

Job title	Senior Operations Manager
Service/Department	Operations
Sector/Function	Substance Misuse
Reports to (Job title)	Regional Head of Operations
Grade	6
Job purpose	<p>To act as the operational lead for a very large service or a number of medium sized and smaller services. Manage a portfolio of services with a revenue/contract value of between £5M - £8M per annum. Ensuring that the service's contractual and national KPIs are met or exceeded and the service's wider performance metrics, particularly finance, are achieved.</p> <p>To ensure a cohesive and productive team deliver high quality client centered services and maintaining effective relationships with stakeholders, commissioners and influencers locally.</p> <p>To ensure that the service is well positioned for retender and growth, including contractual 'bolt-on's and growth in neighbouring areas.</p>
Key accountabilities	<p>Co-ordinates the planning of the relevant services to ensure effective service delivery to contract, in accordance with TP's organisation and Business Unit strategies, by;</p> <ul style="list-style-type: none"> Developing service business plans that align to SM Business Unit Business Plans and wider TP Strategic Plan priorities and cascading these priorities appropriately through the staff team, via appraisal objectives and 1-2-1s. To act as the strategic lead for the given area and being a spokesperson for TP (press, media, articles, conferences) within this geographical area. To work with the Operations Manager or Team Manager to ensure that the service's teams are adequately skilled and equipped to deliver the objectives outlined in the service specification. This will include ensuring regular Training Needs Analysis is carried out and audit/supervision/observation processes are in place to assess how effectively training and skill development processes are being implemented by the workforce Maintaining awareness of developments in the Health & Social Care sector and how they are being adopted locally in order to proactively plan and implement for future changes in service delivery, in a way that maintains or improves the delivery Working with the Regional Head of Operations where appropriate to ensure new business is implemented effectively to realise the full opportunities identified. This includes creating and promoting opportunities for service staff to be involved in new initiatives and service Implementations often outside of the service's geographical area. Working with the Operations Manager or Team Manager to ensure that the service specification is met in relation to the contract and delivered within budget. With the assistance of the service Performance staff and central Support Performance leads to monitoring of KPI's, SLA's, contracts and outcomes proactively identifying early trends of potential variances against targets and implementing actions where appropriate to ensure no loss or deterioration of

	<p>service delivery from contract. Ensuring at all times data/information provided is in accordance with contract and Turning Point requirements.</p> <ul style="list-style-type: none"> • Compliant to the highest standards with internal and external regulatory frameworks (notably CQC) including quality, risk and health and safety, and robust evidence-based information is available. • Ensure outcome models are implemented and maintained in accordance with sector specific requirements and robust outcomes evidence based information is maintained. • Working with the Operations Manager and Team Manager to ensure process and systems are in place in line with TP policy in relation to clinical services when appropriate. This includes, clinical supervision, CPD, clinical appraisal, registration with professional bodies, insurance etc. To ensure that Clinical Governance meetings occur in services in line with TP policy/guidance. • Achieving the services financial targets and contribution to sector targets and sustainability by carrying out effective financial analysis, planning and control within the nominated services. Develop the budgets and forecasts for each service focusing on achieving or exceeding agreed financial targets. Escalate concerns promptly to the Regional Head of Operations 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 when dealing with commissioners. • Compliant with internal and external standards, meeting regulatory requirements and complying with TP's code of conduct, policies and procedures. • Project the desired image of Turning Point within the services by demonstrating the corporate values through own example while ensuring they are demonstrated by all staff in all services. • Ensure service teams delivers 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. • Ensure the wellbeing of service users, employees and TP's business interests by maintaining and acting upon service risk registers and business continuity plans, escalating issues impacting on the business and taking appropriate risk mitigation action. • Ensuring that accidents and incidents are appropriately and routinely reviewed, lessons learnt from this review and remedial action implemented accordingly • Ensure that all new and existing properties leased are fully DA 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). • Deputise for the Regional Head of Operations when required
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Dimensions	No. of direct reports	4-7 (Area Manager, Team Manager, Clinical Lead)
	Total staff overseen	Circa 100 – 150 members of paid staff + volunteers, Peer Mentors and students on placement
	Internal contacts	Operations Manager – daily. Quality assurance about services, HR management, performance against KPIs, management of risk and TP profile/PR

		<p>Team Manager – Weekly. Quality assurance for a service/ hub, performance against KPIs for this area, meeting regulatory requirement and compliance issues in the given area, staff cohesion/competence in this area & operational relationships with stakeholders in this area</p> <p>Clinical Lead – weekly. Overarching quality assurance in service/area of clinical services/staff and performance against clinical KPIs</p> <p>(Senior) Area Development Manager – monthly/as required. Best practice model implementation and service improvement action plans</p> <p>Central support specialists – continuity of high quality service, collaborative working, support & guidance</p> <p>Other Senior Area Managers – monthly/as required. Peer support, information exchange and sharing of good practice.</p> <p>Commissioners and local influencers/ stakeholders – weekly. Through Area Manager in the first instance if in post. Otherwise the main contact for commissioners. Maintaining strong relationships regarding the service and TP. Providing pro-active solutions and working towards mutually agreed priorities</p> <p>Central Support services – as required. Notably HR advisor, R&A Senior Adviser, Performance Manager, Finance SM Rep – regular meetings in relation to subject area</p>
	External contacts	<p>Commissioners – main day-to-day contact with TP (when no Area Manager)</p> <p>Regulatory bodies – notably CQC service monitor, notifications, audits/inspections and review</p> <p>Partners & agencies – service delivery and health and social support to service users.</p> <p>Advocacy services/service user feedback (forums) – Discuss ethical issues regarding service users.</p>
	Planning timescales	Maintain an awareness of TP's 5 year Business Strategy. Provide input via the Regional Head of Operations to create the sector strategy and 1 year business plan. Focus detailed planning on service plans and delivery.
	Nature of problems solved	<p>Ensure effective staffing of the services where there could be resource conflicts.</p> <p>Policy implementation and monitoring – guidelines will frequently be readily available but how they are implemented or monitored is not always defined.</p> <p>Financial cost management – some level of local discretion</p>
	Financial authority limits	Oversee service(s) with contract value between £5M to £8M per annum

