JOB DESCRIPTION

Job title	Operations Manager
Sector/Function	Mental Health
Department	Operations
Reports to	Locality Manager
Grade	5

Job purpose	- To be accountable for service development, delivery and evaluation in order to achieve Turning Point's business plan and required performance culture. - To ensure that Turning Point's vision and values are embedded within the Service. - To be accountable for the delivery of the annual business plan agreed for the Service. - To be responsible for the management of all aspects of the service ensuring consistent delivery of high-quality services, meeting statutory requirements within robust financial management systems. - To lead the fostering of a culture of continual improvement and learning. To provide excellent leadership to teams and instil confidence in partners, commissioners, service users and carers
Key Accountabilities	Coordinate the planning of the specified service to ensure effective service delivery and growth in conjunction with senior Turning Point stakeholders, in accordance with TP's organisation and sector strategies by: - Contributing to and implementing action plans to address under-performance whether through quality or financial reasons - Ensuring effective staffing structure and appropriate budget 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 - Being proactively aware of developments in the Health and Social Care sector and how they are being adopted, with particular focus on the sector and locally. Identifying emerging shifts in regional policy and commissioner preferences and using this to inform the sectors and regions recommendations on Bid/Retender targets - Manage delivery, through effective operational management, of the sector plans within the service(s) to ensure that client outcomes and service delivery are achieved - Always ensuring that data/information provided is in accordance with

	contract and Turning Point requirements.
	- Compliant to the highest standards with internal and external regulatory frameworks including quality, risk and health and safety within each service, and robust evidence-based information is available and used. Implementing, monitoring, reviewing and acting on the IQUAT evidence base to demonstrate high quality service delivery. Ensuring regular internal audits and continuous improvement frameworks are maintained and reviewed in all services. Manage action and improvement plans to ensure change is embedded. Chair learning sets with staff. - Implemented and operated in line with the sector specific vision at the highest level of best practice. Ensure outcome models are implemented and maintained in accordance with sector specific requirements, and robust outcomes evidence-based information is maintained via CIM (Client Information Management system) locally and other outcome management tools. - Offered locally in line with the business plan and effective working relationships are maintained with Commissioners and other external stakeholders through building confidence in consistent and predictable delivery to contract. - Support the Locality Manager as required in performance reviews with commissioners or bid and re-tender activity. - Adapted and implemented in the way the service operates to meet the changing client/commission needs or changing regulatory environment.

To lead, manage, and motivate the team by:

- 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 in 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

- Compliant with internal and external standards, meeting regulatory requirements and complying with TP's Code of Conduct, policies and procedures.

- 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 results are monitored and evaluated

- Ensuring all staff participate in learning & development activities appropriate to their role and the needs of the organisation

- Taking responsibility for own self development

- Delivering training as appropriate in own area of specialism

- Effectively manage the disciplinary, grievance and complaints processes, supporting other services where necessary

- Ensure the wellbeing of service users, employees and TP's business interest by maintaining and acting upon service risk registers and business continuity plans, escalating issues impacting on the business and taking appropriate risk mitigation action.

- Ensure service teams deliver high levels of performance, enabling the service plan to be delivered through effective people planning, recruitment, induction, development, motivation, engagement, and performance management in accordance with TP policies.

	To be responsible for the budget and expenditure, maximising full cost recovery and meet financial targets by:	
	- 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 - Achieving the service(s) financial targets and contribution to sector targets and sustainability by carrying out effective cost centre management, financial analysis, planning and control within the nominated service(s). Develop the budgets and forecasts for each service focusing on achieving or exceeding agreed financial targets. Escalate concerns promptly to the Locality Manager when not on track and take corrective action to resolve. Operating at all times in line with Turning Point's financial procedures and in Turning Point's interest.	
	To ensure Health and Safety standards are maintained and risk is mitigated to the lowest level possible by:	
	- 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 and policies - 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, eyesight tests, work place assessments - Managing the formal reporting process for serious untoward incidents and accidents	
	To ensure compliance with internal and external standards and codes of conduct by:	
	Meeting all regulatory requirements Complying with Turning Point's Code of Conduct, policies and procedures	
	Undertake other responsibilities assigned by the line manager as appropriate	

To provide effective operational management by:

- 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.

- Delivery in accordance with the contract agreement to the highest possible level of quality and performance, within budget. Monitoring of KPI's, SLA's, contracts, and outcomes, identifying variances against targets and implementing actions where appropriate.

- To be an on call manager on a rota basis

<u>To develop the services offered locally in line with the business plan by:</u>

- 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 plan, business plan, monitoring against the implementation plan and reporting internally and externally on progress

- 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

To ensure effective local business planning aligned to the Turning Point business plan by:

- Leading on development and delivery of service business plans

- Liaising with managers across other business areas 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

To ensure effective financial control by:

- 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

To ensure that all:

- new properties leased are fully DDA compliant and generally fit for purpose from both an employee and service user perspective

- new leases undertaken go through the central property department for review to ensure they are acceptable to the organisation

- Ensure that all new and existing properties leased are fully DDA compliant and generally fit for purpose both for employees and clients. Manage housing management activity, maintenance and capital works, ensuring compliance with all legal and regulatory

	requirements (including Housing Corporation).	
Financial (limits/mandates etc.) ▪ TBC	*Non-financial (customers/staff etc)* ▪ Direct Reports are mainly grade 3/4 staff ▪ Usually one / two commissioners ▪ Usually single portfolio of service provision (MH)	

PERSON SPECIFICATION

Job title	
	Operations Manager

Personal effectiveness	Essential	
	☐ 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 in health and social care ☐ Change management ability ☐ Ability to take decisions, applying logic and thinking things through ☐ Participative leadership and management style in normal circumstances ☐ Service development skills	

Technical effectiveness	Essential	
	☐ 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	

Acquired experience & qualifications	Essential	Desirable
	☐ Relevant experience in management positions within the Health and Social Care sector	Relevant Management Qualification

Other requirements	Essential	
	☐ Experience in supervisions, appraisals, and audits ☐ Experience in managing a team ☐ Experience in managing budgets	