

## Job Profile

**JOB TITLE:**

Director of Operations

**REPORTS TO:**

CEO

**JOB PURPOSE:**

Working as part of the Executive Leadership Team (ELT) and reporting directly to the Chief Executive, the Director of Operations has overall responsibility for the strategic oversight and operational management of GamCare's services for supporting people affected by gambling harms, ensuring services are user-led, safe, evidence based and sustainable. This includes helpline and online support, regional treatment services, and our engagement, education and prevention programmes.

They will ensure contract requirements are met and any donor requirements are planned and delivered. They will ensure staff wellbeing and connection to the GamCare strategy is high.

As part of their role in ELT, they will support the overall strategic development and delivery of GamCare's Strategy and delivery against the annual business plan, OKRs (Objectives and Key Results) and financial targets.

**DIMENSIONS:**

- Direct Reports: 4 – Head of Community Outreach and Treatment, Head of Online & Helpline Services, 2 x Lived Experience Manager
- Budgets managed: Up to £10m operational budgets, responsible for oversight of the staff budget of circa £10m
- Financial targets: Delivery of operations within agreed annual budgets, phasing across the year as appropriate
- Operational: overall responsibility for delivery of safe, effective, caring, responsive and well-led services
- Overall responsibility for the delivery of KPIs and SLAs within service funding contracts

**INTERNAL AND EXTERNAL KEY CONTACTS:**
**Internal**

- Operates as part of the Executive Leadership Team (ELT)
- Advisor to the Chief Executive Officer on performance and delivery of GamCare's services
- Performance reporting to the Board of Trustees in the Clinical, Quality and Services Sub Committee and general Board meetings
- Works with Data and Insights to analyse performance against key performance indicators based on accurate, timely and defined metrics across all areas.
- Works with Quality to ensure adherence to policies and standard operating procedures, participation in quality improvement and a strong learning culture

persists

- Works with Policy and Communications to support the measurement of impact from marketing of GamCare's services and marketing of new opportunities arising from new services being developed.
- Works with Finance to ensure services are evaluated regularly for value for money, sustainability and appropriate KPIs and SLAs are set within contracts
- Support and liaises with all senior management cohort as required.

#### **External**

- Service users, carers, family members and lived experience groups
- Commissioners and grant givers
- Other service providers across GB
- Press and media - act as a spokesperson for GamCare as directed by the CEO or Director of Marketing, Brand and Engagement
- Relevant regulators and public bodies such as government departments, NHS England and the Gambling Commission.
- Other charities and gambling sector organisations

### **OVERALL ACCOUNTABILITIES:**

#### **Operational and Management of Services**

- Using the Three Lines of Defence Model, produced by the Institute of Internal Auditors, this role acts as the first line of defence. It provides operational oversight to the delivery of Gamcare's operational services portfolio, including engagement and prevention programmes, helpline/online support services, and regional psychosocial treatment services, in line with Gamcare's model of care, policy framework and theory of change.
- Ensures accountability for delivery throughout the directorate, working to ensure an open reporting culture where challenges are appropriately escalated to CEO and Trustees, thus enabling timely collective action to resolve challenges.
- Lead and work with key stakeholders, including, those with lived experience, to ensure integrated services are co-designed and delivered that meet local population need, address issues around health inequalities and access and deliver the best outcomes for service users.
- Delivery of high-quality services that are clinically and financially sustainable, in line with the relevant contracts/ grants, through the effective management of staff and resources.
- Ensures services are value for money through ownership of clear data and evidence proving outcomes generated for the financial expenditure
- Ensure performance is monitored and evidenced within budget management and regular KPI reporting, that demonstrates the impact of service delivery on outcomes for the people who use our services. Balanced performance reports and monitoring information is provided as required by the Chief Executive and GamCare committees and Board that provides an accurate view of delivery, risk, success and challenges.
- Contribute to achieving Charity and Board objectives.

### **Relationship Management**

- Ensure there are clear lines of accountability within teams around lead relationship management with key stakeholders including current commissioners and other Service Providers
- Represent GamCare's services externally, acting as a senior spokesperson, where directed, in promoting clear care pathways and integration with a range of statutory and third sector services and championing the voice of those with lived experience of gambling harms in service delivery.

