of service specifications and leading a team to turn these into operational excellence.
- Able to identify and effectively manage organisational and operational risk and provide sound advice and action to mitigate.
- Able to develop and operationalise locality-based strategy to deliver business outcomes.
- Able to prioritise activities and mobilise resources in order to achieve strategic outcomes.
- Understanding and able to successfully manage delivery methods in PHSU including ITEP, CRA and other relevant frameworks.
- Up to date with the broad PHSU agenda including understanding and adopting latest best practice.
- Comprehensive financial skills that include budget setting, forecasting analysis and effective cost management experience.