



JOB DESCRIPTION

Job Title:	Programme/Operations Manager
Grade:	Family Psychology Mutual scale points 39-44 (£58,665 – £69,621)
Operationally Accountable to:	Clinical Director
Professionally Accountable to:	Clinical Director
Responsible for	Manage the Stronger Families Programme and the Functional Family Therapy-Child Welfare team in Norfolk to deliver an optimal service to young people and families Strategic and operational management and oversight of the delivery of a contract
Base:	Norfolk , office in Dereham
Contract type:	Permanent
Sessions:	Full-time

Background

Family Psychology Mutual, www.fpmcic.com is a new and expanding social enterprise (spun out of Cambridgeshire County Council) based in Huntingdon, Cambridgeshire.

FPM, in collaboration with Bridges Outcomes Partnerships have been contracted by Norfolk County Council to deliver a specialist edge of care therapeutic services. The Norfolk service is delivering Functional Family Therapy Child Welfare (FFT-CW), a licensed evidence-based programme, with staff based in Norwich, Kings Lynn, Great Yarmouth, and Dereham. The service is embedded with the social care teams across Norfolk with an administration office in Dereham and is funded by a Social Outcomes Contract. The service became operational in March 2019 and consists of 7 FFT therapists and 1 supervisor with an expansion of a second supervisor in January. The team has also a data analyst and Business Officer input.



JOB SUMMARY

To lead and assure the contractual delivery of the specialist commissioned FFT-CW treatment service in Norfolk through operational and strategic programme management in close working relationship with the clinical supervisors of the team.

To manage Supervisors and Teams to work autonomously within professional guidelines and to oversee the systemic practice within the service so that it is of a high quality. To support the Supervisors to achieve high adherence to the principles of the FFT CW programme requirements.

To support the Supervisors and the professional systems within Norfolk County Council to maintain and secure clear referral pathways.

To work and collaborate with the Norfolk County Council Commissioners, Social Care Heads of Social Work and operational managers and others to deliver the contract.

To lead and participate in carrying out audit, policy, service development and research activities as directed by the Board.

To lead the teams to align to the operating environment and to facilitate the optimal conditions for the services to achieve the contractual outcomes.

To assure the reporting of key performance indicators and metrics to Bridges Outcomes Partnerships on a weekly, monthly and quarterly cycle to inform decision making and assurance at Board level.

The post holder will expect to attain a reasonable understanding of the model to guide and support the team in the implementation of the intervention.

To provide senior support to FPM as part of the senior operational team.

Liaises with:

FFT-CW national consultant
FFT-CW Steering Groups
Board of the companies established for the contract delivery of the Social Outcomes Contract
Stronger Families Performance Manager and Data and Operations Analyst for contract adherence and data collection
Norfolk County Council Social Care Managers and Commissioners
Bridges Outcomes Partnerships



KEY RESPONSIBILITIES

Programme and Operational management:

1. To have operational oversight of the contract in Norfolk. To support the FFT-CW Supervisors to lead and provide Functional Family Therapy services in accordance with the clinical models. To collaborate with the FFT-CW Consultant in assuring the adherence to the principles of the intervention methodology. To build the reputation of the team within the business in terms of project delivery so that it can reach and maintain a position of high functionality and performance.
2. To line manage the FFT- CW Supervisors and to support them in taking responsibility for ensuring that the services are adherent to FFT-CW principles and treatment process. To provide management supervision for the Supervisors. To develop the capacity of the Supervisors to take on leadership roles and accountability as services reach a point of relative maturity.
3. To lead and assure the implementation of clinical and operational practices and procedures as appropriate so that the services are successfully implemented and embedded across Norfolk.
4. To drive and oversee pipeline and referrals management for the programme. This includes close management of consultations and the process within the referral pathway to agree on eligibility for the programme.
5. To develop and maintain accountability of contract performance. To lead local management with clear accountability of performance-related KPIs (eligible referrals, starts, pending time, attrition, frictional void, caseloads, intervention length, trackable cases to invoice)
6. To develop and maintain an efficient data collection set that enables review on a regular basis the performance of the team against agreed KPI's. Provide a working and viable team solution for proper data management processes. Ensure that sufficient support is given to therapists for data input on the data management systems they use (IAPTUS, CSS and liquid logic)
7. Manage oversight on data collection so that timely and accurate information is captured in weekly updates, data queries by the performance manager are addressed swiftly, and that discrepancies across data systems are consistently addressed in a monthly cycle for both clinical governance and contractual monitoring purposes
8. Oversight of therapists' consistent and timely recording of clinical practice and intervention on different systems (Weekly Updates, Liquid Logic, IAPTUS, CSS) in liaison with the supervisors.
9. Provide monthly reports on the service delivery with understanding of the discrepancies and proposed actions for mitigation.
10. Management of the Business officer and data analyst to assist you to obtain accurate information and provide targeted support to the therapists. Establish presence and visibility of Stronger Families in Norfolk together with the FFT



supervisors, work with Norfolk County Council to communicate service ensuring an aligned, consistent and clear messaging of the offering and referral eligibility

