

GENERIC ROLE PROFILE

Organisational Fit	
ROLE TITLE: Manager I – Service MH	REPORTS TO: Locality Manager
DEPARTMENT: Mental Health	GRADE: 5 PAY RANGE: Standard
ROLE PURPOSE: ROLE PURPOSE: <p>To assist in delivering Turning Point's Mental Health Strategy which reflects our vision and values by leading, developing, and co-ordinating to ensure the delivery of a high quality, innovative and cost-effective service.</p> <p>Leading the Lincolnshire Mental Health Step Down service, and ensuring that the service provides safe and responsive step down support in line with contractual requirements.</p> <p>Be accountable for service development, delivery and evaluation to achieve key performance indicators relating to the client journey and experience during the pilot contract and beyond, embedding a high quality performance culture within the service.</p> <p>To be responsible for all operational management aspects of the service, including insight of systems and processes, people management, financial management and compliance.</p>	

Key Generic Accountabilities	Key Generic Activities / Decision Areas
1. Operational Management, Service Delivery & Quality	<p>To be responsible for the management of the team, service delivery level and Quality by:-</p> <ul style="list-style-type: none"> Ensuring growth is undertaken in a needs-led and planned way Maintaining required quality standards of service delivery Contributing to and implementing action plans to address under-performance whether through quality or financial reasons Ensuring effective staffing structure and appropriate budget in order to achieve required quality standards and maximise performance Supporting staff in resolving difficult and challenging situations with customers. Delivering continuous improvement in service quality and performance. Participating in the maintenance and utilise management information and data collection systems as appropriate
2. People Management	<p>To lead, manage, and motivate the team by:-</p> <ul style="list-style-type: none"> Using a participative style as the norm ensuring a culture is developed and sustained within the team that is conducive to team-working, continuous improvement and learning Ensuring that all communication channels are open and that information flows up, down and across the team with appropriate access upwards Leading by example in participating in the performance management system, (OPR) and ensure it is embedded within the team and staff have the time to actively participate Ensuring that all staff within service receive regular support and guidance both formally and informally Coaching direct reports in appropriate management and motivation techniques to ensure the required culture is embedded across all strands of the team Ensuring robust resource management processes, ensuring all staff structures are adequate to deliver quality standards, and participating in the recruitment process as required Ensuring the appropriate application of HR policies and procedures and effectively manage the disciplinary, grievance and complaints processes, supporting other services where necessary Effectively managing sickness and other absence ensuring any underlying root causes are addressed Undertaking effective change management ensuring that robust consultation processes are utilised, that the required changes are achieved in a timely manner and that the

	<p>results are monitored and evaluated</p> <ul style="list-style-type: none"> Ensuring all staff participate in learning & development activities appropriate to their role and the needs of the organisation Taking responsibility for own self development
3. Financial Management	<p>To be responsible for the budget and expenditure, maximising full cost recovery and meet financial targets by:-</p> <ul style="list-style-type: none"> Being accountable for achieving financial targets and reporting results within area of responsibility Contributing to the preparation and management of the budget for area of responsibility Ensuring financial reporting systems are maintained and used during monthly reviews, forecasting, looking for cost savings and efficiencies, adhering to national procurement policies e.g. preferred supplier agreements for agency workers, stationery, travel and accommodation, etc.
4. Health, Safety & Risk Management	<p>To ensure Health and Safety standards are maintained and risk is mitigated to the lowest level possible by:-</p> <ul style="list-style-type: none"> Being responsible for all Health and Safety matters within area of responsibility Ensuring that task-based and, where appropriate, clinical risk assessments and reviews are undertaken, and that identified risks are managed and mitigated where possible Ensuring full compliance with all Health and Safety requirements Ensuring implementation and regular review of the business continuity plan where appropriate Ensuring staff take personal responsibility for their own and others safety e.g. vaccinations, eye sight tests, work place assessments Ensuring staff comply with partner Health & Safety policies and procedures where appropriate Managing the formal reporting process for serious untoward incidents and accidents
5. Compliance	<p>To ensure compliance with internal and external standards and codes of conduct by:-</p> <ul style="list-style-type: none"> Meeting all regulatory requirements Complying with Turning Point's Code of Conduct, policies and procedures
6. Miscellaneous	<p>Undertake other responsibilities assigned by the line manager as appropriate to the area of responsibility</p>

Service Performance Specific Key Accountabilities	Service Performance Specific Key Activities/Decision Areas
7. Service specific operational management	<p>To provide effective operational management by:-</p> <ul style="list-style-type: none"> Ensuring clinical governance to Turning Point and/or other external national standards (as relevant), so that the correct standards and quality of care are maintained Ensuring service user involvement and a person centred approach are embedded within service values Providing own professional guidance and coaching on case management Ensuring regular audits (internal and external) take place and results are acted upon and the learning is shared across Turning Point. On-going monitoring of KPIs, SLAs, contracts and outcomes identifying variances against targets implementing actions where appropriate
8. Business Development, Marketing & Strategic Planning	<p>To develop the services offered locally in line with the business plan by:-</p> <ul style="list-style-type: none"> Being aware of the local market, political climate and available funding, and look for and take advantage of business development opportunities within their own service or new areas In liaison with the Locality Manager, undertaking proactive relationship management with commissioners and other partners in order to identify gaps and proactively act on this information Identifying ways to adapt the service delivery or the way the service operates to meet changing service user/commissioner needs or a changing regulatory environment In liaison with the Locality Manager participating in regular networking, attending meetings and forums to provide input, influence, and gather information In liaison with the Locality Manager Inputting into the bid process for enlarging their service provision, e.g. provide specialist expertise and local knowledge; write papers/proposals; present to commissioners Implementing all aspects of agreed service enlargement e.g. implementation project

