

Role Profile

Senior Operations Manager

Second Step

9 Brunswick Square

Bristol

BS2 8PE

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1.0 JOB DESCRIPTION

The job description does not describe a comprehensive list of duties, rather a broader range of accountabilities and performance indicators. The role profile is subject to review and changes.

1.1 JOB PURPOSE

Support the Chief Executive in the strategic leadership and management of portfolio service delivery, ensuring objectives are met through the implementation of robust performance management processes. Contribute effectively to the Senior Management Team. Uphold Second Step Culture, Values and Behaviours.

1.2 JOB CONTEXT

Second Step is a leading mental health charity in the South West offering housing, support and hope to thousands of people with mental ill health and other related support needs. Our goal is to inspire hope and deliver change for everybody and every community we work with.

1.3 ORGANISATION

Immediate Supervisor: Chief Executive

Colleagues/Peers: Senior Management Team, Operations and Central Services Managers

Direct Reports: Team Managers within the defined portfolio and other identified roles.

1.4 **JOB ACCOUNTABILITIES**

- Contribute fully as a member of the Senior Management Team and Operations Management Team to achieve team/organisational objectives and standards, promoting effective communication and teamwork
- Ensure excellent customer service, with service users having a strong voice and contribution through influencing, involvement activities and co-production.
- Lead and inspire system change, both transactional and transformational, to enable service users to meet their aspirations and outcomes.
- Ensure that safeguarding principles are upheld.
- Manage budget, risk and resource management within targets and meeting objectives set by board. Develop budgets for services and ensure that performance against budgets is rigorously monitored and that all financial control and risk appraisals are understood and implemented.
- Responsibility for a designated portfolio of services. To manage specific projects and implementation of areas of the Business Plan, Corporate plans and service reviews including organisational wide roles.
- Support the development of strategic relationships with partners and commissioners, identifying opportunities for growth and new business.
- Actively contribute to New Business activities, providing information as required, lead mobilisation workstreams as agreed.
- Support the embedding of new services through operational direction and support. Lead on agreed service development projects, ensuring completion.
- Ensure that each service meets or exceeds Statutory and Regulatory obligations, Commissioner expectations, internal quality standards, performance and financial targets. Establish and maintain good liaison and communication with external stakeholders (e.g. Commissioners, partners, etc.).
- Develop and oversee data collection and management, tracking progress, recording and reporting on outcomes, learning and impact, working closely with evaluators.
- Ensure timely, appropriate management action is taken in the event of underperformance, non-compliance, or serious incidents in order to safeguard the safety and wellbeing of service users and colleagues, the required performance of services, and the reputation of the organisation.
- Carry out review and update risk analysis to ensure robust risk management across the portfolio and organisation.
- Develop joint working across Second Step services and partnerships on an informal and formal basis with partner organisations, external agencies and those who have influence in commissioning and funding decisions.
- Together with the New Business team, gather and analyse market intelligence to ensure that we offer remodelled or new service development proposals that meet the current and future expectations of commissioning and funding partners.
- Act as the investigating officer for complaints or other investigations as requested by the Quality Manager.
- Provide high quality reports (routine and as requested) as part of Governance requirements.
- Uphold Second Step culture, values and behaviours.
- Participate in the Senior Manager on-call service rota as required

1.5 PERFORMANCE MEASURES AND CRITICAL SUCCESS FACTORS

- Implementation and achievement of Strategic Plan and Annual Corporate Plan Targets
- Performance of internal service delivery (measured by quality, budget and other KPIs)

- External and Internal Service Review outcomes
- Continuous improvement and innovation to service delivery

- Overall performance of assigned services
- Management of services to budget

- Contribution to the effectiveness of the Operations Management Team and Senior Management Team
- Upholding organisational values and culture

