

Job Profile

JOB TITLE:

Treatment Service Manager

REPORTS TO:

Senior Service Manager

JOB PURPOSE:

The Treatment Service Manager is accountable for the delivery of safe, effective, and high-quality gambling treatment services across a defined service footprint within a complex external funding and partnership environment, in line with GamCare's organisational priorities, service model, and delivery approach.

The postholder provides operational and strategic leadership to delivery teams, ensuring consistent achievement of performance, quality, financial, and service standards, while operating in contexts where awareness, confidence, and engagement with gambling treatment services may vary across stakeholders and system partners.

The role is responsible for embedding the agreed treatment model and driving continuous improvement through the use of evidence, insight, and lived experience to inform service development, improve outcomes, and strengthen understanding of service impact across external systems.

The postholder works across directorates including communications, finance, and quality functions, and with external partners, to support integrated service delivery, coordinated messaging, financial oversight, safeguarding, workforce capability, and coordinated operational delivery across the service.

DIMENSIONS:

- **Direct Reports:** Team Leaders and Data & Administration Officer
- **Indirect Reports:** Gambling Support Practitioners
- **Matrix working:** Relationships across internal specialist functions and service areas
- **Budgets:** Planning, monitoring, and managing annual budgets
- **Targets:** Deliverables and KPIs within contractual agreements, organisational priorities, and service performance frameworks

INTERNAL AND EXTERNAL CONTACTS:

Internal:

- Senior Service Manager and Head of Community Outreach & Treatment Services
- Team Leaders and staff across Treatment and Community Outreach & Training Services
- HR and People & Organisational Development (recruitment, performance, wellbeing)
- Finance, Communications, Business Development, and Data & Insight teams
- Quality & Safety teams to support governance, safeguarding, audit, and continuous improvement
- National Gambling Helpline and other GamCare services and programmes to support integrated pathways, coordinated delivery, and shared organisational objectives
- Cross-directorate collaboration to support service integration, operational effectiveness, consistent messaging, and organisational learning

External:

- External funders, commissioners, and contract stakeholders
- NHS Gambling Clinics, mental health services, and wider health and care systems
- Local authorities, safeguarding partnerships, and statutory agencies
- VCSE and community organisations to strengthen referral pathways, service reach, and partnership working
- Probation and criminal justice partners (where applicable)
- Service users and lived experience contributors to inform service development and continuous improvement
- Stakeholders and partner organisations where awareness, confidence, or engagement with gambling treatment services may be variable, requiring relationship-building and collaborative working

OVERALL ACCOUNTABILITIES:

Service Leadership and Delivery

- Provide leadership for safe, effective and high-quality gambling treatment services across the service footprint.
- Ensure consistent delivery of the treatment model including assessment, allocation, step-up/step-down and aftercare.
- Maintain continuity of service delivery in line with organisational priorities and operational requirements.
- Operate within a complex external system characterised by fragmented provision, variable stakeholder confidence, and competing priorities requiring sustained credibility-building and influence.

Quality, Safeguarding, and Governance

- Act as escalation point for safeguarding and clinical risk issues.
- Working in collaboration with the Quality and Safety Team, ensure compliance with

safeguarding legislation, governance frameworks and organisational standards.

- Lead learning from incidents, complaints, audits and service user feedback to improve practice.
- Work across internal functions to ensure joined-up governance, quality assurance and organisational learning.

Performance, Data, and Insight

- Accountable for service performance across activity, outcomes, experience and KPIs.
- Use data and performance information to manage demand, capacity and service effectiveness.
- Provide accurate reporting and analysis for senior management and external stakeholders.
- Use data and insight to identify systemic barriers to engagement, inform service direction, and support external influence and decision-making.

Workforce Leadership and Development

- Lead, support and develop Team Leaders and wider service workforce.
- Ensure safe caseloads, supervision, recruitment and workforce development.
- Work collaboratively across directorates to ensure alignment between delivery, HR, finance, communications and quality functions.
- Maintain awareness of centrally delivered and income-generating training programmes, supporting consistent messaging and appropriate signposting to these offers where relevant.

Partnerships and System Working

- Build and maintain relationships with statutory, VCSE and health partners.
- Ensure clear referral pathways and effective multi-agency working for complex cases.
- Represent the service in external partnership and safeguarding forums.
- Identify and coordinate partnership and strategic collaboration opportunities, exercising judgement to lead service-specific activity while working with internal teams, including Communications, Partnerships, and External Affairs, to ensure coordinated external engagement and clear stakeholder ownership.

Service Improvement and Learning

- Lead service improvement informed by data, feedback and lived experience insight.
- Support innovation and continuous improvement across service delivery.
- Contribute to organisational learning and development of future service models.

Financial and Operational Management

- Manage operational budgets in line with organisational processes.
- Ensure effective use of resources and financial oversight.
- Support planning, sustainability and risk management.

Person Specification

Qualifications

- Management qualification (Level 5 or equivalent) or demonstrable equivalent experience.
- Commitment to continuous professional development.

Experience

- Significant experience in service management within health, social care, VCSE or related systems.
- Experience managing multidisciplinary teams and complex service delivery.
- Experience of contract, performance and stakeholder management in commissioned services.
- Experience working within complex service systems delivering structured treatment interventions and outcomes.

Skills and Knowledge

- Strong leadership, people management and change management skills.
- Excellent communication and influencing skills with internal and external stakeholders.
- Sound understanding of safeguarding, governance and risk management.
- Strong IT and data literacy with ability to interpret performance information and use insight to influence service direction, service delivery and stakeholder engagement across internal and external systems
- Ability to operate effectively within complex external environments requiring engagement with varied stakeholder confidence, expectations and priorities across systems
- Ability to work across internal functions and directorates to align delivery, resources and organisational priorities

Desirable Criteria

- Experience in gambling harms, addiction, mental health, substance misuse or similar complex needs services.
- Experience of service mobilisation, transformation or service redesign.
- Experience working in system partnership environments.
- Experience of working with lived experience-informed service development.

Circumstances

- Commitment to equality, diversity, inclusion and lived experience-informed practice.
- Willingness to travel within the UK and work flexibly, including attendance at meetings, service delivery activity and other work-related activity outside standard working hours as required.

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.