	<p>plan, business plan, monitoring against the implementation plan and reporting internally and externally on progress</p> <ul style="list-style-type: none"> ▪ Looking for local opportunities to raise the profile of Turning Point and follow them through ▪ Keeping abreast of local and sector development, and incorporate into business planning ▪ Participating in internal meetings to champion service user needs, inform Turning Point policy and develop standard Turning Point practices ▪ Fully participating in and contributing to corporate initiatives ▪ Meeting the agreed growth targets through organic growth and contribute to gaining new business
9. Business Planning & Organisational Links	<p>To ensure effective local business planning aligned to the Turning Point business plan by:-</p> <ul style="list-style-type: none"> ▪ Leading on development and delivery of service business plans ▪ Liaising with managers across other business areas in order to deliver objectives ▪ Participating in strategic management meetings such as action forums and project teams ▪ Ensuring effective communication between the service and other parts of the organisation ▪ Fully supporting and implementing organisational initiatives
10. Financial Control of the Service	<p>To ensure effective financial control by:-</p> <ul style="list-style-type: none"> ▪ Agreeing full-cost recovery budgets for each service in conjunction with Locality Manager, the finance team and the commissioners ▪ Ensuring that the service is managed within budget, identifying at an early stage any budgets likely to run into deficit proactively liaising with Locality Manager to identify and resolve the causes ▪ Identifying future funding issues and take remedial action to ensure the continued viability of the service ▪ Ensuring compliance with financial procedures managing expenditure and authorising orders within financial limits effectively utilising the central purchasing system ▪ Working collaboratively with the Locality Manager to ensure that they are fully informed of the financial status of all service ▪ In liaison with the Locality Manager, participating in negotiations as required with commissioners to ensure full cost recovery or changes necessary to support required service provision ▪ Ensuring income collection is accurate and timely including dealing proactively with rent arrears and late payments ▪ Identifying additional income generation opportunities. ▪ Ensuring contractual compliance by providing required financial reports ▪ Achieving financial surpluses for re-investment purposes
11. Property Management	<p>To ensure that all:-</p> <ul style="list-style-type: none"> ▪ new properties leased are fully DDA compliant and generally fit for purpose from both an employee and service user perspective ▪ existing properties have action plans in place to meet DDA requirements and fit for purpose as above ▪ new leases undertaken go through the central property department for review to ensure they are acceptable to the organisation

Other Duties	
	As reasonably requested and required

Role Dimensions	
<p><i>Financial (limits/mandates etc.)</i></p> <ul style="list-style-type: none"> ▪ Individual Contract Budgets under £1,000,000 ▪ Usually single site 	<p><i>Non-financial (customers/staff etc)</i></p> <ul style="list-style-type: none"> ▪ Direct Reports are mainly grade 3/4 staff ▪ Usually one / two commissioners ▪ Usually single portfolio of service provision (MH)

Main Contacts (external and internal)		
<i>Contact group</i> <ul style="list-style-type: none"> • Locality Manager ▪ Central Support ▪ Service Managers ▪ Service Users ▪ Commissioners ▪ Regulatory Bodies ▪ Partners & Agencies ▪ Advocacy services/service user forums ▪ Carers/families ▪ Neighbours ▪ Team members 	<i>Frequency</i> <ul style="list-style-type: none"> ▪ As required ▪ As required ▪ Monthly ▪ Weekly/regularly ▪ In line with SLA ▪ As required ▪ Monthly/regularly ▪ Monthly ▪ As required ▪ As required ▪ Daily 	<i>Purpose</i> <ul style="list-style-type: none"> ▪ Guidance, support, advice and provision of information ▪ Continuity of high quality service, collaborative working, guidance & support ▪ Support, information exchange and sharing of good practice ▪ Ensure service delivery effectiveness and user involvement/consultation ▪ Information exchange, updates and budgets ▪ Service monitoring and review ▪ Communications, service delivery and health and social support to service users ▪ Discuss ethical issues regarding service users ▪ Service user reviews, finances and health ▪ Community issues ▪ Service delivery

Person Specification (Essential only)
<i>Technical / Professional Skills, Expertise and Qualifications</i> <ul style="list-style-type: none"> ▪ Leadership skills – ability to inspire and motivate others building a cohesive team ▪ In depth management experience ▪ Good numeracy skills and experience of setting and managing budgets ▪ Good verbal and written communication skills ▪ Computer literate ▪ Track record of developing and growing services ▪ Knowledge of appropriate quality standards and regulatory requirements ▪ Change management ability ▪ Ability to take decisions, applying logic and thinking things through ▪ Participative leadership and management style in normal circumstances ▪ Service development skills ▪ Level 5 management diploma, equivalent or a willingness to work towards ▪ 3 to 4 years operational management of mental health services ▪ Ability to manage risk effectively and dynamically in relation to severe and enduring mental illness ▪ Has experience of using data systems that comply as patient level data sets with an understanding of wider reporting of data requirements for NHS
Additional Service Performance Specific Requirements (Essential only)
<i>Technical / Professional Skills, Expertise and Qualifications</i> <ul style="list-style-type: none"> ▪ Proven professional record within a related service user group including hands-on experience ▪ Knowledge of relevant government initiatives, sector regulations and the social care agenda ▪ Displays a person centred approach and has a proven track record in service user involvement ▪ Understanding of complex emotional needs. ▪ Experience of improving service performance and maintaining that performance within a rapidly changing environment. ▪ Demonstrates a collaborative and integrated approach to working with both clinical and operational staff.