2.0 PEOPLE PROFILE

2.1 PERSON SPECIFICATION

	Essential	Desirable
Skills	<ul style="list-style-type: none"> • Leadership skills: ability to provide direction, motivate and inspire individuals and teams to be visionary, bold and creative • Ability to communicate, influence and network with colleagues at all levels, internally and externally. • Ability to act as an effective Change Agent and think strategically • Solutions-focused “can do “ approach • Degree level education and/or professional qualification. • Highly organised and skilled in the use of project management processes. • Fully competent in all Microsoft applications • Ability to effectively manage workload, achieving goals within deadlines • Highly motivated, resourceful and flexible 	<ul style="list-style-type: none"> • Relevant Managerial qualification • Care or Health or Housing Qualification
Knowledge	<ul style="list-style-type: none"> • A proven knowledge and understanding of equality, diversity and inclusion issues, and bringing these into everyday practice • A proven knowledge and understanding of the care and support requirements of people with mental ill health and complex needs. • Proven understanding of sector funding regimes 	<ul style="list-style-type: none"> • An understanding of the legal framework relating to mental health service users • An understanding of housing management issues.
Experience	<ul style="list-style-type: none"> • Proven experience of leading and managing complex health, care or support services which deliver positive outcomes and impact • Proven experience of managing teams through change and instilling a culture of excellence, teamwork and high performance • Track record in identifying and developing new ways to improve services • Experience of setting and managing budgets and delivering VFM 	<ul style="list-style-type: none"> • Experience of working in the Statutory sector • Experience of making effective contributions at a corporate level • Lived experience as a mental health service user or carer • Experience of system thinking and system change.
Values	<ul style="list-style-type: none"> • Commitment to equality, diversity and inclusion issues at work. • Ability and motivation to work with a Recovery focus and strength based approach • Be an ambassador for Second Step’s values, culture and behaviours 	
Other	<ul style="list-style-type: none"> • Car driver with access to transport 	

2.2 COMPETENCIES

Competency	Level 5	Level 6	Level 7
<p>Achieving Results</p> <p>Relevance to Recovery: Services reduce barriers, support service users to find their own solutions and to achieve positive outcomes.</p>	<p>Skilled in leading organisation wide project teams that deliver key objectives within time and resources.</p> <p>Anticipates issues and looks beyond problems to the strategic causes. Ensures problems are managed at the right level and involve colleagues and partners appropriately in joint problem solving.</p> <p>Works effectively and efficiently in an environment of uncertainty, complexity and risk.</p>	<p>Leads on development, change and growth ensuring future opportunities whilst also maintaining and building a stable and sustainable organisation</p> <p>Through the thorough analysis of results and performance data identifies solutions and decisions that may include streamlining or focusing services to ensure a robust performing organisation</p> <p>Reacts appropriately to the challenges of the current environment to build and sustain Second Step using a wide range of performance management tools</p>	<p>Seen as a role model within the organisation, amongst partners and within the sector in achieving integration of personalisation into the work practices and process within Second Step</p> <p>Consistently applies effective analysis and focus on issues, implementing effective interventions in order to achieve organisational objectives</p>
Competency	Level 3	Level 4	Level 5
<p>Customer Care.</p> <p>Relevance to Recovery: Everything we do and how we do it carries the message that recovery is possible for everyone using our services.</p> <p>Customers include:</p>	<p>Develops feedback and evaluation systems that improve services.</p> <p>Contributes to a culture which is customer focussed and where the customer comes first, including responding to both internal and external customers.</p>	<p>Promotes awareness of the impact of stigma and discrimination and acts to reduce it, both within the organisation and with external agencies.</p> <p>Identifies and nurtures customer contacts that have a positive impact on work and/or Second</p>	<p>Is a convincing and powerful role model for Recovery and for service users, communicating and influencing with a wide range of parties.</p> <p>Ensures that systems and processes throughout the organisation recognise all customers, ensuring fairness and</p>

Service users Carers Members of the public External agencies Funders Any other interested parties		Step.	equality. Leads and sets the tone to ensure Second Step is a 'listening organisation'.
Competency	Level 3	Level 4	Level 5
Recovery Orientated Practice	Consistently applied recovery principles and values in planning and developing services. Actively promotes recovery across the wider organisation and with external agencies.	Is able to apply recovery principles and values in all aspects of work, with groups and individuals throughout the organisation. Integrates recovery principles and values into all aspects of organisational and service development.	Maintains up to date comprehensive knowledge of user-led initiatives and applies this to all aspects of organisational and service development.
Competency	Level 3	Level 4	Level 5
Effective Communication Relevance to Recovery: How we talk to people, our non verbal communication, how we record our work, all give a positive message of hope and recovery.	Plans and manages all communications and ensures they are clear, effective and have maximum impact. Is a sensitive communicator, able to diffuse difficult situations by careful handling of communications. Designs and creates effective presentations and reports and is skilled and confident in presenting to audiences.	Has highly developed presentation abilities and is effective at promoting the key messages and objectives of organisation. Plans communication around the needs/objectives of the audience. Distils key messages or key conclusions from complex situations.	Through effective and appropriate communication and impact, influences and persuades staff, service users, partners and Board members. Publishes and disseminates research and practice of work in relevant publications to highlight knowledge and expertise in area. Demonstrates, validates and promotes Second Step through the successful implementation of proactive and broad communication strategy.

