

Role Profile

Practice and Improvement lead

Job Title:	Practice and Improvement lead
Department:	Operations
Grade:	4
Effective Date:	July 2026

About the role

Role Purpose

This role has been created to provide dedicated operational leadership capacity during a significant period of service development, supporting both the continued evolution of the Midpoint service and the mobilisation and establishment of The Stewarts service.

The postholder will provide visible, hands-on leadership to drive service development, embed positive cultural change, and ensure both services are established and operated in line with Turning Point's values, quality standards, and person-centred approach. Working closely with operational, commissioning, and community stakeholders, the role will ensure both services are developed safely, effectively, and in a way that promotes meaningful inclusion and community integration.

The role provides assurance that Turning Point has the capacity and capability to successfully deliver and develop both services in parallel whilst maintaining quality, stability, and continuity of care.

A key focus will be supporting The Stewarts service to become fully operational and embedded within local systems whilst continuing to strengthen and enhance the Midpoint model.

The postholder will lead the embedding of best practice across both services, supporting transferring and newly recruited colleagues to build confidence, develop capability, and align with Turning Point's values-led culture. They will ensure a smooth and inclusive transition for existing residents and maintain consistently high standards of support throughout periods of change.

The role will also lead service readiness activities including mobilisation planning, workforce planning, stakeholder engagement, community partnership development, governance arrangements, and ensuring appropriate resources and operational infrastructure are in place before, during, and after service commencement.

Whilst a single operational leadership structure may be sufficient once both services are fully established, this dedicated role provides the additional capability required to successfully mobilise, develop, and embed two services simultaneously, ensuring long-term sustainability and success.

Duties and Accountabilities

Operational Leadership

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- Provide day-to-day leadership and oversight across Midpoint and The Stewarts during mobilisation and development phases.
- Work closely with the Locality Manager and report the day-to-day operations and progress of mobilisation and implementation phases.
- Drive service development plans that deliver outstanding person-centred outcomes.
- Ensure services operate in line with regulatory, contractual, organisational, and quality requirements.
- Lead by example to embed Turning Point's values, culture, and ways of working.
- Support the implementation and sustainability of operational improvements and best practice initiatives.
- Act as the operational lead for service mobilisation, readiness, and transition activities.

Workforce Leadership

- Lead, develop, coach, and support managers and colleagues across both services.
- Create a positive, inclusive, and values-led culture that promotes engagement, accountability, and continuous improvement.
- Support TUPE and newly recruited colleagues through periods of change and transition.
- Ensure workforce plans are robust and support safe staffing levels.
- Identify capability gaps and implement development plans to build leadership and professional competence.
- Promote colleague wellbeing and employee engagement across services.

Quality, Governance and Risk

- Ensure services consistently meet and exceed regulatory and contractual requirements.
- Monitor performance, quality, and compliance indicators and implement improvement plans where required.
- Lead investigations, audits, quality reviews, and service improvement activity as necessary.
- Ensure positive risk-taking approaches are balanced with safe and effective support delivery.
- Maintain effective governance arrangements and oversight throughout mobilisation and operational delivery.
- Provide assurance to senior leaders and commissioners regarding service readiness and performance.

Service Development and Mobilisation

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- Lead the establishment and mobilisation of The Stewarts service from pre-commencement through to full operational delivery.
- Oversee implementation plans, mobilisation milestones, and readiness requirements.
- Ensure services are appropriately staffed, trained, resourced, and operationally prepared.
- Develop and embed sustainable operating models that support long-term success.
- Support the continued evolution and enhancement of the Midpoint service model.
- Identify opportunities for innovation, growth, and service improvement.

Community and Partnership Working

- Develop strong relationships with commissioners, local authorities, healthcare partners, families, advocates, and community organisations.
- Strengthen Midpoint's community-focused approach through enhanced local partnerships and pathways.
- Ensure The Stewarts is connected to relevant services, stakeholder networks, and community opportunities from the outset.
- Represent Turning Point professionally within local forums and partnership meetings.
- Promote opportunities that support inclusion, independence, and meaningful community participation for the people we support.

Financial and Resource Management

- Support effective budget management and efficient use of resources.
- Ensure mobilisation activities are delivered within agreed financial parameters.
- Monitor workforce deployment and staffing establishment requirements.
- Identify opportunities to maximise value whilst maintaining quality and safety.
- Support occupancy, contract delivery, and sustainable service performance outcomes.

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Key Relationships

Reporting to:

- Locality Manager

Key Internal Relationships:

- Implementation Team
- Senior Leadership Team
- Locality Manager
- Regional Operations Manager
- Finance Team
- Property Team
- Risk and Assurance Team
- Health and Safety Team
- Procurement Team
- People Team

Key External Relationships:

- Commissioners
- Community Mental Health Teams
- Current Service Providers
- Local NHS Trusts
- Partner Agencies and Providers, including Substance Use Services and Complex Needs Teams
- Wider Community Stakeholders relevant to service delivery

Membership of Groups and Forums:

- Internal and external provider forums
- Commissioner and stakeholder meetings
- Service mobilisation and implementation groups
- Any other relevant meetings, networks, or forums that support effective service delivery, partnership working, and contractual requirements.

About you

Personal Attributes

- Values-led leader with a strong commitment to person-centred support.
- Passionate about improving outcomes for people with learning disabilities and/or autism.
- Resilient and adaptable, able to lead effectively through change.
- Visible and approachable leader who builds trust and credibility.

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- Collaborative and relationship focused.
- Strong influencer with the ability to bring people together around a shared vision.
- Solutions-focused with a continuous improvement mindset.
- Compassionate, inclusive, and respectful in approach.
- High levels of personal accountability and integrity.
- Committed to promoting equality, diversity, inclusion, and belonging.

Skills and Experience

- Significant operational leadership experience within health, social care, supported living, residential, or community-based services.
- Experience of leading service mobilisation, transformation, or change programmes.
- Proven experience of developing high-performing teams and leaders.
- Experience of managing multiple services and competing priorities.
- Strong knowledge of CQC regulations, quality standards, safeguarding, and governance requirements.
- Experience of workforce planning, recruitment, and organisational development.
- Demonstrable ability to build positive relationships with commissioners and external stakeholders.
- Experience of supporting services through periods of cultural and operational change.
- Strong analytical, problem-solving, and decision-making skills.
- Experience of managing budgets and operational performance.
- Excellent communication, influencing, and stakeholder management skills.

Required Qualifications

- NVQ 5 in Health and Social Care
- Project Management Qualifications are desirable

Our Vision and Values

For all colleagues at Turning Point, a key accountability is working to help us achieve our vision of constantly finding ways to support more people to discover new possibilities in their lives. The quality of our services means everything to us. The people we work with inspire us and in turn we look for new ways to inspire change. We owe it to the people we work with to grow and shape the future, because we believe in what we do.

Our values are central to the way that we work, behave and operate as we work towards achieving our vision

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Our Values

Our values are what sets us apart and will continue to enable us to deliver our vision.



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



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



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



We deliver better outcomes by encouraging ideas and new thinking



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



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