Service Manager (Mental Health)



Lead and inspire a team of Team Leaders and colleagues across a portfolio of mental health services to deliver safe, effective, recovery-focused and person-centred support. Hold accountability for service performance, quality, governance, workforce leadership and financial management, ensuring services consistently achieve contractual, regulatory and organisational expectations. Work collaboratively with commissioners, stakeholders and system partners to strengthen outcomes for the people we support, drive continuous improvement and contribute to the growth and sustainability of Turning Point's Mental Health portfolio.

What I am Accountable for Delivering As A Leader

People

- Provide visible, values-led leadership to Team Leaders, ensuring they are supported, developed and held accountable for service delivery and performance.
- Create a culture where colleagues feel engaged, included, valued and clear on expectations.
- Lead workforce planning activity to ensure services are appropriately resourced and able to meet current and future demand.
- Drive high standards of recruitment, induction, supervision, performance management and colleague development.
- Support succession planning and talent development, building leadership capability across services.
- Promote colleague wellbeing and create psychologically safe environments where people can thrive.

Quality, Governance & Risk

- Maintain oversight of quality, safety and compliance across all services within your area of responsibility.
- Ensure services operate in accordance with regulatory requirements, contractual obligations, organisational policies and best practice guidance.
- Lead governance reviews, audits, assurance activity and service improvement initiatives.
- Monitor incidents, complaints, safeguarding concerns and quality indicators, ensuring learning is translated into meaningful improvements.
- Maintain oversight of risk management, health and safety, business continuity and emergency preparedness arrangements.
- Ensure robust systems are in place to provide assurance regarding service quality and outcomes.

Finance & Accountability

- Hold accountability for service budgets and financial performance.
- Monitor expenditure, workforce costs, agency usage and operational efficiency, taking action to address variances and mitigate financial risk.
- Balance financial sustainability with quality and recovery outcomes.
- Identify opportunities for service improvement, efficiency and value creation.
- Ensure resources are utilised effectively and responsibly.

Growth & Contract Management

- Hold accountability for the operational performance of services, ensuring delivery against contractual requirements, quality standards and key performance indicators.
- Monitor service performance through data, insight and quality measures, taking timely action where improvement is required.
- Support Team Leaders to manage service demand, referrals, caseloads, occupancy and capacity effectively.
- Drive a culture of continuous improvement, innovation and accountability across services.
- Ensure services consistently deliver positive outcomes for the people we support.
- Build and maintain effective relationships with commissioners, Integrated Care Boards, local authorities, NHS partners and other stakeholders.
- Represent Turning Point professionally and positively within local systems and partnerships.
- Support contract reviews, service development opportunities, mobilisation activity and transformation programmes.
- Work collaboratively with internal and external partners to improve pathways, outcomes and service integration.
- Promote Turning Point's reputation as a trusted provider of high-quality mental health services.

Data, Digital & Technology

- Use data, insight and performance information to inform decision-making and drive improvement.
- Ensure accurate, timely and meaningful reporting across all services.
- Support the effective use of digital systems and technology to enhance quality, efficiency and outcomes.
- Promote a culture of evidence-based practice and continuous learning.
- Ensure compliance with information governance, confidentiality and data protection requirements.

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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 its 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 individuals outcomes
- I know and understand the commercial, financial and other business drivers of our organisation

WHAT I NEED:

Skills \ Knowledge

Essential:

- Significant experience of leading mental health, health or social care services.
- Experience of managing and developing Team Leaders or equivalent management roles.
- Strong understanding of quality assurance, governance, safeguarding and risk management frameworks.
- Experience of managing operational performance, service improvement and contract delivery.
- Ability to interpret and utilise performance data to drive decision-making and improvement.
- Experience of financial management, budget accountability and resource planning.
- Excellent communication, influencing and relationship-building skills.
- Ability to lead through change and create high-performing, engaged teams.

Desirable:

- Experience working within community mental health, crisis, recovery or residential mental health services.
- Experience of contract mobilisation, transformation or service redesign.
- Understanding of commissioning environments and health and social care systems.
- Professional management or leadership qualification.

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