Competency	Level 3	Level 4	Level 5
<p>Partnership and Teamwork.</p> <p>Relevance to Recovery: All team work and partnerships should centre on the support requested by an individual and work collaboratively to achieve this. Every service user should have full knowledge of who is involved in their support.</p>	<p>Always tries to understand the needs and priorities of colleagues and reports, builds relationships based on co-operation, respect and trust.</p> <p>Facilitates in their team a culture of openness, co-operation, trust and responsibility.</p> <p>Shares power within the organisation and across networks, and develops constructive relationships with SMT and other stakeholders, to enable their true involvement in decision making.</p>	<p>Able to work effectively in different cultural situations and with different groups.</p> <p>Able to identify and understand 'politics' and negative behaviour in others and work through and resolve these positively and tactfully.</p> <p>Is seen as a role model for partnership and teamwork.</p> <p>Respected and trusted by everyone they work with</p>	<p>Able to identify and understand 'politics' and negative behaviour and lead initiatives to resolve these positively and tactfully.</p> <p>Able to resolve disputes and negotiate solutions in complex and uncertain situations.</p>
Competency	Level 3	Level 4	Level 5
<p>Personal and Professional Development.</p> <p>Relevance to Recovery: Being open to learning about ourselves and from others, being committed to continual learning and development, assists us to support individuals in their recovery.</p>	<p>Knows their strengths, and limitations, and understands how they impact on others in a range of situations, including when providing leadership that makes a difference to their team.</p> <p>Recognises others' anxieties and problems, and facilitates them to find ways of dealing constructively with these.</p> <p>Uses reflection on their work in supervision to maintain and improve their work.</p>	<p>Is open and realistic about own competencies and shares this self appraisal with their supervisor. Uses feedback from their supervisor to improve their self appraisal skills.</p> <p>Actively shares their own learning with people they supervise.</p> <p>Is able to reflect on the quality of supervision given and received and seeks to address any concerns appropriately.</p>	<p>Sets challenging objectives for self, team and organisation in order to meet the strategic objectives of Second Step.</p> <p>Uses learning as a springboard for broadening own and organisational horizons and new opportunities.</p> <p>Through own learning and development and promotion and leadership of development of others supports the development of Second Step as a learning organisation</p>

	Maintains their own personal and professional development by using both formal and informal learning opportunities, independent of/in addition to, their supervisor's suggestions.	Is a self-directed learner, able to accurately assess own development needs and consistently seeks to acquire new skills, knowledge and learning opportunities.	Is consistently resilient and reliable in an environment that is consistently challenging.
Competency	Level 3	Level 4	Level 5
Service Area Expertise Relevance to Recovery: Services support individuals to find ways of understanding and meeting their own needs.	Has a comprehensive understanding of the specialist and/or professional requirements of the job and applies this in all areas of their work. Acts as a reference point within own particular service/team. Ensures the service/team respects diversity in all aspects of service delivery.	Invests considerable effort in maintaining specialist and/or professional knowledge, experience and skills. Keep abreast of new thinking in areas of expertise. Is recognised as the expert in own particular service /team. Promotes respect for diversity with internal and external customers	Continuously works hard to maintain and extend specialist and/or professional knowledge, experience and skills Participates in specialist and/or professional seminars/working parties at a high level within the sector. Actively promotes and develops a culture that values difference and benefits all customers.
Competency	Level 3	Level 4	Level 5
Strategic Thinking and Analytical Reasoning	Consistently takes a wide, long-term view of challenges, risks and opportunities and develops key strategies to respond to them. Develops and maintains a vision for the department to provide direction for services and teams, and contributes to a shared	Carries out complex analysis of diverse information and uses the intelligence of others to identify options. Able to identify the many issues involved. Creates and introduces completely new approaches/solutions to	Takes a strategic view of whole organisation within industry. Evaluates performance of organisation reviewing goals and interests of stakeholders, analysing political, economic, social, technological and legal environment, identifying

	<p>vision for the organisation</p> <p>Understands, clarifies and makes appropriate use of diverse information.</p> <p>Crystallises the key ideas, issues or observations from complex data.</p>	<p>improve future department and organisation performance.</p>	<p>opportunities and threats.</p> <p>Insightful, innovative and creative thinker, breaking new ground outside the limits of the experience of his/her field.</p>
Competency	Level 3	Level 4	Level
Leadership and Influencing	<p>Understands the need to use informal persuasion and provision of information, to influence others over whom they have no authority.</p> <p>Takes the time to build critical mass or support for a position, with the end aim of getting results by working in partnership.</p> <p>Identifies and addresses performance issues and creates a supportive, positive climate.</p> <p>Is a credible leader, obtains required resources for the team and encourages team to take the maximum possible personal responsibility.</p> <p>Provides leadership by fully involving the team in setting</p>	<p>Builds and uses extended networks of influence, understanding that these need to change over time</p> <p>Strives to ensure that service users, staff, other interested parties are involved in shaping the development of the organisation/service.</p> <p>Has a wide-angle vision and will be known and respected by a wide range of people within sector.</p> <p>Acts as a role model for others in high performance, vision and self-belief. Communicates a compelling vision that energises others toward achieving goals and resolving issues.</p> <p>Takes tough decisions when</p>	<p>Inspirational leader, who may variously trigger new initiatives from the public stage or give leadership through major change programmes.</p> <p>Typically leadership at this level will be more visionary, more remote, guiding key decisions, removing blocks, negotiating, directing – not hands on.</p> <p>Has a broad vision for the whole organisation, fronts the challenges the organisation faces.</p> <p>Consistently leads demonstrating core values of Second Step.</p> <p>Successfully balances long term health of Second Step against current issues and challenges.</p>