### **Clinical Governance**

- Maintain overall responsibility for service compliance with GamCare policies and procedures to ensure safe delivery of interventions and service delivery across all areas of responsibility, including safeguarding.
- Ensure compliance with all regulatory requirements and industry standards and that all service directorate staff are appropriately trained, with systems and processes in place to ensure compliance with mandatory training, appraisal and supervision.
- Responsible through each Service Head for ensuring the services maintain clear structures for identifying, recording, escalating and managing delivery and contractual risks.
- Works with the Clinical Director, who provides the second line of defence, to ensure risk management controls are effective and clinical governance is maintained.

### **Contract & Performance Management**

- Ensure robust contract management with commissioners.
- Actively manage the collaborative partnerships that exist with stakeholder organisations to optimize the performance and development of all services within areas of responsibility.
- Ensure there is demonstrable evidence of multi-disciplinary engagement in decision-making within the Services Directorate.

### **Human Resource Management**

- Provide the highest quality of staff management in all areas of responsibly working with human resources.
- Support the development of a culture within directorate that is in line with GamCare's values and related behaviours.
- All staff are developed as a key organisational and management responsibility. Ensuring they feel empowered and engaged.
- Ensure strategies in place to attract and retain staff in areas of responsibility.
- Effective staff communication and involvement systems are displayed within the overall framework of GamCare's policies and procedures, issues arising from staff engagement or townhall events are proactively and effectively addressed with the Directorate.

### **Personal Development**

- Personal development objectives are agreed with the CEO
- Continuing professional development is undertaken as agreed with the CEO

## **Person Specification – Essential Criteria**

### **Qualifications/ Knowledge**

- Educated to Masters level or equivalent experience and learning
- Evidence of continued management development
- Knowledge of the current environment in respect of gambling treatment and prevention services and/or addiction or mental health.
- Solid understanding of relevant governance issues

### **Experience**

- Senior management level with responsibility for operations/service delivery in complex health/social care setting (service director or equivalent)
- Delivering high standards of performance to achieve national and local targets within a complex healthcare setting
- Developing services that are user-led
- Ability to analyse quantitative and qualitative data to develop, improve and evaluate the effectiveness of services, including working with an emerging evidence base
- Formal project management
- Business planning in complex organisations
- Complex finance and budgetary management
- Contract negotiation and management
- Managing and leading large-scale change in a complex environment
- Delivering efficiency and productivity targets at operational level.
- Working effectively in partnership with other organisations
- Dealing with difficult situations including the resolution of conflict and influencing others to accept demanding outcomes.
- Desirable: Experience of delivering CQC regulated services

### **Skills**

- Strategic and operational leadership skills
- Highly developed operational management skills
- Highly developed operational performance improvement skills
- Highly developed interpersonal and communication skills necessary to establish and maintain effective working relationships across and between a variety of interest groups, and the ability to communicate effectively where there may be significant barriers to acceptance.
- Proven visionary leadership / ability to set out a clear vision for services, to persuade others of the benefits and requirements of the plan for the future and overcome obstacles.
- Ability to anticipate and plan for change.
- Demonstrate an ability to lead and motivate individuals and teams.
- Ability to present all work in a clear and concise manner appropriate to the target audience, including Board level reporting.
- Highly numerate and high level of analytical/problem solving skills.
- Influencing / negotiating skills.
- Proven track record of delivering to deadlines.
- Ability to work under pressure.

- Ability to build effective working relationships; ability to liaise and work with senior managers, Boards/Trustees and employees and volunteers.
- High levels of resilience, tenacity, self-belief and integrity
- Flexible and adaptable to suit circumstances.
- Team worker as well as individual achiever
- Able to manage a range of responsibilities at the same time, giving priority to all dimensions of the role appropriately, and meeting necessary deadlines.
- Ability to represent GamCare externally at all levels.

**Circumstances**

- Able to attend meetings and events outside of normal working hours if required
- Travelling between and working at different locations, locally regionally and nationally will be required
- The role will be expected to spend four days a month in the London office and visit regional teams on a frequent basis.

**To be noted:** This job description will be reviewed regularly. Any changes will be discussed with the post holder. This is not an exhaustive list of duties and responsibilities the post holder may be required to undertake other duties which fall within the grade of the job, in discussion with your line manager.