11. Establish and maintain communication links with both operational and commissioning leads from Norfolk to collaborate on any aspect of the service
12. Regularly update local teams with operational information on pipeline cases and capacity of the team. Communicate locally to SWs and TMs the lead-in times of cases to be picked up, statuses of pipeline cases and any unforeseen changes to estimated timeframes for cases
13. To assure that work is conducted in ways which are sensitive to and appropriate for the needs of families from a wide range of racial, cultural and religious backgrounds and be sensitive towards differences in sexual orientation. To take a proactive stance in challenging racism and discrimination and support the development of a culturally competent service across the contract
14. To lead the strategic relationship between the commissioned services and the respective County Councils. To lead the production of performance and strategic reports for the Boards and steering groups. To support service evaluations and research
15. To model and promote the appropriate use of FFT-CW within the professional systems and to facilitate the effective utilisation of the services. To assure the referral and discharge processes so that these are of a high quality. This may include initiating and leading professional development with referrers and organisational systems in collaboration with the Supervisors.
16. To contribute to the requirements of CPD provision and support the learning and development of the Supervisors and of their teams and in collaboration with the FFT-CW Consultant and Clinical Director.
17. To prioritise own workload and the workload of the FFT-CW Supervisors to ensure that skills and capacity are used to greatest effect and with recognition of competing demands and flow across Norfolk.
18. To problem solve and negotiate appropriate professional relationships with stakeholders and referrers in both statutory and voluntary agencies together with the supervisors to ensure that casework is appropriate to the child and family's needs and that the services can achieve desired outcomes.
19. To manage exposure to distressing and emotionally charged circumstances for self, Supervisors and for workers. This may necessitate managing /meetings in which there is high expressed emotion
20. To participate in professional development meetings within the company including discussion regarding in house policies and future service development.



Strategic

2. Working with the Supervisors to develop, monitor and assure the appropriate referral pathways across Norfolk so to have suitable cases being referred.
3. To support the FFT-CW supervisors in having a detailed case management overview of all cases with robust organisational systems to achieve this.
4. To initiate and maintain links with senior local stakeholders across a range of agencies and at a strategic and political level. To lead the team to keep accurate and up to date records of professional activity and ensure that the provision of routine, accurate clinical and professional statistics flows to the relevant stakeholders including boards.
5. To work with the Supervisors to ensure the principles of clinical governance are incorporated in service delivery by maintaining a high-quality service based on agreed clinical standards. To deliver written reports as required
6. To participate in and establish priorities for non-clinical activities e.g. projects, audits and research to further the development of the services and that of the company
7. Able to solve problems in a measured and creative way. Capable of independently assessing a wide variety of tasks and be proactive in relation to identifying and undertaking activities that are to the benefit of the business. Able to balance long and short-term objectives and understand business value. Be responsible for own decisions.
8. Able to use staff capital and resources well. Able to delegate tasks, responsibilities and authorities effectively. Effective at identifying goals and objectives and motivating and leading others towards their achievement
9. To support the overarching priority for child protection and safeguarding practice in regard to cases held by the team in close partnership with the supervisors.

Information Technology

The post holder is expected to be technologically self-sufficient with word processing skills, able to work with the Family Psychology Mutual, Children's Services data bases and the FFT case management system, which is an extended client information and therapy process database. Training in this will be provided. A good working knowledge of Outlook is essential as this is the main staff communication channel. Advanced knowledge of Excel is needed for data collection



and evaluation.