	objectives, priorities and direction.	required.	
Competency	Level 3	Level 4	Level 5
Releasing Potential	<p>Encourages others to take responsibility for their own development and creates a supporting environment where mistakes can be admitted and learned from.</p> <p>Gives team members responsibility and challenging work but supports them when necessary.</p> <p>Provides space for others to be creative, innovative and to take risks so that they can develop their own capabilities and approaches.</p> <p>Management of diversity is communicated effectively, sensitively and implemented effectively.</p>	<p>Works in a collaborative way within organisation focussing on longer-term requirements and on career planning – creating development opportunities for others to succeed.</p> <p>Makes sure succession plans are in place for their team and uses this plan for development in the longer term.</p> <p>Nurtures talent and coaches high performance.</p> <p>Shows commitment internally and externally in promoting diversity, which is demonstrably part of the organisational culture and philosophy</p>	<p>Excites and inspires others to greater achievement through encouragement, visionary ability and insight, bringing clarity to complex situations.</p> <p>Is a role model for developing others, inspiring challenging and motivating others to be the best they can.</p>
Competency	Level 3	Level 4	Level 5
Change Management	<p>Understands the nature of change and its impact on individuals; continually develops both general and specific plans for the proactive management of people through change.</p> <p>At a departmental level evaluates and challenges current ways of</p>	<p>Able to envision the changes required to achieve a given result and to develop approaches to implement them.</p> <p>Is a change leader who inspires others to share a vision of the future with real commitment to it.</p>	<p>Assesses the real need for major change, creates and evaluates the right options and change strategies.</p> <p>Effectively initiates and sponsors effective major change.</p> <p>Implements new ideas into</p>

	<p>doing things, developing new services/processes taking proper account of costs, benefits, buy-in and impact.</p> <p>Able to manage change projects through development and implementation to evaluation and feedback.</p> <p>Plans own and report projects and tasks, establishing clear long-term priorities to ensure that department and organisation objectives are met, and regularly reviews progress against targets.</p> <p>Brings in project work on time and budget.</p>	<p>On an organisational level evaluates and challenges current ways of doing things, developing new services/processes taking proper account of costs, benefits, buy-in and impact.</p> <p>Establishes clear long-term plans for self and others.</p> <p>Anticipates change and plans and organises resources effectively to deliver key objectives.</p> <p>Identifies major risks to plans and has carefully thought through contingency plans in place.</p>	<p>innovative and robust new services which develop diversity and sustainability.</p> <p>Demonstrates a deep understanding of the drivers of change and incorporate these into plans.</p>
Competency	Level 3	Level 4	Level 5
Financial and Business Awareness	<p>Applies the results of financial analysis (e.g. benchmarking) to develop own activities and areas of responsibility.</p> <p>Knows where department's strengths and opportunities lie and seeks to exploit them.</p> <p>Effectively manages own budget, monitoring and controlling the use of resources.</p>	<p>Applies the results of financial analysis creatively to focus activities of self and others to drive out organisational improvements.</p> <p>Identifies key opportunities in the context in which organisation operates and envisions solutions.</p> <p>Structures team efforts to exploit opportunities.</p>	<p>Respected commentator on future developments in organisation sector.</p> <p>Creates business approaches which provide fresh insight into organisational opportunities.</p> <p>Uses knowledge of finance and funding streams to maximise opportunities available to the organisation in meeting its strategic aims.</p>

		<p>Creates budgets, plans, negotiating and obtaining funds, monitoring and controlling the use of resources in plan with budgets.</p>	<p>Condenses and distils wide and complex future financial and business information into real and viable opportunities.</p> <p>Embeds business planning knowledge and practice into identifying whether new ideas are worth pursuing and will meet organisational aims.</p> <p>Ensures effective risk management is carried out at all times.</p>
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