Research and service evaluation

1. To work with the Supervisor and Clinical Director to collect the data, ensuring that the services provide appropriate data for their Board meetings and fully cooperate with the programme. To keep an accurate database of all referred clients and their progress and client outcome.
2. Ensure and encourage the collection of questionnaires pre and post intervention and collect ratings to calculate impact of the service on the client group
3. To report to both Partnership and Commissioner Boards, providing progress reports as appropriate
4. To lead on internal evaluations and support external evaluations

Equality & Diversity

Family Psychology Mutual is committed to equality and diversity and works hard to make sure all staff and service users have access to an environment that is open and a free from discrimination. As a Community Interest Company we value the diversity of our staff and service users, and therefore recognise and appreciate that everyone associated with our service is different and so should be treated in ways that are consistent with their needs and preferences.

Therefore, all staff are required to be aware of the Equality and Diversity Policy and the commitments and responsibilities with it.

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

We firmly believe that it makes good business sense to have a workforce representative of the communities we serve and so encourage applications from all sections of the community.'

The post holder will need to ensure to have an understanding of, and comply with Family Psychology Mutual's procedures for promoting and safeguarding the welfare of children and vulnerable adults and to ensure that the staff managed, are complying with these procedures and that appropriate records are kept.



To be noted:

1. This is not an exhaustive list of duties and responsibilities, and the post holder may be required to undertake other duties, which fall within the grade of the job, in discussion with the manager.
2. This job description will be reviewed regularly in the light of changing service requirements and any such changes will be discussed with the post holder. To comply with all relevant Family Psychology Mutual policies, procedures and guidelines, including those relating to Equal Opportunities, Health and Safety and Confidentiality of Information and to be aware of any changes in these.
3. The post holder will be required to work flexible hours and to travel across Norfolk but with travel to Huntingdon. London and elsewhere as necessary
4. This post is subject to the Rehabilitation of Offenders Act 1974 (Exemption Order 1975) and as such the post holder will require an enhanced DBS check

Person specification

Attribute	Essential	Desirable
Education and qualifications	<p>Degree in a relevant discipline with post graduate qualification</p> <p>Or</p> <p>A relevant professional qualification in health or social care, for example social work [e.g. DipSW, CQSW, CSS], nursing, occupational therapy, health and social care level 4/5, teaching qualification or equivalent</p>	<p>A management or project management qualification</p> <p>Master or Doctor level qualification</p>
Experience and knowledge	<p>Significant experience of managing a staff team and undertaking supervision and appraisals.</p> <p>Significant experience of working in a social care/health/provider environment.</p> <p>Experience of working at a senior level (team leader, head of service, head of unit) for a minimum of 2 years.</p> <p>Ability to forward plan, to allocate projects and manage workloads</p> <p>A proven track record in successful partnership and inter-agency working at a senior level</p> <p>A sound understanding of the management and leadership skills required to effectively lead a complex</p>	<p>Experience of evidence based interventions</p> <p>Experience of leading a team in collaboration with clinical leads</p> <p>Experience of managing a team across multiple sites</p> <p>Experience of working in a commissioned</p>

	<p>or specialist service</p> <p>A clear understanding, ability and experience of using electronic data systems including data reporting.</p> <p>Experience of effective resource management, service delivery and problem-solving in a fast-changing environment.</p> <p>An excellent understanding of key performance indicators and their impact on service delivery coupled with experience of managing activity to meet performance targets set.</p> <p>Experience of using data sets to review and improve service delivery</p>	<p>service or in an outcome-based contracts</p> <p>Knowledge of Social Outcomes Contracts</p>
Ability and skills	<p>Excellent problem solving, negotiation and organisation skills. Able to act effectively in complex/difficult situations seeking advice as appropriate.</p> <p>Ability to manage own workloads within the broad direction set by the Clinical Director and Performance Manager.</p> <p>Ability to develop and implement appropriate procedures.</p> <p>Good leadership and interpersonal skills sufficient to motivate and lead a team, collaborate with stakeholders and be seen as a willing partner.</p> <p>Understanding of and commitment to information systems and the aptitude to utilise data, information and technology.</p> <p>Ability to engender respect and credibility as a representative of Family Psychology Mutual.</p> <p>Able to work under pressure and to consistently work to achieve deadlines. Ability to travel effectively to different locations</p>	
Health and safety	<p>Able to demonstrate a clear understanding of and commitment to health and safety and a willingness to undertake training to enable implementation of policies and procedures..</p>	
Communication skills	<p>Clear and articulate in both written and oral presentation.</p>	



	Able to report to board level meetings Able to talk with groups of people of varying sizes and give presentations	
Critical functions	Able to give and receive constructively critical feedback and to act upon this	

Post Holder's Name Date	Signature
Professional Manager (if applicable) Date	Signature
Service Manager Date	Signature

Date:

Job description and Person specification created June 2020